Amplifying Southern Charm: A Case Study on
Visit Music City’s Digital Media Practices

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ABSTRACT
AMPLIFYING SOUTHERN CHARM: A CASE STUDY ON VISIT MUSIC CITY’S DIGITAL MEDIA PRACTICES
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Digital marketing has become a vital player for companies, especially destination marketing organizations (DMOs), by helping them grow and expand their brand image. Digital marketing includes email, social media, and search-engine marketing. The purpose of this study was to examine Visit Music City’s (Nashville’s DMO) digital media marketing tactics. Nashville Convention & Visitors Corp (NCVC) is the company that is behind the brand Visit Music City. The research was conducted utilizing information from NCVC’s website and social media platforms (Facebook, Instagram, Pinterest, Twitter, TripAdvisor, and YouTube). Visit Music City sends a weekly newsletter called Amplify, they have a strong social media presence, and they show up organically in Google searches. The researcher recommends that Visit Music City increases the number of photos in Amplify, prioritizes raising social media engagement rates, and updates their keywords on their website.

Keywords: Nashville, Visit Music City, digital marketing, social media marketing, email marketing, search engine marketing, SEM
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Chapter 1
INTRODUCTION AND REVIEW OF LITERATURE

Background of Study

With the rise of internet culture, it is vital that companies create social media accounts to control their own brand image. Social media ad spending in the United States is expected to grow from 63.1 billion USD from 2021 to 122.2 billion in 2026 (Statista & Statista Digital Market Outlook, 2022). Companies are now focusing more on digital marketing over traditional marketing (newspaper, TV commercials, broadcasts, etc.). This change of focus has helped tourism destinations influence tourists to come to their locations by showing the unique experiences the destination offers. In a survey done in May 2021 by Morning Consult, it was found that 38% of U.S. adults in the country use social media to gather information and plan their travel. This high usage is no surprise because social media is at the fingertips of most individuals through their smartphones. With everyone being dialed in, companies can have two-way communication with their consumers and potential consumers. This communication allows the consumers to give positive or negative feedback about a service or product.

Social media is an essential tool for destination marketing organizations (DMOs) to bring new tourists to their location. According to Nashville Convention & Visitors Corp (2022), last year Nashville attracted 12,643,243 visitors, up from the 8,917,692 visitors they saw in 2020, and down from the 14,149,699 visitors in 2019 (Nashville Convention & Visitors Corp, 2022). Visit Music City (Nashville’s DMO) is creating a
strong digital marketing strategy that draws a variety of audiences to visit the city. The purpose of this study was to examine Visit Music City’s digital media marketing tactics.

Review of Literature

Research for the 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: Academic One File, Academic Search Premier, Business Expert Press eBooks, Business Source Premier, Google Scholar, and Hospitality & Tourism Complete. This review of literature includes the following subsections: digital marketing, social media marketing, email marketing, search engine marketing (SEM), and the incorporation of digital marketing into destination marketing organizations.

Digital marketing can be a strong strategy for companies to reach and engage consumers across multiple streams. According to Key (2017), three domains are the most established in digital marketing: email marketing, social media marketing, and SEM (search engine marketing). Digital marketing is different from traditional marketing. Product, price, place, and promotion (often called the 4 P’s) are most commonly associated with traditional marketing (Othman et al., 2021). Traditional marketing can be done via business cards, print ads in newspapers or magazines, direct paper mail, or TV advertisements (Todor, 2016). There are pros and cons to both digital and traditional marketing. Digital marketing is cost efficient, interactive, and adaptable, but not everyone fully trusts the internet. Traditional marketing has the trust of individuals and typically shows faster results, but its effectiveness is difficult to measure and very costly (Todor).
With ever-evolving technological advancements, the world of marketing is shifting away from traditional marketing and towards digital marketing; traditional marketing clumps customers segments together and does not reveal as much diversity in customer needs and behaviors compared to digital marketing (Badari et al., 2022).

Emails may be considered outdated, but email marketing is still relevant today. According to Hanna et al. (2016), “email remains the most effective way to target and communicate a direct message to a specified individual” (p. 2). Email allows a company to have one-on-one communication with its consumer at a low-cost while also being able to track analytics. Chittenden and Rettie (2003) compared the costs between direct mail and e-mail for acquisition and retention. The average total cost for emails for acquisition and retention campaigns was £26,500 (~$30,100 USD) compared to direct mail campaigns totaling £69,600 (~$79,260 USD). With email, one can create relevant content according to the consumer’s demographics (age or gender) and psychographics (purchase history). This means one can insert a hyperlink in an email and the consumer can quickly and directly click on the link to see what is being attached (Zhang et al., 2017).

