

Representing Your Destination: A Comparative Analysis between the Destination
Marketing Organizations Discover Los Angeles and I amsterdam

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ABSTRACT

REPRESENTING YOUR DESTINATION: A COMPARATIVE ANALYSIS BETWEEN THE DESTINATION MANAGEMENT ORGANIZATIONS DISCOVER LOS ANGELES AND I AMSTERDAM

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Destination Marketing Organizations (DMOs) are the backbone of tourism. There are many strategies to encourage this, especially in large cities such as Los Angeles and Amsterdam. The purpose of this study was to compare and contrast the marketing strategies used by Discover Los Angeles and I amsterdam. The following marketing strategies were analyzed: video advertisements, websites, posts on social media, and events. I amsterdam accurately displays the culture of the city through their media and events. While Discover LA does this successfully in event marketing, they struggle to do this through their media. DMOs do not currently use their social media pages as a tool to engage with their followers, so they are recommended to create a more interactive space. In addition, DMOs would benefit from making their content light-hearted and informational. They also should represent themselves authentically, while considering and supporting the locals' opinions and continuing to reinforce the events that support their mission.

Keywords: destination marketing organization, Discover Los Angeles, I amsterdam, marketing, traditional media, social media, events

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Chapter 1

INTRODUCTION AND REVIEW OF LITERATURE

Background of Study

How do cities become attractive to outside organizations looking for a place to host an event? Destination Marketing Organizations (DMOs) specialize in communicating what makes a city an attractive tourist and event destination, and they are now located in over 300 cities (Destinations International, 2022). The organizational practices and goals of DMOs include giving resources to travelers about what the destination has to offer, working with many city organizations to achieve the goals of the area, publicizing tourism concerns, and marketing to targeted audiences with campaigns (Hartog, 2021). The DMO's job is to ensure that the best parts of the city, region, state, or country are being marketed in an alluring and accurate way.

DMOs have a genuine desire to bring tourists into the destination to enjoy the benefits and beauties of it, and they adjust with trends so this remains true. Destination Analysts state that 70% of DMOs that were studied wanted to change their mission and purpose (Destination Analysts, 2021). The industry is constantly changing and keeping up with media and marketing trends. As a result, popular destinations' marketing abilities cause more competition with other DMOs to attract people to their region.

DMOs play a critical role in destination marketing and tourism successes. This is a significant study because it analyzes the powerhouse of what makes tourism thrive in a region and the marketing practices of DMOs. The findings of this study can be implemented by the national and international DMOs studied. The purpose of this study

was to compare and contrast the marketing strategies used by Discover Los Angeles and I amsterdam.

Review of Literature

Research for this review of literature was conducted at Robert E. Kennedy Library on the campus of California Polytechnic State University, San Luis Obispo. In addition to books and other resources, the following online databases were utilized: Google Scholar, Hospitality and Tourism Complete, and Journal of Destination Marketing & Management. This review of literature includes the following subsections: traditional marketing, social media marketing, and events strategies.

DMOs are the backbone of tourism in many destinations. In society, there is a lot of confusion about what a DMO is and what they do. They promote the city, region, state, or country to potential tourists to showcase the attributes the destination has to offer, give resources to travelers when they are in the destination, and support the destination's economy. They are funded publicly mostly through hotel occupancy taxes, government grants, and also privately from membership dues (Bertrand, n.d.). The average medium size DMO's budget ranges from \$151k - \$450k, with 23% of the total budget used for marketing, and the majority of that is used for social media marketing (Advance Travel & Tourism, 2020).

A DMO's main way of promoting a destination involves extensive marketing strategies. Hartl (2002) describes that DMOs take on detailed market research to determine the important stakeholders in their travel industry. Then, the DMOs form the stakeholders into specific target audiences to focus on the groups for certain marketing

efforts. DMOs are a comprehensive marketing superpower that have many strategies to reach people of all backgrounds while maintaining the same mission: to make the destination desirable to tourists.

