Marketing Destinations to Millennials: Examining the Compatibility between the Destination Marketing Organization Website and the Millennial Tourist Prospects

Hend M. Hamed[1*]

[1]Faculty of Tourism and Hotels, Helwan University, Cairo, Egypt

*Correspondence: Hend M. Hamed, Tourism Department, Faculty of Tourism and Hotels, Helwan University, Cairo, Egypt. Email: hendhamed1@yahoo.com

Abstract

The Baby Boomer generation has been the focus of a great deal of analysis in the travel industry, the millennial generation is now surpassing this segment in garnering more attention. This study shed light on the millennials as the forthcoming tourist demand to assist the destination management organizations (DMOs) better understand their needs and expectations to address them with the right product using the right means of communication. In this perspective, the study focuses on the DMOs' websites as a main marketing tool for delivering the marketing message to the millennials. It investigates the alignment between these websites and the millennials' prospects. Results reveal that the DMOs' websites are still not ready to fulfill the millennials' expectations and that there is a significant difference between these websites and the millennials' prospects regarding the content and performance.

Keywords: Millennials, Generation Y, Destination marketing organizations (DMOs) websites, Marketing, Content, Communication method

1. Introduction

Generational differences in consumer travel demands greatly affect travel consumption. Thus, understanding each generation's characteristics, travel needs and desires is essential to ensure destinations are attractive to each new generation of travelers (Gardiner, King, & Grace, 2013b; Gardiner, Grace, & King, 2014; 2015). For decades, tourist destinations and travel companies have

---

focused on the Baby Boomers as an essential market to the travel and tourism industry (Patterson & Pegg, 2009). Now, they are looking to promote to a new generation of travelers known as Millennials. This generation encompasses those who are born between the years 1980 and 1999 and are now reaching their peak earning potential (National Chamber Foundation, 2012). The Millennial generation will form the core customers for the tourism industry within the next years as they are more interested than their older counterparts in traveling abroad and are expected to soon surpass them in their overall travel spending reaching half of the travel spending globally by the year 2020 (Barton, Haywood, Jhunjhunwala, & Bhatia, 2013). They are already changing the face of travel and tourism, forming perceptions and developing travel habits and preferences. Destinations and tourist firms that will not reach out to millennials trying to understand and provide their unique needs will be left out (National Chamber Foundation, 2012; Barton *et al*., 2013; Machado, 2014).

Millennials were born in the digital era; they rely on technology in every aspect in their daily life. However, technology is only one component of what makes this generation unique, the characteristics and values of millennials also make them different in how they respond to the different forces (Morton, 2002; Kumar & Lim, 2008; Valentine & Powers, 2013; Kim, Xiang, & Fesenmaier, 2015). Hence, applying this on tourism, these people do not travel in the same style as the older generations and marketing to them needs employing innovative methods other than the traditional ones (National Chamber Foundation, 2012; Lee, 2013; Mason, 2015; Ali, 2015). Destination marketing organizations [DMOs] and tourism firms need to modify their product, business models and communication methods to adapt to the millennials' needs and preferences (Oates & Skift Team, 2014a; Miles Marketing Destinations, 2014).

A study conducted in January 2013 (Oates & Skift Team, 2014b) revealed that some of the first tier US destinations their plan for attracting the millennials depend mainly on using the social media, Facebook and Twitter. Thus, they are just thinking about one communication method to reach the millennials leaving the other options behind and above that they did not consider the message or the content that should be delivered to the millennials to encourage their engagement and capture their business.

Thus, marketing effectively to millennials is considered a major challenge confronting the DMOs**.** To overcome that, the DMO needs to build a marketing strategy that should first, depend on a complete comprehension of the millennials' demographics, behaviors and motivations. Second, it should focus on modifying the tourism product to be compatible with the millennials' desires. Third, it would assign the communication options by which the DMO can reach the millennial audience and deliver its marketing message to them above and beyond the use of social media (Oates & Skift Team, 2014b; Kim *et al*., 2015).

Currently, there is a substantial amount of sufficient research and information about the millennials' demographics, attitudes and behaviors (Chhabra, 2010; Nusair, Parsa, & Cobanoglu, 2011; Jang, Kim, & Bonn, 2011; Valentine & Powers, 2013; Pew Research Center, 2010; National Chamber Foundation, 2012; Cramer, 2014), however, studies involved with tourism marketing strategies that target millennials are considered limited (Henderson, 2013; Loda, Coleman & Backman, 2009; Pendergast, 2010). The more travel-related trend research is published, the greater is the opportunity for tourism firms generally and DMOs specifically to understand the millennial mindset and their travel needs and motivations (Oates & Skift Team, 2014a).

Accordingly, the current study shed light on the millennial generation as the upcoming tourist demand to help the Destination Management Organizations [DMOs] and travel business leaders better understand the characteristics of these travelers to be able to address them with the right marketing message. Besides that, it focuses on the content of the marketing message, featured in the tourism product and services, which should be transferred to the millennials by the DMOs, in addition to the electronic communication methods to be used in delivering this message.

Furthermore, the study investigates the millennials' prospects or expectations concerning the tourism product featured in the marketing message and the delivery method of this message to consider engaging with the DMO. Within this context, the study concentrates on the DMO's website as a main communication method for delivering the DMO's marketing message.

Finally, the study examines the compatibility between the millennials' prospects and the DMOs' websites concerning the content and the level of performance.

2. Literature Review

2.1. Millennials' Definition

A generation is a group of people who were born during the same time period and who experienced the same life events that caused them to be characterized by certain common attitudes and behaviors that differentiate them from other generations. The uniqueness of values, attitudes and behaviors that each generation features has a great effect on how each generation responds to marketing efforts and strategies (Kim *et al.*, 2015).

Generational labels and generational cohort segmentation are used in both academic and marketing research as an important and valid method of identifying consumer groups (Gardiner, Grace, & King, 2013a).

There are currently five generations: the Silent Generation, Baby Boomers, Generation X, Millennials or Generation Y and the coming future generation; Generation Z (National Chamber Foundation, 2012; Pendergast, 2010; Kim *et al.*, 2015).

The terms Millennials, Generation Next, Generation Y or Gen Y, are all related to a specific generation born within a certain range of years. References are inconsistent in perceiving the exact period in which this generation was born and the exact dates vary among researchers (National Chamber Foundation, 2012; Valentine & Powers, 2013; Gardiner *et al.*, 2015).

This study will follow National Chamber Foundation (2012) to identify this age group as those born between the years 1980 and 1999.

There are 2.5 billion millennials worldwide, one third of the global population. This makes Gen Y exceeds the Baby Boomers by 3 million (Kurz, 2013, p.1).