Email may seem easy to use, but to be effective, one must account for timing. If companies overuse email marketing strategies, the target audience will begin to stop paying close attention. Overuse leads to high unsubscribe rates, ultimately hurting the brand’s reputation (Key, 2017). Unsubscribe rates are just one important KPI (key performance indicator) that can be tracked through email. Other email metrics used by companies to gauge success include the number of opens, the number of clicks, and the click-through rate (CTR). Click-through rate is the “ratio between clicks of links within the e-mail and sent e-mails of an e-mail marketing campaign” and can be vital to
measuring click effectiveness (Lorente-Páramo et al., 2020, p. 2). A study by Lorente-Páramo et al., that analyzed email marketing campaigns and their CTRs found that marketing emails should be short and emphasize images over text. Email marketing can reach a broad audience, but the data still stays measurable and can be tracked in real-time.

With the expansion of technology, new digital marketing strategies have been created, one of them being social media marketing. Social media can be referred to as a group of online platforms where people can share content on their views and experiences (Cimeck, 2018). The top 10 social media platforms used in the United States in 2022 were Facebook, YouTube, Instagram, TikTok, Snapchat, Twitter, Pinterest, LinkedIn, Reddit, and Twitch (Statista Global Consumer Survey, 2022). Social media platforms draw in younger generations and thus open a new world of individuals to target.

Social media has become a vital player in the world of marketing. Using social media for marketing can help increase awareness, foster loyalty, bring visitors, and create a conversation (Dolbec, 2021). Not only must businesses ensure they are directly communicating with their consumer base, they also should expand their audience through social media (Momany & Alshboul, 2016).

Businesses can hook their audience by ensuring that they use first-person and not third person voice in their social media captions (Pachucki et al., 2022). This was determined by comparing first-person and third-person posts to measure the post’s engagement rate (likes, comment, shares). First-person storytelling can seem more personal, thus raising consumers’ responses and positive attitudes towards the brand (Pachucki et al). This engagement rate is a key KPI and can be used across all platforms;
Instagram “likes”, and Twitter “retweets” are indicators of engagement (Key, 2017). The goal of posted content is for it to be shared by users to friends, with the hope the post goes viral (Hinz et al., 2011). Having a post go viral is an efficient way for a company to get its message out there without paying for the exposure. Mangold and Faulds (2009) say that social media should not be taken lightly. Social media plays a vital part in an integrated marketing strategy.

With the rise of social media and its sizeable corresponding data, social media users realized that something was needed to help with searchability. In 2007, the concept of a hashtag originated on Twitter when a user suggested that it would be beneficial to add the hash symbol (#) to track content (Scott, 2018). According to Zappavigna, hashtags can function in three ways: experientially, interpersonally, and textually (2015). When a hashtag is performed in an experiential way, it provides a context for the content of the tweet (i.e., #TheKardashians). An interpersonal function provides a “feeling” to the post (i.e., #socool). With a textual function, the hash symbol lets individuals know there is data coming (i.e., #Offset, a well-known rapper). It helps with organizing the post. Not only can businesses use hashtags, but also individuals can use hashtags to connect their post to a certain phrase or word. This allows any individual to “track in real-time unfolding discourse about a specific event or issue” (Zappavigna, 2015, p. 277). Using hashtags offers a multitude of benefits, such as creating brand awareness, activating partnerships, and increasing engagement (Blaszka et al., 2012; Almeida et al., 2022). The hashtag should not be underestimated since it can amplify the message beyond the existing following.
Search engine marketing delivers advertising to consumers right under their noses. A February 2012 Pew Internet survey revealed that 91% of online adults use search engines to find information on the web, versus 84% in June 2004 (Purcell et al., 2012). When consumers type a phrase into a search engine, organic and sponsored links pop up and are ranked according to their relevance. Advertisers recognize that consumers trust organic links more, so they try to increase their visibility in that initial search results list by adding in keywords to change the algorithm (Berman & Katona, 2013). This technique is called search engine optimization (SEO). For example, a Google algorithm looks over 200 pieces of information (ex: keywords, fresh content, websites designed for mobile use or desktop) on a website to figure the order of the results (Key, 2017). Search engine marketing gives consumers the opportunity to educate themselves on a variety of products and services and to see a bigger picture (Key, 2017). Such marketing allows brands to get in front of consumers without appearing like a paid advertisement.