Expenses and marketing effectiveness are greatly considered when making decisions about marketing strategies and tactics (Hartl, 2002). Hartl describes that marketing tourism destinations with paid media in traditional ways such as commercials, video, and print advertisements are some of the most effective strategies. DMOs use these as an opportunity to be cost-effective, as print advertising such as brochures, flyers, and more are shown to have the relationship of being the least expensive effective marketing tactic. Although print advertisements are the least expensive, they may not be the most relevant to today's world of technology and the Internet.

In the age of technology, DMOs take into consideration the ever-changing market. Social media and the Internet have made a huge impact on the print industry, which has caused DMOs to transition to digital to approach people in ways they are becoming accustomed to. DMOs have made this transition at a relatively low cost by launching Internet advertisements and by keeping websites up to date. To keep up with a changing world, DMOs have made the effort to make their online presence attractive and appealing to tourists.

As the times are changing, so are the target audiences, and the DMOs must keep up in order to execute their mission (Roque & Rapaso, 2015). Tourists are becoming more likely to use social media as an information source as the world becomes increasingly more digital. Social media marketing allows consumers to easily access all the information they want when traveling. This is valuable to DMOs because people want

the easiest and stress-free way of traveling, and they get that through social media. The more usage of social media platforms, the more memberships the DMO are going to receive, and their audience size will be bigger (Uşaklı et al., 2017). Even though there is a shift in consumers, European DMOs have not been using social media to its fullest capacity (Uşaklı et al.). As social media has made an emergence into society, not all DMOs have realized the needs of the target audiences and transitioned fully.

Social media marketing can act as another tool for marketing along with paid advertising and owned content, which are the newest marketing tactics (Smartvel, 2022). These tactics can be used to reach new and diverse audiences and make the destinations more appealing. Owned media ranges from anything the DMO owns and controls, such as their website, social media pages, content marketing, and more. These marketing strategies, also used in traditional marketing, take time to develop and see significant results in terms of ROI and successes of the interactions (Mosley, 2022). DMOs use strategies to increase the success rate of their owned content. For example, DMOs might pay for the rights to a popular song and use it for multiple videos and advertisements. This strategy is often used in replacement of hiring a celebrity to represent the destination. The rights to a song allow the DMO to use it multiple times, have creative freedom, and save more money (Smartvel). On the other hand, content creators representing DMOs are also helpful for the destination's success. DMOs utilize people who have high interactive rates on their social media to help promote their destination (Colleen, 2017). If the influencers and followers have an interactive relationship, the followers will be more likely to trust the opinions and reviews of the influencer (Colleen). The DMOs look for a positive storyteller that will display their destination in

the way they desire (Colleen). The influencer can also point the followers to more resources and interact with the DMO's page and media.

DMOs' social media marketing provides a simpler way of supplying consumers and potential tourists with the information they may need while traveling. However, DMOs are hesitant to fully commit to social media marketing because of its unknown financial repercussions. Kumpu et al. (2021) states that there are no financial measures to see how successful social media marketing is. Social media is a relatively new practice, and it is premature to say that researchers have found the best method to analyze its effectiveness. It is difficult for DMOs to realize the actual benefit, value, and financial gain or loss that they are receiving from social media, but they are also working towards attaining that information in the future (Kumpu et al.). Although not certain about financial results, marketing in other sectors, such as print marketing, television advertisements, etc. can spillover into insights about social media marketing (Kumpu et al.). The audience's demand for social media information and marketing is increasing the desire to have social media be a primary source of marketing, but with the lack of research, DMOs aren't fully investing their efforts into social media just yet.