This generation is travelling at a younger age and more than any other generation (Gardiner *et al.*, 2014; Shi, 2014). Millennials are already accounting for about one third of all business travel expenses and expected to provide the majority of spending for travel and leisure within the next five to ten years, driving by this today's and tomorrow's travel trends (Shi, 2014; Welsh, 2015).

2.2. Millennials' Characteristics

It is essential to understand the main characteristics that differentiate millennial customers from others. The following section discusses the characteristics and motivations that affect the millennials' travel behavior.

Millennials are digital savviers (Stevens, Lathrop & Bradish, 2005; Gardiner *et al.*, 2013a), known by their "always connected" obsession (Lee, 2013). They use technology for their pre-trip search, planning and booking, searching for reviews and interactive maps during their trip and finally document their travel experience through sharing opinions, photos and videos on social media (Gotardi, Senn, Cholakova, Liebrich, & Wozniak, 2015; Gardiner *et al.*, 2013a; Piriz, 2015; Fung, 2015; Kim *et al.*, 2015). Additionally, they are known by being the "Now generation" (Lee, 2013) that demands instant fulfillment, speed, efficiency and convenience (Lenoir, 2013; Roth & Fishbin, 2014).

Concerning travel, Millennials are already traveling more than the older generations. They travel for all sorts of reasons willing to spend more on authentic travel experiences and take longer vacations (Reid, 2014; Forrest, 2014; nSight, 2015; Kim *et al*., 2015; Gotardi *et al.*, 2015).

Most millennials are persistent online autobiographers who document their life experiences through social media, focusing on unique content. Hence, they like to share their travel experiences on social media, especially, the authentic ones (National Chamber Foundation, 2012; Travel Rave, 2013; Roth & Fishbin, 2014).

They are also peer affirmation seekers who rely on online reviews. They are more likely to research social media and review sites like TripAdvisor before booking a trip to a certain destination or choosing a certain service (Morton, 2002; Kumar & Lim, 2008; Bennett, Henson, & Zhang, 2003; Valentine & Powers, 2013; Shi, 2014; Fung, 2015; Kim *et al*., 2015).

Millennial travelers are cause activists who like the idea that their travel spending supports a cause to make the world a better place. During their travel, they are willing to engage in sustainable practices and care about environmental issues (Shi, 2014; Crown Verity, 2015).

Furthermore, Millennials are considered sociable, although they place less importance on face-to-face contact than prior generations, they have a strong desire to be actively social through telecommunication. Additionally, millennials are sociable offline. They are very influenced by their friends when it comes to travel. They also enjoy traveling with others in organized groups even if they don't know them previously (Bennett *et al*., 2003; Valentine & Powers, 2013; Roth & Fishbin, 2014; nSight, 2015).

Millennials' are curious learners; they are interested in rural destinations where they have the opportunity to learn something new. They seek interactive experiences that help them understand the customs and traditions of the place and its local community (Sacks, 2015; Machado, 2014; Amster, 2013).

Moreover, millennials are considered last minute decision-makers as their constant access to the internet via tablets and smartphones reinforces this trend. Even in travel, they book the tourist service once they see the deal on it (Forrest, 2014; Fung, 2015; Kim *et al*., 2015).

Finally, they are considered smart spenders who are more value-conscious when it comes to spending, with access to more information and services (Travel Rave, 2013; Roth & Fishbin, 2014). Preferences are largely driven by budget and they budget for luxury. They look for the special amenity and the individualistic aspect (Yeoman, 2012a & 2012b; Lee, 2013; Crown Verity, 2015).

2.3. Marketing Destinations to Millennials

Marketing to millennials needs from tourism firms and DMOs to focus on long-term planning, development and designing an effective strategy. This strategy must address the tourism product; amenities; distribution channels; and communication tactics to meet the needs and preferences of millennials (Gretzel, Fesenmaier, Formica & O'Leary, 2006; Barton *et al*, 2013; Oates & Skift Team, 2014b).

In general, the millennial mindset reacts to two things: fresh, attractive content and how this content is distributed (Oates & Skift Team, 2014a).

This section emphasizes the travel product as the content the millennials require and the communication method that DMOs need to focus on when marketing this content to millennials.

2.3.1. The Content

This involves the tourism product and services the DMOs need to offer to millennials. This encompasses niche tourism stressing on the destination specialties such as culinary, music and

fashion, in addition to special events and local festivals (Oates & Skift Team, 2014b; Yeoman, 2012a). Besides that, the DMO needs to offer the millennials the local life experience as they are less interested in the commercial tourism product; they want to see the real local life within the destination. Thus, featuring rural areas and local regions on the destination's website including photos and information about places for shopping, eating and having fun, beside, promoting night life in town, and lively surrounding, this gives the millennial explorer the opportunity to choose from these options certain local places or events to include in his tour (Yeoman, 2012a; Miles Marketing Destinations, 2014; Oates & Skift Team, 2014a; Reed, 2014). Moreover, creative tourism will fulfill the desire of the millennial customers who are looking for engaging with the local community for an authentic experience and serving a cause during their travel (Amster, 2013). Then comes the role of all-inclusive tours [A.I.T] which were traditionally offered to the budget-centric customer, however for millennials, it can provide them with exciting experiences, especially for those who are willing to pay more for experiential vacation by including remote locations as unique sites (Travel Rave, 2013; Roth & Fishbin, 2014).

Furthermore, DMOs should focus on marketing leisure travel as millennials place a high value on their vacation time for leisure. However, millennials are less interested in the traditional sun, sea and sand holidays; they are looking for a greater variety of options according to their stereotyped characteristics. Thus, DMOs should not market its leisure product as a whole but classify it according to the millennial tourists segments. For example: promoting the tourism product and services according to what suit singles, couples, families, health conscious, sustainability focused, adventurous and so on (Rez Stream Hospitality solutions, 2015; Machado, 2014; Roth & Fishbin, 2014).

Finally, DMO should offer the millennial customer the amenities that match his requirement. In accommodation for instance, the typical millennial customer prefers a hotel with a low price-range without sacrificing design, having all the necessary amenities such as free Wi-Fi, social lobby, self-check-in kiosks and smart technology (Gretzel *et al*., 2006; Sacks, 2015).

2.3.2. The Communication Method

"How content is presented is often just as important as the content itself" (Oates & Skift Team, 2014b, p.29). Millennials travelers are attracted to responsive, state-of-the-art websites, mobile apps, photography and videos updated frequently. Thus, a digital DMO is essential for transferring information about the destination's tourism product to the potential millennial customer.

The following section focus on the DMO's website as a core method of communication for delivering the previously mentioned content to the millennial traveler.

First, is the DMO's website efficiency which is considered a main demand for millennials as they expect the website they log to load fast, to be easy to navigate and contain comprehensive information about all what they want to know about the destination (Lenoir, 2013; Kim *et al*., 2015)? Thus, the DMO website has to offer real-time, accurate information.