Destination marketing organizations (DMOs) can lead and coordinate the tourism efforts of a certain location (Morrison, 2019). These organizations are involved in leadership, partnership, stakeholder relationships, planning, research, product development, marketing, and visitor management (Huang et al., 2022). One of the main roles of a DMO is to attract people to their destination and then exceed the guest’s expectations once they have arrived, so they will return (Morrison).

Many DMOs have been catching onto digital marketing. There has been a recent shift in DMOs to look more towards insight-era technologies (i.e., social media) and big data to connect with potential tourists (Huang et al. 2022). According to Milwood et al. (2013), Facebook was going to be adopted by almost all DMOS by 2014. Many DMOs
that have a Facebook account also have other top-used social media like Instagram, Twitter, and YouTube. In fact, many DMOs have entire teams dedicated to their digital marketing & social media. To effectively promote and advertise a destination, a DMO must understand how the tourist seeks information. A DMO gains this knowledge through extensive industry research. According to Marques de Sousa et al. (2022), there is a four-step process marketing managers must follow, the first step is research: collecting data and information. The second step is segmentation: understanding visitors’ profiles to target their intrinsic needs. The third step is creating a plan between the DMOs and the local tourism businesses. The fourth and last step is promotion: releasing any marketing campaigns or initiatives (Marques de Sousa et al.). By using this model, DMOs will be effective in attracting new tourists and keeping them satisfied.

Purpose of the Study

The purpose of this study was to examine Visit Music City’s digital media marketing tactics.

Research Questions

This study attempted to answer the following research questions:

1. What email marketing techniques are currently employed by Visit Music City?
2. What search engine marketing techniques are currently employed by Visit Music City?
3. What social media techniques are currently employed by Visit Music City?
4. How effective are the email marketing techniques currently being utilized by Visit Music City?

5. How effective are the search engine marketing techniques currently being utilized by Visit Music City?

6. How effective are the social media marketing techniques currently being utilized by Visit Music City?
Chapter 2

METHODS

The purpose of this study was to examine Visit Music City’s digital media marketing tactics. This chapter includes the following sections: description of organization, description of instrument, and description of procedures.

Description of Organization/s

A case study was conducted on Nashville Convention & Visitor Corp (NCVC), the company that is behind the Visit Music City name. Nashville Convention & Visitor Corp (2022) is a non-profit, performance-based organization. The NCVC is guided by a 22-member board comprised of leaders in the Nashville community. This company, “brands, sells and markets Nashville as Music City to the world as a premier entertainment destination for travelers who seek authentic and unique leisure and convention experiences” (Nashville Convention & Visitor Corp.). The company has 16 staff teams: Executive Office & Administration, Accounting & Web Development, Information Technology, Public Affairs, Sales (General, Convention, Regional, Tourism), and Marketing (General, Creative Services, Digital Marketing & Social Media, Events, Membership, Public Relations, Visitor Services). These staff teams are working under the CEO, Butch Spryridon. All are working towards the company’s vision: that Nashville will continue to be a premier domestic and international entertainment destination for travelers who seek leisure and convention experiences (Nashville Convention & Visitors Corp).
The NCVC’s (2022) mission is to maximize the economic contribution of the convention and hospitality industries to the total community by marketing and developing Nashville as a premier domestic and international destination. This mission helps push their five strategic priorities: Transportation, Infrastructure, Development, Music City Brand, and the Workforce (Nashville Convention & Visitor Corp).

The NCVC (2022) created a 501(c)(3) foundation called Music City Inc. in 2006. According to GuideStar (2022), Music City Inc.’s mission is to serve Nashville citizens through initiatives which both expand the Music City brand and extend the reach of their efforts to promote the city to visitors. One huge project that Music City Inc. started and completed was the Music City Walk of Fame (Nashville Convention & Visitor Corp).