Marketing through more interactive modes, such as events, is an even more efficient way of marketing to tourists. Events in each destination greatly increase the interactions that tourists have with the location and its brand. Destination brand image is defined as "an individual's overall perception or the total set of impressions of a place" (Unurlu et al., 2013, p. 86). It is a great opportunity for interactions with the customers and destination to display their brand image. Johansson (2007) describes that events need to acquire four themes in order to have successful events to show brand image. These

themes include differentiation from other events, longevity and tradition of the events, inclusion of all stakeholders, and media coverage (Johansson). The events brought into the destination need to have a unique edge and significant meaning to them. They are to be meaningful to the city, showcasing their mission and values every step of the way. The events that are considered by the DMOs should showcase the businesses (stakeholders) in the region by working with them to create events for the tourists (stakeholders). Lastly, events need to be promoted through media coverage. The events should be shared with the consumers to increase brand awareness and image and event publicity. If there is no media coverage present at the event, then the outsiders will not be aware about the destination and the things it has to offer (Lee et al., 2019).

DMOs that promote events are more likely to follow through with their mission. Liberato et al. (2021) report that if there are events in a destination, people are more likely to extend their trip with family and friends. Events attract different types of travelers to destinations, such as convention attendees, businesspeople, music lovers, families, and more. For example, due to an annual conference in Asheville, North Carolina, a company invested \$20 million into a new facility for the conference to grow and make it easier for travelers to participate (Oates, 2014). Although events clearly increase a destination's tourist activity, DMOs are hesitant to bring in some events. Privately held events are not a way for DMOs to market to tourists because not all tourists would be able to attend. According to Liberato et al. private events are a topic of debate among DMOs because it "creates competition between members" (p. 469). More events mean more opportunities to promote the brand image, which is why tourists are

invited to events that align with the city's brand image and personality rather than specific private events (Liberato et al.).

In addition to carrying the brand's image, it is important for destinations to want to connect with their consumers to make lasting impressions on them. Lee et al. (2019) show that DMOs positively influence customer engagement, and increase satisfaction and word of mouth marketing. Word of mouth marketing is found to be one of the most influential ways of marketing because friends are more likely to trust each other more than a company. To curate momentum, marketing professionals, including DMOs, are moving away from one-way interactions to two-way interactions to increase customer loyalty (Lee et al.). Two-way interactions are used through events for tourists and brands to interact verbally and physically with each other, whereas one-way interactions would only allow the brand to interact with the tourist. Through events, two-way interactions increase the exchanges with the brand image, destination, and tourist, which raises a connection with the location and its culture. This is important for the DMO's and destination's success because it increases the likelihood of tourists telling their friends about their experience and coming back.

Purpose of the Study

The purpose of this study was to compare and contrast the marketing strategies used by Discover Los Angeles and I amsterdam.

Research Questions

This study attempted to answer the following research questions:

1. What are the marketing strategies that Discover Los Angeles and I amsterdam employ to increase tourism in the respective destinations?
2. What are the events that Discover Los Angeles and I amsterdam hold to promote their destinations?
3. How effective are the marketing strategies that are used by Discover Los Angeles and I amsterdam?
4. How effective are the events that Discover Los Angeles and I amsterdam hold to promote the tourism destinations?

Chapter 2

METHODS

The purpose of this study was to compare and contrast the marketing strategies used by Discover Los Angeles and I amsterdam. This chapter includes the following sections: description of organizations, description of instrument, and description of procedures.

Description of Organizations

A comparative analysis was conducted on Discover Los Angeles and I amsterdam. Discover Los Angeles consists of a President & Chief Executive Officer, Chief Marketing Officer, Chief Security Officer, Chief External Affairs Officers & Chief Financial Officer, 43 board members, and one legal counsel (Discover Los Angeles, 2022). The board of directors is selected by LA county tourism and hospitality professionals who volunteer their time to serve. There are three offices for the Discover Los Angeles Visitor Center (Downtown, Hollywood and San Pedro) and one for the Los Angeles Tourism & Convention Board, which is in the corporate office. Their goal is to promote LA “as the premier destination for leisure travel, meetings and conventions” (Discover Los Angeles). They also provide marketing and sales resources to LA County organizations such as LA Convention Center, LA World Airports, LA County Arts Commission, and more. Discover Los Angeles promotes the county of Los Angeles and showcases the best and most exciting parts of LA. They highlight the cultures, different terrains, and events that are in the county, which have lasting effects on the tourism in the region.