Besides that, The DMO's website should focus more on the tourism product that attracts millennials featuring more local lively content, describing rural areas, tourist attractions, activities and services within the destination (Yeoman, 2012a; Lee, 2013; Reed, 2014).

Then, comes the role of user generated content [UGC]; Social media, high-impact blogs and product reviews; all engage consumers with reliable content that they participate in its creation and distribution and help in converting the millennial customer from an audience to a marketing channel (Gretzel & Yoo, 2008; Akehurst, 2009; Xiang & Gretzel, 2010; Simms, 2012; Simms & Gretzel, 2013; Alcázar, Piñero, & de Maya, 2014; Kim *et al*., 2015). This can be done through involving local bloggers, experts in fields like music, food and sports, to help answer visitor questions in real-time through live-chat and email; enabling sharing visitors' photos and videos of the destination, this together with the visitors' reviews provide authentic information about the travel experience the

visitors have lived by themselves more likely to convince others to do the same trip. Furthermore, the DMO can use visitors' reviews for market research purposes by creating promotions and submitting requests for feedback about innovated services to meet the millennial customer desires, in addition to analyzing the consumer-created data to know what attracts people more about the destination, what product or service they dislike and can negatively affect the marketing efforts and try to improve it (Lenoir, 2013; Oates & Skift Team, 2014a; Mason, 2015).

Moreover, the DMO's website should be connected to other resources with links that transfer the user to other websites considered important to him and would help him in taking the decision of visiting the destination. This includes links to review sites like Yelp, Google Places and TravelAdvisor; links to social media sites like Instagram, Facebook and Twitter; and links to travel providers and last-minute booking engines that have deals and offers related to the destination(Xiang & Gretzel, 2010; Barton *et al*., 2013; Piriz, 2015).

Finally, the DMO's mobile-enabled websites and travel related apps for smartphones and tablets are mandatory and they should be designed with the same high content quality and navigation ease to fulfill the millennials' desire to log into the DMO's website using any of the varies devices they utilize (Kumar & Lim, 2008; Lee, 2013; Kim *et al*., 2015; Rez Stream Hospitality solutions, 2015).

3. The Study

3.1. Methodology

The purpose of this research is to investigate the alignment between the millennial tourists' prospects and the DMOs' websites with respect to its effectiveness as a tool used for marketing destinations to millennials.

To achieve this goal, the study was done on two phases:

The first phase: involved conducting a survey to identify the millennials' prospects or expectations with regard to the DMO website concerning the content and performance and the degree of importance for each prospect. A descriptive research design was chosen and a random sampling of 249 millennial respondents participated in this phase (Vatankhah, Koh, & Letchmunan, 2014).

A list of aspects was assigned for the survey composition based on in-depth review of relevant literature pertaining to the millennial tourists' characteristics and preferences.

This list involved 5 main categories of attributes, each of which is divided into a number of sub-categories as follows:

- **The Tourism Product:** A main attribute classified into: Niche tourism, local life in the destination, creative tourism, marketing all-inclusive tours [A.I.T], leisure travel, and classifying leisure into various categories, responsible tourism, appropriate amenities and other aspects for the millennial respondent to add if any.

- **Website performance:** Including easy navigation, fast loading, comprehensive information, up-to-date data, frequently asked questions section [FAQ], organized look and feel and others if any.

- **User generated content:** Encompassing local blogs, live chat feature, visitors' reviews, user generated photos and videos, others if any.

- **Hyperlinks:** including review sites, social media sites, travel providers, last-minute booking engines, others.

- **Mobile-enabled websites:** involving content quality on mobile devices, navigation ease and others if any.

-   One more aspect was included in the survey to explore **the type of websites** the respondent, generally prefer using as a source of information when planning to travel. This aspect included: Review sites, social media, travel providers' websites, tourist destination official website, last- minute booking sites, others if any.

To identify the importance level of each of the attributes listed above from the millennial users point of view, all attributes were measured on a 5-point Likert type scale ranging from "A great deal" (5) to "None" (1) for the aspects related to the tourism product, user generated content, hyperlinks and the types of websites; and ranging from "Very good" (5) to "Very poor" (1) for the aspects related to website performance and mobile-enabled websites efficiency.

The second phase of the study involved evaluating the DMOs' websites to identify the extent of their alignment with the millennial users' prospects, as being a crucial method used by the DMOs to market their destinations to this targeted segment.

"The literature constantly states, there is no universally recognized methodology to assess the quality of a website, and the same concept of quality is difficult to define for its dependence on specific situations, objectives, and target audience of a website" (Baggio, Mottironi, & Corigliano, 2011, p.109). Additionally, there is not a generally acceptable method for the evaluation of website success in tourism (Park & Gretzel, 2007).

Thus, the choice in this study was to follow Baggio *et al.* (2011) and adopt a demand or user side perspective in evaluating the DMOs' websites and choosing the criteria upon which these sites are evaluated, given that the main role of the DMO's official tourism websites is marketing and the millennial users are the target audience.

Consequently, aspects proposed in previous studies for evaluating the effectiveness of tourism websites generally and DMOs' websites specifically were considered **(**Horan & Frew, 2007; Lathiras *et al*., 2010; Chiou, Lin, & Perng, 2010; Baggio *et al*., 2011; Vatankhah *et al*., 2014). In addition, the perceptions of the millennial tourists emphasized in the literature review of the current study, along with the attributes identified by the millennials' sample in the first phase and the level of importance designated to each of them by the respondents, all were employed to design a criteria prototype upon which the DMOs' websites can be evaluated. This criteria prototype represents a comprehensive viable instrument for evaluating the DMOs' websites with respect to their alignment with the millennial tourists' expectations. The criteria involved the same attributes employed in the survey of the first phase with the same sub-categories encompassed in each of them: The tourism product, website performance, user generated content, hyperlinks and mobile-enabled websites.

The DMOs' websites for the top 30 destinations in the year 2015, according to The World Tourism Organization (2015), The European Council on Tourism and Trade (2015) and Travelers' Choice™ Destinations (2015)**,** were chosen to be assessed and evaluated using the proposed criteria prototype.

The DMOs' websites of the most recent top destinations were specifically chosen under the assumption that these DMOs should be the keener to target such an important tourist segment as the millennials and they should be applying by now an integrated marketing strategy that involves the innovation of aspects related to their tourism product and their marketing methods according to the millennial tourists' perspectives. In the same vein, these DMOs' websites should align in certain degree with the millennial users' expectations, if not, then this might give an indication that the DMOs haven't yet taken further steps in the right path of marketing to millennials.

This leads to the hypotheses of the current study:

 H1. The DMOs' websites are still not ready to fulfill the millennial users' expectations.