Description of Instrument

The instrument utilized in this study was a best practices guide developed by the researcher (see Appendix A). The instrument guide used was a table with three headers: area of operation, description of operation, and additional comments. This was used to collect information on NCVC’s digital marketing strategy. After a pilot test was conducted on Visit SLO CAL, the non-profit destination marketing and management organization for San Luis Obispo County, the researcher decided to add sub-categories in the instrument under each social media to determine what aspects of the category would be measured.
Description of Procedures

A case study was conducted on Nashville Convention & Visitor Corp (NCVC), the company that is behind Visit Music City. The instrument utilized in this study was a best practices guide developed by the researcher. The first step the researcher took to gather information was to sign up for NCVC’s Amplify newsletter, sent via email. The researcher analyzed the content of the newsletters received every week. Then, the researcher looked at NCVC’s social media platforms: Facebook, Instagram, Pinterest, Twitter, TripAdvisor, and YouTube. Finally, the researcher used Google Search to search the keywords: music city, country music, Nashville, and Tennessee. This enabled the researcher to see where the Visit Music City website showed up in the organic search results.
The purpose of this study was to examine Visit Music City’s digital media marketing tactics. A case study was utilized to examine Nashville Convention Center & Visitor Corp (Visit Music City). This chapter includes the following sections: email marketing, social media marketing, and search engine marketing.

**Email Marketing**

Nashville Convention Center & Visitor Corp (NCVC) offers a newsletter called, *Amplify* that sends out weekly news and discounts to subscribers every Wednesday. Each issue has a specific theme to it. In every email, there is a header with three different links: *Things to Do*, *Events*, and *Plan Your Trip* that lead the reader to the corresponding pages on NCVC’s website. The footer contains more links to the website: *Special Offers*, *Rooms*, *Travel Packages*, and *Shop*. There also are Twitter, Instagram, Facebook, Pinterest, and YouTube icons, that if clicked, will take the reader to that specific social media platform. These newsletter emails are formatted so there is an image with a header and then descriptive text underneath, then a button for the reader to click if they want more information (see Figure 1). In the descriptive text area, NCVC uses bolding and underlining specific parts of the text to highlight main points.
Figure 1

*Amplify Newsletter 11/2/2022*

Note. This figure shows the email elements (header, body, footer) of an *Amplify* newsletter.
The researcher signed up for Amplify on 10/17/2022, and the first newsletter they received was on 10/19/2022 at 2:51 PM Pacific Time (PT). This email’s subject line was *Going Solo to Nashville? We have you covered* and focused on hotel packages, the local art scene, and solo trip ideas. The newsletter contained four images. If one were to print out this email, there would be four pages, with the last one being just the footer.

The next week’s email on 10/26/2022 at 12:56 PM PT focused on the holidays, with the subject line *Holiday Preview! Music City in Lights*. There was information about five different immersive holiday experiences happening throughout the holiday season (i.e., Immersive Nutcracker, Chinese Festival of Lights, etc.). It presented five images. This newsletter was the same length as the first one sent (four printed pages).

Just like clockwork, on 11/2/2022 at 2:14 PM PT, the researcher received another email. That week focused on Thanksgiving and how to celebrate it in Nashville, and the subject line was *Your Thanksgiving Begins Here 🦃*. It also mentioned holiday light displays in Nashville, a giveaway to a show on New Year’s Eve, and it reminded readers to vote Nashville as the #1 travel destination through Travel + Leisure World’s Best Awards. There were four photos, and the newsletter length was the same as the previous issues (four printed pages). The researcher was unable to track the number of opens, number of clicks, click-through rates, and subscription rates since they don’t have access to the back-end data.
Social Media Marketing

The social media platforms that NCVC showcases on their website are Facebook, Instagram, Pinterest, Twitter, TripAdvisor, and YouTube. The table below shows basic account information for each platform, as of November 2022:

Table 1

Quantitative Information on NCVC’s Social Media Accounts

<table>
<thead>
<tr>
<th>Social Media</th>
<th>Username</th>
<th>Followers</th>
<th>Following</th>
<th>Date Joined</th>
</tr>
</thead>
<tbody>
<tr>
<td>Facebook</td>
<td>nashvillemusiccity</td>
<td>157K</td>
<td>165</td>
<td>November 2008</td>
</tr>
<tr>
<td>Instagram</td>
<td>visitmusiccity</td>
<td>179K</td>
<td>1,275</td>
<td>March 2013</td>
</tr>
<tr>
<td>Pinterest</td>
<td>visitnashville</td>
<td>167K</td>
<td>1.1K</td>
<td>N/A</td>
</tr>
<tr>
<td>Twitter</td>
<td>visitmusiccity</td>
<td>314.8K</td>
<td>1,959</td>
<td>November 2008</td>
</tr>
<tr>
<td>TripAdvisor</td>
<td>VisitMusicCity</td>
<td>1,257</td>
<td>0</td>
<td>July 2018</td>
</tr>
<tr>
<td>YouTube</td>
<td>nashvillemusiccity</td>
<td>1.83K</td>
<td>N/A</td>
<td>July 2007</td>
</tr>
</tbody>
</table>