I amsterdam is a DMO located in Amsterdam, the capital of the Netherlands, whose objective is to foster connections, create partnerships, and promote events (I amsterdam, 2022). amsterdam&partners led by Director Geerte Udo is I amsterdam's main initiative for spreading knowledge and appreciation about Amsterdam. It was founded in 2013 as a result of a merge of three Amsterdam marketing companies, and in 2019, it became amsterdam&partners. Their goal is to build the brand image of Amsterdam, showcase Amsterdam's culture, all while being sustainable, innovative, and transparent (I amsterdam). amsterdam&partner's target market is any residents, visitors, and businesses. There are many office locations for tourism related to the DMO, but the main I amsterdam visitor center is on the coast of Amsterdam. One of I amsterdam's main marketing focuses for visitors is the City Card, which offers discounts to museums, public transportation, and many other city experiences. They showcase all the things you could do and places to see, work or study in Amsterdam.

Description of Instrument

The instrument utilized in this study was a comparative analysis matrix developed by the researcher (see Appendix A). The matrix was organized into three categories with subcategories within them. The three categories are Usage of Traditional Marketing, Usage of Digital Marketing, and Events. The categories will be analyzed further with subsections. "Usage of Traditional Marketing" includes print media, video media, and the DMO's website as tactics to discover more about the subject. Next, "Usage of Digital Marketing" primarily refers to social media. Finally, "Events" is related to historical, cultural, and other events. One pilot test was conducted on San Francisco Travel and

Visit Denmark to test the instrument. Following the pilot tests, the researcher altered the updated traditional marketing from newspapers to print media to expand the realm of analysis since many print media is no longer popular.

Description of Procedures

A comparative analysis was conducted on Discover Los Angeles and I amsterdam. The instrument utilized in this study was a comparative analysis matrix developed by the researcher. The research for this study was conducted over a two-week period in May 2022. The researcher compared and contrasted the differences, similarities, and effectiveness of the marketing strategies that both DMOs, Discover Los Angeles and I amsterdam, employ in their organizations. This information was collected through scholarly articles and journals, the DMO's websites, and other websites. The additional websites consisted of Smartvel, Skift and Instagram. The data were comparatively analyzed by the marketing strategies and the respective effectiveness of them. The data collected and analyzed from this analysis was mostly qualitative with some quantitative statistics.

Chapter 3

PRESENTATION OF THE RESULTS

The purpose of this study was to compare and contrast the marketing strategies used by Discover Los Angeles and I amsterdam. A comparative analysis was utilized to examine Discover Los Angeles and I amsterdam. This chapter includes the following sections: attaining affordable effectiveness through traditional media, engaging tourists with social media, and creating connections through events.

Attaining Affordable Effectiveness through Traditional Media

Discover LA and I amsterdam use traditional forms of media such as brochures, flyers, video advertisements, and websites. Discover Los Angeles provides their customers with extensive information with their printed “Official Visitors Guide 2020” magazine. This guide contains multiple stories and quotes, one being from the President and CEO of the LA Tourism & Convention Board, Ernest Wooden Jr. It also features suggestions for adventures, food, entertainment, cultural areas, shopping, and more. The magazine showcases all the different sides of the county and provides a variety of resources for activities. I amsterdam has a similar structure of print media to the “I amsterdam City Guide.” Their contents include fashion, experiences, food and drink, day trips, city guide, and more. The magazine is 100 pages long, longer than Discover Los Angeles’s, and goes into more detail within the content sections.