 H2. There is a significant difference between the millennial users' prospects and the DMOs' websites in terms of content and performance.

3.2. Data Collection

This involves the first phase of the study in which a self-administered survey was conducted over a period of three months from October 2015 to December 2015 using a convenience sample of the US millennial population.

To ensure having an appropriate number of millennials to feature the sample of the current study, it was chosen to distribute the questionnaire on community colleges located in three major cities in the State of Ohio: Cleveland, Columbus and Toledo.

Lecturers and instructors in four main community colleges in these three cities were contacted personally to help in distributing the questionnaire on students at these colleges.

They were ready to help in three of these colleges, thus, the questionnaire was distributed on students attending three main community colleges in Cleveland, Toledo and Columbus, Ohio.

A brief description of the study was provided in the covering letter of the survey and a screening question was placed in the beginning of the survey inquiring about the date of birth range of the respondent; 1946-1964, 1965-1979, 1980-1999 or 2000 and above; to ensure that all the questionnaires that will be used in the analysis represent only the millennials' age group.

The average time to collect questionnaires was 30 days. The completed questionnaires were collected either by mail or in person from the colleges' instructors.

A total of 500questionnaires were distributed, 278were returned and only 249 were used for analysis after excluding a number of questionnaires that either most of its questions were not answered by the respondent or the respondent did not belong to the millennials' age group.

3.3. Analysis

The study analysis consists of three stages: In the first stage, the survey addressed to the millennials' sample is analyzed to determine the attributes that the millennials regard as essential in the DMO's website. The statistical range is used to determine the level of importance given to each of the attributes assigned by the millennials' sample in the survey.

As a result, the criteria prototype for evaluating the DMOs' websites is developed.

In the second stage, the DMOs' websites of the top 30 destinations for the year 2015 are assessed according to the attributes composing the criteria prototype generated in the first stage.

The statistical range is also used to determine the level of existence and performance of each attribute in the DMOs' websites.

The third stage in the study analysis involves measuring the degree of alignment between the DMOs' websites and the millennials' expectations or prospects.

A comparison between both statistical ranges and the one sample z-test are conducted to compare between the DMOs' websites' values and the standard levels determined by the millennials' sample in the criteria prototype; hence, testing both proposed hypotheses of the study to determine whether the DMOs' websites are ready to fulfill the millennials' expectations or not and whether their content and performance are considered aligned with the standards required by the millennial users or not.

4. Results

As mentioned previously, a 5-point Likert type scale ranging from A great deal (5) to None (1) and from Very good (5) to Very poor (1) was used to identify the importance level of each of the

attributes listed in the survey addressing the millennial users and in the criteria prototype employed in evaluating the DMOs' websites. In order to figure out the level of importance or existence for each of these attributes according to the 5-point Likert type scale, the statistical range was used for each attribute, in addition to employing the equation of Do Valle, Silva, Mendes and Guerreiro (2006), and Thiam and Siti (2003) to let the range value, point [x], fit within the five Likert points. Thus, the following equation is used: x = Range of each attribute / Total number of attributes. Table 1 illustrates how the range point [x] fit in this manner within the 5-points Likert scale.

Table 1. Points [x] level

$0 \leq x > 1$	None (N)	Very Poor (V.P)
$1 \leq x > 2$	Little (L)	Poor (P)
$2 \leq x > 3$	Somewhat (SW)	Fair (F)
$3 \leq x > 4$	Much (M)	Good (G)
$4 \leq x > 5$	A Great Deal (G.D)	Very Good (V.G)

This method is used first to determine the level of reliance of the millennials on the various aspects as a source of information when it comes to travelling and where the DMOs' websites fall in among these aspects.

Table 2 shows that the millennials rely on all the given aspects a great deal [G.D]. The DMOs' websites is rated the 2nd among these aspects which indicates its importance among millennials as a source of information for travel planning.

Table 2. The millennials level of reliance on different sources of information for travel

Generally, When Planning to a Vacation I Check	A Great Deal	Much	Somewhat	Little	None	Range	Level of Reliance [x]	
	5	4	3	2	1			
Review sites	159	45	27	12	6	153	30.6	G.D
Social media	99	42	45	33	30	69	13.8	G.D
Travel providers and companies	112	56	49	13	19	99	19.8	G.D
Tourist destination official website	117	72	33	9	18	108	21.6	G.D
Last- minute booking sites	84	45	66	33	21	63	12.6	G.D

The same method is used to identify millennials' prospects or expectations in the DMOs' websites and the accepted level of presence or performance [X$_1$] for each of the given attributes, as demonstrated in table 3, using the following equation: X_1 = Range of each attribute / Total number of attributes.

Table 3. Millennials' prospects in DMOs' websites

Tourism Product	A Great Deal	Much	Somewhat	Little	Never	Range	Accepted Level of Presence [x_1]	
Niche Tourism	87	66	81	12	3	84	3.5	M
Local Life	45	69	90	36	9	81	3.4	M
Creative Tourism	27	57	78	63	24	54	2.3	SW
Marketing A.I.T	84	51	60	36	18	66	2.8	SW
Leisure Travel	105	60	66	18	0	105	4.4	G.D
Classifying Leisure	78	72	69	21	9	69	2.9	SW
Responsible Tourism	27	84	57	63	18	66	2.8	SW
Appropriate Amenities	81	75	54	36	3	78	3.25	M

Website Performance	V. Good	Good	Fair	Poor	V. Poor	Range	Accepted Level of Performance [x_1]	
Easy Navigation	180	60	9	0	0	180	7.5	V.G
Fast Loading	180	51	18	0	0	180	7.5	V.G
Comprehensive Information	180	63	6	0	0	180	7.5	V.G
Up-to-Date Data	186	54	9	0	0	186	7.8	V.G
FAQ Section	138	72	36	3	0	138	5.8	V.G
Organized Look and Feel	165	66	18	0	0	165	6.9	V.G

User Generated Content	A Great Deal	Much	Somewhat	Little	None	Range	Accepted Level of Presence [x_1]	
Local Blogs	48	60	81	33	27	54	2.3	SW
Live Chat Feature	33	42	60	63	51	33	1.3	L
Visitors' Reviews	162	54	18	6	9	156	6.5	G.D
UG Photos and Videos	159	51	24	9	6	153	6.4	G.D

Hyperlinks	A Great Deal	Much	Somewhat	Little	None	Range	Accepted Level of Presence [x_1]	
Review Sites	164	57	10	9	9	155	6.5	G.D
Social Media	108	60	42	24	15	93	3.9	M
Travel Providers	80	82	45	24	18	64	2.7	SW
Last-Minute Booking Engines	82	85	30	37	15	70	2.9	SW