After looking at these platforms, the researcher found overlap in the content posted by the NCVC, but no duplicate posts. For example, the photo below (Figure 2) was posted on both Instagram and Twitter in November 2022. On Instagram, the caption associated with the photo was: Is it the wall of a @krogerco, or is it a photo opportunity? 📸 There’s unique artwork to be found around every corner in Music City! Map out your mural tour at the link in our bio. 😃 But then on Twitter, the tweet associated with the same image was Creativity flourishes in Music City. Discover Nashville’s picture-perfect murals by
neighborhood here! IG @ prettythingsnash https://visitmusiccity.com/trip-ideas/nashville-murals.

Figure 2

*Mural Wall in Nashville, Tennessee*

With some review of Instagram, Twitter, and Facebook, the researcher noticed that NCVC does utilize first-person storytelling. An example of this is the November 2022 Facebook post: *We just love this time of year when the sky gets dark, and the lights come on. See how Music City sparkles during the holiday season. ✨*

On Instagram, NCVC, on average, posted once a day. The types of posts differ as well: either one photo, a carousel of photos, or a reel. In both September and October,
there were 31 posts added to the feed in that month. Content ranged from giveaways, highlighting local restaurants and hotels, and showcasing local events.

Facebook had different content. Most of the posts had links to external websites. For example, on October 30, NCVC posted this caption: *Believe it or not, Thanksgiving is right around the corner. 🙄 If you are already planning but don’t know what to cook, Anzie Blue has you covered with Chef Star Maye’s "The Great Southern Thanksgiving" cooking classes. Check it out.* 🖤 Then continued to include a link to Anzie Blue’s Instagram.

On TripAdvisor, NCVC was not as active. The most recent post on the activity feed was added back in May 2022. The post was a video celebrating Music City’s 10th year in a row being a top global travel destination.

Visit Music City’s YouTube presence isn’t as large as their Instagram presence. They post occasionally, and it’s around a specific event. For example, they posted a video about the induction of the Music City Walk of Fame and the Fourth of July. The most popular video this channel has is from 8 years ago with 45K views called *Explore Nashville Neighborhoods: Downtown, Part 1.*

After looking at all NCVC’s social media platforms in search of hashtags, the researcher observed that only Instagram posts had hashtags. In Visit Music City’s Instagram bio, it states that they feature photos tagged in #Nashville or #MusicCity. Every post that is posted to this account has those two hashtags attached to it. Another hashtag that shows up often is #LinkInBio to signal to the reader that they should reference their bio for additional information. Instagram also has a feature where a user can search hashtags. When searching in November 2022 for Nashville hashtags, it was
found that there are 16.2M posts associated with the tag, and with MusicCity there were 1.7M posts in November 2022.

Search Engine Marketing

The goal of search engine marketing is to have Nashville Convention Center & Visitor Corp’s website (Visit Music City) show up first in organic search results. To test this, the researcher used a third-party computer to type in these keywords associated with Nashville: music city, country music, Nashville, and Tennessee. When the researcher typed in, music city to Google Search, the first link that popped up was NCVC’s Visit Music City website. When country music was typed in, the first item that popped up was a YouTube video called, “Top Country Songs of 2022.” Underneath that video were more YouTube links to country music. The researcher found a block with Top Stories that were related to country music. The next link was to “Country music” on Wikipedia. Finally, the next one is a link to a destination in Nashville, “Country Music Hall of Fame and Museum.” The links keep going on, but on the first page of the search results (out of 2,480,000,000 results) there was no link to NCVC’s website.

The first website that popped up when Nashville was searched was Visit Music City, the website owned by NCVC. This differs when only Tennessee was typed into the search bar. The first website out of all search results was Tennessee’s State Government website. Continuing down the page, NCVC’s website is not shown at all. Two out of four keywords searched resulted in the website, Visit Music City, organically showing up.
Chapter 4

DISCUSSION AND CONCLUSIONS

With the rise of technology, digital media marketing is becoming the standard for promoting services, products, and places. 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

Nashville Convention Center & Visitor Corp (NCVC)’s weekly newsletter, Amplify, is simple yet effective. According to Lorente-Páramo et al. (2020), emails associated with marketing should be: timed effectively, short but concise, and filled with images. To raise click-through rates, an important KPI, the email sender should make it a best practice to reduce the length of their emails and increase the number of images. Amplify hits all these points. Other DMOs should use Amplify as a resource when creating their own marketing emails. To improve this sector of marketing, NCVC should continue to cut down the number of words in the newsletter and insert more photos. When that is implemented, NCVC’s emails will be more interactive and enhance one-on-one communication.