Discover LA utilized a variety of video advertisements to market their destination. These categories include restaurants, attractions, tours, shopping, museums, music, celebrities, beaches, family friendly, and art. A main theme from their advertisements was telling people's stories and showing an authentic life in Los Angeles. Their content was posted on YouTube. From April 2021, their most viewed video with 412,000 views showcased the triumphant comeback of LA through its residents. The video has 155 likes and 254 comments. The general theme of the comments is LA locals sarcastically agreeing with the glorification of Los Angeles, with the underlying meaning that LA is not being correctly portrayed in this video. The content on their YouTube seemed to be reposted from many Instagram content, and the average viewing of those videos on YouTube is 500 views. Most videos invite the public to come see the culture of the area and get to know the people. Discover Los Angeles posts new video content about twice a month with a few exceptions. The most consistent views are from their comeback series, where they promote people to come out of the pandemic and explore LA.

I amsterdam also uses a variety of video advertisements to promote the destination of Amsterdam. The content on their YouTube page is organized in sections that include 360 views of the city or of an activity, about Amsterdam, best of Amsterdam, various neighborhoods, and day trips. Their most viewed video is "Open Mind Sharp Business", which describes Amsterdam while showcasing the people that live there. It has 1.7 million views, 436 likes, and 118 comments, all supporting the video. The next most viewed video at 579,000, has a comedic cyclist who is promoting people riding bicycles in the city. This video has 8,400 likes and 415 comments. The comments say that the video is funny and that the information that he is telling the viewer is correct. The

account has not posted in four months, and before that would only post once or twice every two months.

Discover Los Angeles has comparatively fewer views on their video content than I amsterdam. Although they share about the same amount of content, Discover Los Angeles is more consistent. However, Discover LA also receive more negative feedback about the portrayal of their destination. I amsterdam's posts show the positive interactions between the locals of the destination, and these exchanges are displayed for tourists to read. Discover Los Angeles provides a more serious storytelling perspective to their marketing, whereas I amsterdam uses comedy and more light-hearted personal stories. I amsterdam's strategy has led them to have more digital interactions with their audience.

The respective DMOs websites both have interactive sections with multiple categories and large graphics to grab the reader's attention. Discover Los Angeles's website displays a menu with things to do, food, events, lodging, and more. I amsterdam's website also contains a menu with accessible information on where to stay, what to see, and more categories regarding the purpose of visiting Amsterdam, none of which mention amsterdam&partners. Both DMOs' front page show guides and things to do while in that destination. Discover LA displays more events and livestreams, whereas I amsterdam shows more information, such as historical sites, where to eat, etc. Although both are pleasing to the eye, Discover Los Angeles displays more cohesive branding colors and page layouts.

Engaging Tourists with Social Media

Discover Los Angeles and I amsterdam both use Instagram, Twitter, Facebook, and Tik Tok as their social media platforms. In addition, Discover LA uses Pinterest. Discover LA has a verified Instagram account with one million followers, and likes varying from 700 to 10,000 per post. The DMO posts about once or twice a day. Whereas I amsterdam is not verified on Instagram and has a smaller following of 280,000 with around 1,000 to 10,000 likes per post and posts daily. Although Discover LA has more followers, I amsterdam has a more interactive fan base, with 0.3%-3% of followers engaging with every post. Discover LA has around 0.07%-1% engagement with every post. Discover LA posts content that emphasizes the cultures of Los Angeles and shows the bright colors and scenic views of this area. The most liked photos on the Instagram account are scenic photos, including sunset, ocean, or mountain views. Many people tag their friends on posts about events, and comment on posts of locations, expressing their love for that place. The content that I amsterdam posts consists of art museums, nature, and local culture. The most interactive posts are about nature, in which people comment on many positive associated emojis, such as heart eyes, hearts, and more. Neither has shown prominent use of content creators and influencers promoting the destination.

A notable difference is that Discover LA uses Pinterest to help people make vision boards to plan their trips to LA. Their account has 36,700 followers and creates content that shows a variety of themes that include wedding inspiration, food, venues, dogs, and outdoor activities. This extra platform gives the audience another perspective on the destination and allows them to interact with Discover LA more.