Mobile-Enabled Websites	V. Good	Good	Fair	Poor	V. Poor	Range	Accepted Level of Performance [x_1]	
Content Quality	171	45	33	0	0	171	7.1	V.G
Navigation Ease	177	39	33	0	0	177	7.4	V.G

Table 4. Evaluating DMOs' websites according to the millennials' preferences

Tourism Product	A Great Deal	Much	Somewhat	Little	None	Range	Presence Level [x_2]	
Niche Tourism	17	7	4	2	0	17	2.1	SW
Local Life	4	11	9	4	2	9	1.1	L
Creative Tourism	7	6	9	7	1	1	1	L
Marketing A.I.T	10	7	3	8	2	8	1	L
Leisure Travel	18	10	2	0	0	18	2.3	SW
Classifying Leisure	17	10	1	2	0	17	2.1	SW
Responsible Tourism	1	9	11	6	3	10	1.3	L
Appropriate Amenities	16	10	3	1	0	16	2	SW

Website Performance	V. Good	Good	Fair	Poor	V. Poor	Range	Performance Level [x_2]	
Easy Navigation	18	10	2	0	0	18	3	G
Fast Loading	25	4	1	0	0	25	4.2	V.G
Comprehensive Information	21	8	1	0	0	21	3.5	G
Up-to-Date Data	10	16	4	0	0	16	2.7	F
FAQ Section	4	6	3	4	13	10	1.7	P
Organized Look and Feel	11	13	4	2	0	13	2.2	F

User Generated Content	A Great Deal	Much	Somewhat	Little	None	Range	Presence Level [x_2]	
Local Blogs	8	3	14	3	2	12	3	SW
Live Chat Feature	0	0	0	0	30	- 30	-7.5	N
Visitors' Reviews	7	5	3	6	9	6	1.5	L
UG Photos and Videos	6	6	3	6	9	6	1.5	L

Hyperlinks	A Great Deal	Much	Somewhat	Little	None	Range	Presence Level [x_2]	
Review Sites	6	7	3	14	3	11	2.8	SW
Social Media	23	4	2	0	1	23	5.8	G.D
Travel Providers	14	11	3	2	0	14	3.5	M
Last-Minute Booking Engines	2	9	3	3	13	11	2.8	SW

Mobile-Enabled Websites	V. Good	Good	Fair	Poor	V. Poor	Range	Performance Level [x_2]	
Content Quality	21	7	2	0	0	21	10.5	V.G
Navigation Ease	13	10	6	1	0	13	6.5	V.G

In the same manner, the DMOs' websites are evaluated, as shown in table 4, according to the criteria prototype constructed on the millennials' preferences and the point $[X_2]$ for the level of presence of the millennials' preferences in the DMOs' Websites is calculated using the following equation: X_2 = Range of each attribute / number of attributes in each category.

A comparison is done between the accepted levels of the attributes' presence and performance in the DMOs' websites by the millennial users and the actual levels presented in the DMOs' websites according to their evaluation. This comparison, demonstrated in table 5, investigates the degree of alignment between the millennials' prospects and the DMOs' websites.

Table 5. Comparison between the millennials' prospects and
the actual status of the DMOs' websites

Tourism Product	X_1	Accepted Level by Millennials	X_2	Actual Level in DMOs' Websites
Niche Tourism		M		SW
Local Life		M		L
Creative Tourism		SW		L
Marketing A.I.T		SW		L
Leisure Travel		G.D		SW
Classifying Leisure	2.9	SW	2.1	SW
Responsible Tourism		SW		L
Appropriate Amenities		M		SW
Website Performance				
Easy Navigation		V.G		G
Fast Loading	7.5	V.G	4.2	V.G
Comprehensive Information		V.G		G
Up-To-Date Data		V.G		F
FAQ Section		V.G		P
Organized Look and Feel		V.G		F
User Generated Content				
Local Blogs	2.3	SW	3	SW
Live Chat Feature		L		N
Visitors' Reviews		G.D		L
UG Photos and Videos		G.D		L
Hyperlinks				
Review Sites		G.D		SW
Social Media		M		G.D
Travel Providers		SW		M
Last-Minute Booking Engines	2.9	SW	2.8	SW
Mobile-Enabled Websites				
Content Quality	7.1	V.G	10.5	V.G
Navigation Ease	7.4	V.G	6.5	V.G

Table 5 shows that the millennials' prospects and the DMOs' websites are not aligned with regard to most of the attributes. The agreement in levels between the millennials' prospects and the DMOs' websites was only shown in the following attributes: Classifying leisure, fast loading, local Blogs, last minute booking engines, content quality and navigation ease on mobile devices.

This, finding validates the first hypothesis of the study that the DMOs' websites are still not ready to fulfill the millennial users' expectations.

Other significant observations can be witnessed in the previous tables 3, 4, 5.

First, the complete absence of the live chat feature in the DMOs' websites when the millennials on the other hand show that they would like using this feature even a little in the DMO's websites.

Second, the minimum level of existence of visitors' reviews and visitors' photos and videos in the DMOs' websites when the millennials prefer seeing them a great deal in the DMO's websites.

Third, the main dependence of the DMOs' websites on social media as essential hyperlinks for engaging with the target audience, this agrees with Oates and Skift Team (2014b) that the first tier destinations' strategy for attracting the millennials revolves mostly around the social media and agrees with Kim *et al*. (2015) argument that travel marketers should go beyond social media for targeting millennials.

Table 6. Measuring the difference between the DMOs' websites and the millennials' prospects using the one sample z-test

Attributes	S1	z-value	Difference between DMOs' websites and Millennials' prospects
Niche Tourism	39.49	-6.075	
Local Life	31.08	-7.719	
Creative Tourism	23.49	-10.213	
Marketing AIT	24.88	-9.642	**All Significantly Different**
Leisure Travel	41.55	-5.774	
Classifying Leisure	32.21	-7.448	
Responsible Tourism	27.05	-8.869	
Appropriate Amenities	31.65	-7.580	
Easy Navigation	76.94	-3.118	
Fast Loading	75.70	-3.1691	
Comprehensive Information	77.47	-3.0967	**All Significantly Different**
Up-to-Date Data	79.36	-3.023	
FAQ Section	57.30	-4.1868	
Organized Look and Feel	69.83	-3.4355	
Local Blogs	21.70	-11.055	
Live Chat Feature	12.48	-19.223	
Visitors' Reviews	65.58	-3.6582	**All Significantly Different**
UG Photos and Videos	63.59	-3.7726	
Review Sites	67.09	-3.5758	
Social Media Sites	36.84	-6.512	
Travel Providers	30.20	-7.9438	**All Significantly Different**
Last-Minute Booking Engines	31.79	-7.5465	
Content Quality	70.63	-3.3966	
Navigation Ease	73.38	-3.2693	**All Significantly Different**

Notes: $\bar{x}_1$ = 49.8 Mean of millennials' prospects analysis

$\bar{x}_2$ = 6 Mean of DMOs' websites analysis

S1: Sample standard deviation of millennials' prospects

Two-tailed p-value< 0.05, **95%** confidence intervals

To figure out how significant is the difference between the millennials' prospects and the DMOs' websites a more precise statistical test is needed at this point. The one sample z-test was chosen for this stage. The one sample z-test was used instead of one sample t-test because the sample size, that is the number of DMOs' websites employed in this study, is equal to 30 or more (Krishna, 2010). Table 6 reveals that when using a two-tailed one sample z-test, p-value < 0.05 with confidence intervals 95%, there is a significant difference between the millennials' prospects and the DMOs' websites with regard to all the attributes.