Across all social media platforms, NCVC makes sure to use the first-person storytelling over third-person storytelling. According to Pachucki et al. (2022), speaking in the first-person raises the post’s engagement rates and allows the audience to fully immerse themselves in the experience. Instagram is the platform for NCVC that is the
most consistent with posting, as there has been one post every day for the past two months. Content focuses on local spots and Nashville scenery; very rarely does one see photos with individuals in them. Although NCVC is utilizing storytelling, they are lacking high engagement. To raise engagement, NCVC should go back to understanding the visitors’ profiles to see what types of content they are seeking (Marques de Sousa et al., 2022). Another way NCVC can grow their audience is by using hashtags more frequently. Currently only Instagram utilizes this strategy, but hashtags can be used on both Facebook and Twitter as well.

Nashville Convention & Visitors Corp should focus on integrating more keywords into their Visit Music City website so they can increase their visibility. Consumers trust organic links more than sponsored links, so to increase their website’s rank in the search results, companies add certain phrases and words to their website (Berman & Katona, 2013). NCVC’s website came up two out of the four times certain keywords were typed in. It is recommended that NCVC research what keywords individuals are searching for when looking at trips to Nashville and integrate those into their website.

There may be several limitations that impacted the study’s results. The researcher was unable to see back-end data, like the click-through rate, unsubscription rates, and hidden words to enhance the search engine optimization. Due to the ten-week timeframe of this study, the researcher was unable to do a full analysis of all of Visit Music City’s social media platforms and the entire accounts. Research was focused on the past two months of content. Additionally, the researcher did travel to Nashville for a trip in September 2022, so their search engine may have stored cookies that may impact search
engine results. To mitigate this, the researcher did clear their browser cookies, utilize a third-party computer, and use the incognito mode of the browser. Finally, the researcher primarily uses Instagram out of the social media platforms NCVC employs, so they are more familiar with that platform than the others. To mitigate this, the researcher spent extra time on the other social media platforms to investigate the tools and insights they offer. The researcher only used data that was found on online scholarly databases. There could be extensive research on this topic that is not yet published online. Most of the information online about Nashville’s DMO is found on their own website, which can be seen as biased information.

Overall, these three sectors of digital marketing (email, social media, search engine) are effective tools to captivate different audience sectors. Destination marketing organizations should continue to employ digital marketing to attract new tourists to their city. Nashville Convention Center & Visitor Corp has made Nashville one of the “it” places to visit.

Conclusions

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

1. Nashville Convention Center & Visitor Corp (NCVC) created a newsletter called Amplify that is sent weekly on Wednesday.
2. NCVC relies heavily on keyword management as the main search engine marketing technique.
3. NCVC utilizes Instagram, Facebook, Twitter, Pinterest, and Trip Advisor as their main social media platforms.
4. NCVC is effective at sending eye-capturing photos along with short and concise text and additional links to engage the reader.

5. While the NCVC website does use search engine optimization, they can improve the keywords they are utilizing to show up in the top 10 search results.

6. NCVC is effective in using Instagram and Instagram hashtags to connect with their followers but can improve on utilizing their other social media platforms.

**Recommendations**

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

1. Destination marketing organizations (DMOs) should continue to utilize digital media marketing to attract new tourists.

2. *Amplify* (NCVC’s newsletter) should incorporate more photos and less text.

3. Nashville Convention Center & Visitor Corp (NCVC) should utilize hashtags across all their social media platforms (Twitter, Facebook, Pinterest, TripAdvisor, YouTube) and not just on Instagram.

4. NCVC should do a comprehensive keyword study to update their keywords on their website, Visit Music City.

5. Further research should more closely examine the relationship between the type of content NCVC posts and the engagement rate.
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https://doaj.org/toc/2065-2194


Appendix A

Instrument
<table>
<thead>
<tr>
<th>Area of Operation</th>
<th>Description of Operation</th>
<th>Additional Comments</th>
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<tbody>
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<td>Email Marketing</td>
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<td><em>YouTube</em></td>
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<td>Search Engine Marketing</td>
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