Creating Connections through Events

Los Angeles and Amsterdam are known for being some of the most inviting, fun, and accepting cities in the world, and their events display that. The events that are listed below are promoted by the respective DMOs, but not hosted by them. The DMOs promote annual events to keep the local cultures alive and to attract tourists to come.

Both Discover LA and I amsterdam highly promote the LBTQIA+ Pride celebrations in their destinations. Both are highly attended and sought-after events. Amsterdam's Pride celebration is one of the largest in the world, whereas LA's is one of the largest in the United States. Los Angeles has a unique factor that no other city can attain, which is the geographic advantage of getting more publicity through celebrities. LA is home to The Emmys, Grammy's, Golden Globe Awards, Academy Awards, etc., and Discover LA is able to incorporate these events into their posts and messaging. Amsterdam has a more historic advantage, as the city has existed since the 13th century. I amsterdam promotes King's Day, where a million people flood the streets and have one of the world's largest block parties. Both destinations host a variety of cultural events. LA's cultural events include Día de los Muertos, Golden Dragon Parade, Fiesta Broadway, and the largest Cinco de Mayo celebration in the world. Amsterdam is known for their Christmas markets, and Tulip Day, which has 900,000 in attendance and is the second most visited cultural event in The Netherlands. Smaller events, such as events for museums, farmers markets, and promotions of local businesses are also featured on the DMOs' respective websites. The events that take place in these locations help draw in

many tourists because of the promotional ability to raise awareness about the historic and cultural impact that it has on the destination.

Chapter 4

DISCUSSION AND CONCLUSIONS

Destination Marketing Organizations have a large impact on the tourism in the destination that it is located in. The significance of this study is to inform DMOs what the best marketing strategies are and how to use them to effectively communicate with and recruit tourists. This concluding chapter includes the following: a discussion of the findings, limitations of the research, conclusions based on research questions, and recommendations for the future.

Discussion

Both Discover Los Angeles and I amsterdam take an authentic approach in marketing to their target audiences, although I amsterdam is more successful in gaining engagement and positive reactions from their efforts. The reactions from the DMOs' video advertisements were outstandingly different, which shows that I amsterdam's content and credibility in representing the destination is superior. I amsterdam's content contains a more light-hearted feel with locals who represent the population of the area. The actors in their top-viewed videos are positive and match the tone and style of the brand and destination, which are the most important things to consider when creating content (Colleen, 2017). Discover LA's and I amsterdam's content are similar in that they want to showcase their city's interesting and diverse cultures. Discover LA's videos are glorifying LA and are disregarding the day-to-day lives of many people living in the city and county. I amsterdam's videos successfully convey a more authentically positive tone.

Colleen states that people are looking for a familiar face, which increases the likelihood of feeling a sense of trust towards the representative in the video. Discover LA creates a variety of content and uses the same video content across multiple platforms, which might seem repetitive to a viewer who is seeking fresh content.

Although Discover Los Angeles has more than 600,000 more followers than I amsterdam and is verified on Instagram, I amsterdam has a higher engagement rate. I amsterdam nicely delivers the image of the city and leaves the followers satisfied and connected to the content that has been posted. This was shown through the followers commenting that they have been to those places, they want to go back, and emojis. Lee et al. (2019) describes that executing the brand image correctly leads to customer engagement and organic word of mouth marketing. Discover LA shows this through posting the authentically beautiful sunsets, hiking trails, and more that the city has to offer. It is recommended that Discover LA continues to do this to show the audience the destination authentically and raise their engagement. A higher engagement rate is not related to the volume of social media posts, as I amsterdam posts less often than Discover LA.