Thus, this finding justifies the previous result and it validates both hypotheses of the study:

H1. The DMOs' websites are still not ready to fulfill the millennial users' expectations.

H2. There is a significant difference between the millennial users' prospects and the DMOs' websites in terms of content and performance.

Therefore, the two proposed research hypotheses both cannot be rejected.

5. Discussion and Conclusion

Millennials are already representing the current travel consumers and will preserve this place for years to come. They should be a very attractive target segment for travel suppliers, marketers and DMOs (Kim *et al.*, 2015). Thus, it is necessary for DMOs to observe the new millennial trends and adapt to the needs and prospects of this generation. The current study investigates the degree of alignment between the DMOs' websites and the Millennials' prospects. According to the study findings, millennials consider the DMO's website an essential source of information when it comes to their travel planning, however, the DMOs' websites are still not ready to fulfill the millennials' prospects, even the websites that belongs to the top ranked destinations. The results of this study validate the research hypotheses that:

- The DMOs' websites are still not ready to fulfill the millennial users' expectations.

- There is a significant difference between the millennial users' prospects and the DMOs' websites in terms of content and performance.

This might lead the DMOs' websites to lose their position as an essential source of travel information for the millennials and an important marketing tool for destinations in future.

To prevent that, the DMOs' websites should be given more attention from the destinations' marketers and managers to be able to fulfill the millennials' needs and expectations. It needs to have a vital role in the DMO's fully integrated marketing strategy assigned to target the millennials. The millennials' characteristics, needs and prospects should also be considered when enhancing the DMO's website. For example, adding the live chat feature in the website; increasing the visitors' reviews, testimonials, photos and videos; reducing the huge dependence on social media as the core method for addressing millennials. This agrees with Kim *et al.* (2015) stating that tourism marketers must go beyond just putting up a social media page to engage millennials, but instead, they should make efforts to build online brand reputation and employ other methods and aspects to engage the millennial consumer and fulfill his needs. Hence, it is argued that the findings of the current study suggests some methods and aspects for attracting millennials and highlights the importance of

developing an integrated marketing strategy that involves the DMO's website, content and means of communication to target millennials.

On the other hand, studies (Kim *et al.*, 2015; Pew Research Center, 2010) argue that other generations are adopting online activities that have been dominated by millennials as all these traveler generations have a lot in common in terms of channels of information search, planning activities and booking or purchasing travel products. This arouse the claim that DMOs can attract other generation travelers applying the same marketing strategy, content and method of communication followed to target millennials.

In other words, the compatibility occurrence between the DMO's website and the millennials' needs, concerning the content and communication method performance, enhances the DMO's opportunity to attract the millennial tourist in addition to travelers belonging to other generations.

5.1. Limitation

The study has some limitations that overcoming provides directions for further research. First, the study involved the US millennials only, thus, future research might address millennials in other regions to be able to generalize results. Second, the questionnaire used a convenience sampling method, which put another limitation to generalize the results of the current study. The samples size is relatively small, future research should consider using larger samples to be able to generalize results to a broader context. Similar limitations apply to the DMOs' websites. The study depended on the websites of the top 30 destinations only, future studies might need to consider DMOs' other than these and increase the sample size employed for evaluating the DMOs' websites.

Future research should also explore in more details: the importance of each attribute mentioned in this study and its role in attracting millennials; the role of micro-targeting in responding to each of the millennial segments needs with the appropriate tourism product and marketing tool; other marketing tools and their role in delivering the marketing message to the millennials and the importance of mobile apps and features in addressing millennials.

References

[1] Akehurst, G. (2009). User generated content: The use of blogs for tourism organizations and tourism consumers. *Service Business*, *3*(1), 51-61. http://dx.doi.org/10.1007/s11628-008-0054-2

[2] Alcázar, M. D. C. H., Piñero, M. S., & de Maya, S. R. (2014). The effect of user-generated content on tourist behavior: The mediating role of destination image. *Tourism and Management Studies*, *10*(S), 158-164.

[3] Ali, R. (2015). *Travel habits of millennials: Only 10 percent used a travel agent last year*. Retrieved from http://skift.com/2015/03/16/travel-habits-of-millennials-only-10-percent-used-a-travel-agent-last-year/.

[4] Amster, R. (2013). *Six travel trends to watch 2014 & beyond*. Retrieved from http://www.travelmarketreport.com/articles/Six-Travel-Trends-to-Watch-in-2014-Beyond.

[5] Baggio, R., Mottironi, C., & Corigliano, M. A. (2011). Technological aspects of public tourism communication in Italy. *Journal of Hospitality and Tourism Technology*, *2*(2), 105-119. http://dx.doi.org/10.1108/17579881111154227

[6] Barton, C., Haywood, J., Jhunjhunwala, P., & Bhatia, V. (2013). *Traveling with millennials*. Boston, MA.: The Boston Consulting Group. Retrieved from http://www.bcg.com/documents/file129974.pdf.

[7] Bennett, G., Henson, R. K., & Zhang, J. (2003). Generation Y's perceptions of the action sports industry segment. *Journal of Sport Management*, *17*(2), 95-115. http://dx.doi.org/10.1123/jsm.17.2.95

[8] Chhabra, D. (2010). Back to the past: A sub-segment of Generation Y's perceptions of authenticity. *Journal of Sustainable Tourism*, *18*(6), 793-809. http://dx.doi.org/10.1080/09669582.2010.483280

[9] Chiou, W. C., Lin, C. C., & Perng, C. (2010). A strategic framework for website evaluation based on a review of the literature from 1995-2006. *Information & Management*, *47*(5-6), 282-290. http://dx.doi.org/10.1016/j.im.2010.06.002

[10] Cramer, R. (2014). *Millennials rising: Next generation policies in the wake of the great recession*. Washington DC: New America. Retrieved from http://www.newamerica.org.s3.amazonaws.com/downloads/Millennials_Rising_Coming_of_ Age_in_the_Wake_of_the_Great_Recession.pdf.