I amsterdam shows higher success in engagement rates, though, their social media pages are not used to their fullest extent. Uşaklı et al. (2017) discuss the importance of using social media as a tool to help their customers. People use social media to complain, show their praises, and communicate with the services. European DMOs, including I amsterdam, mostly use social media platforms as traditional media outlets and do not interact with their customers (Uşaklı et al.). I amsterdam can improve on their social media practices, which would enhance their customer service and relationships with their

customers. To understand better industry practices, the quality of the content posted and interactions with customers are more important than the number of posts.

Discover Los Angeles and I amsterdam both promote an abundance of community events that represent the city's image. The events that the DMOs market on their websites and social media highlight the city's culture. This encourages travelers to visit the city, particularly if they are interested in those types of events. Both cities are known to be liberal and supportive of LGBTQIA+ rights and have two of the world's largest Pride celebrations. For events to be successful, they must represent the destination's mission with every interaction, which is what these and the many other events intend to do (Johannsson, 2007). It is very important for DMOs to abide by their core values and promote those events that have similar goals. For both cities, it is helpful to claim and promote the large events that take place. It is also recommended, especially for LA, to promote the smaller events that help the smaller communities.

There were limitations while conducting this study. The researcher was limited to online sources, which decreased the variety of sources to have more in-depth and accurate conclusions. This limitation may have allowed skewed conclusions. In addition, there were limitations regarding tracking the effectiveness of print media. There were no resources that examined the effects of the specific print media that both DMOs used. The researcher is from southern California and has significant knowledge of the Los Angeles area, which can cause positive and/or negative biases toward that destination. This is a limitation because the researcher has gone to many events in LA and knows the culture of the area well, which may skew the results found. Also, the researcher has not been to Amsterdam. Lastly, the researcher had previously thought that DMOs were usually used

for family and recreational vacations. This was a limitation bias going into the research, but the researcher was surprised that this was not true. This limitation and the others existed, but there was no influence from these in any finding during this research.

The results from this study show the marketing strategies and their effectiveness for the DMOs Discover Los Angeles and I amsterdam. These organizations' purpose is to promote and align with the culture of the destination they are located in. This study used three categories to analyze the strategies: traditional media, social media, and event marketing. The traditional media and social media show that Discover LA is proud of their culture, but some of the locals disagree with the way "they are glorifying it. Conversely, I amsterdam more accurately represents city life, and more people endorse and engage with their content. These DMOs do a great job of promoting events that align with the city's culture and beliefs and should continue to do that. This study shows that it is important for DMOs to interact with the customers through social media and to have a good relationship with the locals and strive for authenticity in their content.

Conclusions

Based on the findings of this study, the following conclusions are drawn:

1. The marketing strategies used are video advertisements, websites, and posts on social media.
2. The events used to market the destination are community events, traditional and cultural events, and holiday events.
3. Both DMOs try to accurately display the destinations in their traditional and social media marketing. I amsterdam does a great job, whereas Discover LA

struggles to get the locals to support their campaign. Also, the DMOs are not using their social media pages to intimately interact with the potential tourists.

4. The DMOs are accurately displaying their destination's culture through their events, which is effective in representing the destination.

Recommendations

Based on the conclusions of this study, the following recommendations are made:

1. DMOs are recommended to create social media as a more interactive way to communicate with their followers. This can be done by responding to comments, direct messages, having interactive polls on their Instagram story, etc.
2. Discover Los Angeles and I amsterdam should make content that is light-hearted, authentic to the destination, and informational.
3. Discover Los Angeles should listen to locals' opinions and depict LA more accurately.
4. I amsterdam and Discover Los Angeles should continue to promote both large and small events that support their mission.
5. Future research should include Yelp or travel agency reviews of the destination to help DMOs improve their promotions.

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APPENDIXES

Appendix A

Instrument

	Discover Los Angeles	I amsterdam	Comments
Usage of Traditional Marketing			
Print media			
Video advertisements			
DMO website			
Usage of Digital Marketing			
Social media			
Events			
Historical and cultural events			
Other events			