[11] Crown Verity. (2015). *The millennials and catering in the hospitality and travel industry*. Retrieved from https://www.crownverity.com/the-millennials-and-catering-in-the-hospitality-travel-industry/.

[12] Do Valle, P. O., Silva, J. A., Mendes, J., & Guerreiro, M. (2006). Tourist satisfaction and destination loyalty intention: A structural and categorical analysis. *International Journal of Business Science and Applied Management*, *1*(1), 25-44.

[13] Forrest, J. (2014). *How millennials are shaping the future of business travel*. Retrieved February 9, 2015, from http://www.forbes.com/sites/united/2014/01/24/how-millennials-are-shaping-the-future-of-business-travel/.

[14] Fung, D. (2015). *Millennials don't travel like other generations, and it's creating major business opportunities*. *The Huffington Post*. Retrieved February 9, 2015, from http://www.huffingtonpost.com/young-entrepreneur-council/millennials-dont-travel-l_b_6761148.html.

[15] Gardiner, S., Grace, D., & King, C. (2013a). Challenging the use of generational segmentation through understanding self-identity. *Marketing Intelligence and Planning*, *31*(6), 639-653. http://dx.doi.org/10.1108/MIP-06-2012-0062

[16] Gardiner, S., Grace, D., & King, C. (2014). The generation effect: The future of domestic tourism in Australia. *Journal of Travel Research*, *53*(6), 705-720. http://dx.doi.org/10.1177/0047287514530810

[17] Gardiner, S., Grace, D., & King, C. (2015). Is the Australian domestic holiday a thing of the past? Understanding baby boomer, Generation X and Generation Y perceptions and attitude to domestic and international holidays. *Journal of Vacation Marketing*, *21*(4), 336-350. http://dx.doi.org/10.1177/1356766715580188

[18] Gardiner, S., King, C., & Grace, D. (2013b). Travel decision making: An empirical examination of generational values, attitudes, and intentions. *Journal of Travel Research*, *52*(3), 310-324. http://dx.doi.org/10.1177/0047287512467699

[19] Gotardi, L., Senn, Y., Cholakova, E., Liebrich, A., & Wozniak, T. (2015). How do millennial travelers use their mobile devices in a city destination? Empirical evidence from Switzerland. *e-Review of Tourism Research*, *6*. Retrieved from http://ertr.tamu.edu/enter-2015-volume-6-research-notes/.

[20] Gretzel, U., Fesenmaier, D. R., Formica, S., & O'Leary, J. T. (2006). Searching for the future: Challenges faced by destination marketing organizations. *Journal of Travel Research*, *45*(2), 116-126. http://dx.doi.org/10.1177/0047287506291598

[21] Gretzel, U., & Yoo, K. H. (2008). Use and impact of online travel reviews. In P. O'Connor, W. Höpken, & U. Gretzel (Eds.), *Information and communication technologies in tourism 2008* (pp. 35-46). Vienna, Austria: Springer Verlag. http://dx.doi.org/10.1007/978-3-211-77280-5_4

[22] Henderson, J. M. (2013). *Why the future of tourism depends on millennials and market research*. Retrieved from http://www.intelegia.com/en/2013/03/20/why-the-future-of-tourism-depends-on-millennials-and-market-research/ (accessed 24 January 2015).

[23] Horan, P., & Frew, A. (2007). *Destination website effectiveness – A Delphi–based e-metric approach – A DMS perspective*. Ireland: School of Hospitality Management and Tourism, Dublin Institute of Technology. Retrieved July 7, 2015, from http://arrow.dit.ie/tfschmtcon/7.

[24] Jang, Y. J., Kim, W. G., & Bonn, M. A. (2011). Generation Y consumers' selection attributes and behavioral intentions concerning green restaurants. *International Journal of Hospitality Management*, *30*(4), 803-811. http://dx.doi.org/10.1016/j.ijhm.2010.12.012

[25] Kim, H., Xiang, Z., & Fesenmaier, D. R. (2015). Use of the internet for trip planning: A generational analysis. *Journal of Travel & Tourism Marketing*, *32*(3), 276-289. http://dx.doi.org/10.1080/10548408.2014.896765.

[26] Krishna, B. (2010). *Difference between Z-test, F-test, and T-test*. Retrieved September 8, 2015, from https://brandalyzer.wordpress.com/2010/12/05/difference-between-z-test-f-test-and-t-test/.

[27] Kumar, A., & Lim, H. (2008). Age differences in mobile service perceptions: Comparison of generation Y and baby boomers. *Journal of Services Marketing*, *22*(7), 568-577. http://dx.doi.org/10.1108/08876040810909695

[28] Kurz, C. (2013). *The next normal: An unprecedented look at millennials worldwide*. New York: Viacom International Media Networks. Retrieved January 31, 2015, from http://som.yale.edu/sites/default/files/files/Kurz_The%20Next%20Normal%20YALE%20May%202013%20for%20PDF.pdf.

[29] Lathiras, P., Zopidou, A., Mylonakis, J., Tahinakis, P., Protogeros, N., & Valachis, I. (2010). An evaluation of websites quality factors in agro travel and ecotourism. *Tourism and Hospitality Management*, *16*(1), 11-30.

[30] Lee, T. (2013). *Top 10 millennial traveler trends*. Retrieved February 20, 2015, from www.hotelinteractive.com/article.aspx?articleid=28911.

[31] Lenoir, S. (2013). *What you need to know about the millennial mindset*. Retrieved March 1, 2015, from http://www.tourismindustryblog.co.nz/2013/11/what-you-need-to-know-about-the-millennial-mindset/.

[32] Loda, M. D., Coleman, B. C., & Backman, K. F. (2010). Walking in Memphis: Testing one DMO's marketing strategy to millennials. *Journal of Travel Research*, *49*(1), 46-55. http://dx.doi.org/10.1177/0047287509336476

[33] Machado, A. (2014). *How millennials are changing travel*. Retrieved February 21, 2015, from http://www.theatlantic.com/international/print/2014/06/how-millennials-are-changing-international-travel/373007/.

[34] Mason, T. (2015, January 5). Falkland Islands tourist board focuses on tourism to the next generation of travelers. *Merco Press*. Retrieved from

http://en.mercopress.com/2015/01/05/falkland-islands-tourist-board-focuses-on-tourism-to-the-next-generation-of-travellers

[35] Miles Marketing Destinations. (2014). *The state of the American traveler generations edition* (Volume 16). San Francisco, CA.: Destination Analyst Inc. Retrieved from http://www.destinationanalysts.com/wp-content/uploads/2016/03/TheStateoftheAmericanTraveler-July2014.pdf.

[36] Morton, L. P. (2002). Targeting Generation Y. *Public Relations Quarterly*, *47*(2), 46-48.

[37] National Chamber Foundation. (2012). *The millennial generation Research review*. Washington, DC.: The National Chamber Foundation and U.S. Chamber of Commerce. Retrieved from https://www.uschamberfoundation.org/sites/default/files/article/foundation/MillennialGeneration.pdf.

[38] nSight. (2015). *Top trends in leisure travel*. Retrieved February 4, 2015, from http://www.nsightfortravel.com/top-trends-in-leisure-travel/.

[39] Nusair, K. K., Parsa, H. G., & Cobanoglu, C. (2011). Building a model of commitment for Generation Y: An empirical study on e-travel retailers. *Tourism Management*, *32*(4), 833-843. http://dx.doi.org/10.1016/j.tourman.2010.07.008

[40] Oates, G., & Skift Team. (2014a). *The rise of the millennial traveler*. Retrieved from http://products.skift.com/trend/the-rise-of-the-millennial-traveler/.

[41] Oates, G., & Skift Team. (2014b). *Millennials are driving meteoric demand for new travel content*. Retrieved from http://skift.com/2014/01/29/millennials-are-driving-meteoric-demand-for-new-travel-content/.

[42] Park, Y. A., & Gretzel, U. (2007). Success factors for destination marketing websites: A qualitative meta-analysis. *Journal of Travel Research*, *46*(1), 46-63. http://dx.doi.org/10.1177/0047287507302381

[43] Patterson, I., & Pegg, S. (2009). Marketing the leisure experience to baby boomers and older tourists. *Journal of Hospitality Marketing and Management*, *18*(2-3), 254-272. http://dx.doi.org/10.1080/19368620802594136

[44] Pendergast, D. (2010). Getting to know the Y generation. In P. Benckendorff, G. Moscardo, & D. Pendergast (Eds.), *Tourism and generation Y* (pp.1-15). Cambridge, MA: CAB International.

[45] Pew Research Center. (2010). *Millennials: A portrait of generation next: Confident, connected, open to change*. Washington, D.C.: Pew Research Center. Retrieved from http://assets.pewresearch.org/wp-content/uploads/sites/3/2010/10/millennials-confident-connected-open-to-change.pdf.

[46] Piriz, E. (2015). *How can the tourism industry adapt to the demand of millennials*?

[47] Reed, T. (2014). *How to package for millennials*. Seattle, WA.: Adventure Travel Trade Association. Retrieved February 16, 2015, from http://www.adventuretravelnews.com/how-to-package-for-millennials.

[48] Reid, C. (2014). *10 travel trends to expect in 2015*. MMGY Global. Retrieved February 4, 2015, from http://www.mmgyglobal.com/news/news-10-travel-trends-to-expect-in-2015/.

[49] Rez Stream Hospitality Solutions. (2015). *5 ways millennials are using tech for travel*. Retrieved February 7, 2015, from https://www.rezstream.com/blog/5-ways-millennials-are-using-tech-for-travel.

[50] Roth, H., & Fishbin, M. (2014). *Global hospitality insights: Top thoughts for 2014*. USA: EYGM Limited. Retrieved from http://www.ey.com/Publication/vwLUAssets/EY_-_Global_hospitality_insights_2014/$FILE/EY-Global-hospitality-insights-2014.pdf.

[51] Sacks, A. (2015). *What to watch for in 2015: Economic trends, tourism demand and emerging millennials*. Retrieved from http://cincinnatiusa.com/what-watch-2015-economic-trends-tourism-demand-and-emerging-millennials.

[52] Shi, J. (2014). *Destination marketing for millennials*. Retrieved from http://www.adventuretravelnews.com/destination-marketing-for-millennials.

[53] Simms, A. (2012). Online user-generated content for travel planning – Different for different kinds of trips. *e-Review of Tourism Research*, *10*(3), 76-85.

[54] Simms, A., & Gretzel, U. (2013). *Planning a vacation using social media: Influences of demographic, psychographic, and trip-related characteristics*. Paper presented at the ENTER 2013 Conference on Information and Communication Technologies in Tourism (pp.23-25). Retrieved from http://ertr.tamu.edu/files/2013/03/enter2013_submission_15.pdf.

[55] Stevens, J., Lathrop, A., & Bradish, C. (2005). Tracking generation Y: A contemporary sport consumer profile. *Journal of Sport Management*, *19*(3), 254-277.

[56] The European Council on Tourism and Trade. (2015). *World best tourist destinations*. Retrieved from http://ectt.webs.com/besttouristdestination.htm.

[57] Thiam, K. C., & Siti, S. S. (2003). WEBUSE: Website usability evaluation tool. *Malaysian Journal of Computer Science*, *16*(1), 47-57.

[58] Travelers' Choice™ Destinations. (2015). *The top 25 destinations in the world 2015*. Retrieved from http://welovebudapest.com/budapest.and.hungary/trip.advisor.the.top.25.travel.destinations.in.the.world.2015.

[59] Travel Rave. (2013). *Navigating the next phase of Asia's tourism–Insights on the future of tourism in the world's fastest growing travel market*. Singapore Tourism Board. Retrieved from http://www.yoursingapore.com/content/dam/MICE/Global/bulletin-board/travel-rave-reports/Navigating-the-next-wave-of-Asias-Tourism.pdf.

[60] Valentine, D. B., & Powers, T. L. (2013). Generation Y values and lifestyle segments. *Journal of Consumer Marketing*, *30*(7), 597-606. http://dx.doi.org/10.1108/JCM-07-2013-0650

[61] Vatankhah, N., Koh, T. W., & Letchmunan, S. (2014). Usability measurement of Malaysian online tourism websites. *International Journal of Software Engineering and Its Applications*, *8*(12), 1-18.

[62] Welsh, S. (2015). *Marketing to millennials*. Retrieved March 21, 2015, from http://www.danacommunications.com/marketing-to-millennials/.

[63] World Tourism Organization. (2015). *UNWTO tourism highlights– 2015 edition*. Madrid, Spain: World Tourism Organization (UNWTO). Retrieved from http://www.e-unwto.org/doi/pdf/10.18111/9789284416899

[64] Xiang, Z., & Gretzel, U. (2010). Role of social media in online travel information search. *Tourism Management*, *31*(2), 179-188. http://dx.doi.org/10.1016/j.tourman.2009.02.016

[65] Yeoman, I. (2012a). *2050-Tomorrow's tourism* (Vol. 55 of aspects of tourism). Bristol, UK.: Channel View Publications.

[66] Yeoman, I. (2012b). Tomorrow's tourist and the case study of New Zealand. In J. Leigh, C. Webster, & S. Ivanov (Eds.), *Future tourism: Political, social and economic challenges* (pp. 161-88). New York: Routledge.