



CONSULTANCY REPORT

For Vrijetijdsregio Noord Oost Friesland
20.09.2024



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Abstract

To position NE Friesland as a top travel destination, the main goal of this research is to identify tactics for attracting teenagers, young adults, and their parents to the area. The report emphasizes how crucial it is to reach out to these demographic groups to increase NE Friesland's appeal in a crowded travel market. To do this, a survey with specific personas matching probable tourists was carried out. The information gathered from these surveys was used to create a marketing funnel and a customer journey map. These resources yielded ideas that led to the development of eighteen practical suggestions for enhancing NE Friesland's allure. For tourism stakeholders hoping to increase the region's exposure and involvement with a wide range of age groups, this research is important.

Keywords: Tourism marketing, NE Friesland, destination branding, customer journey mapping, youth tourism, marketing funnel, family travel

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1. Introduction

Since the end of 2013, the regional marketing for the recreational sector in Northeast Friesland's four municipalities (Noardeast-Fryslân, Dantumadiel, Achtkarspelen, and Tytsjerksteradiel) has been managed by the tourism entrepreneurs' company, Vrijetijdsregio Noord Oost Friesland (VNOF). This umbrella foundation comprises tourist partnerships, platforms, and networks. The foundation's board determines policy, while regional drivers, "spiders", carry it out. The company has been around since March 19, 2014.

VNOF has three main focuses in Friesland: Firstly, they aim to create a learning network, encouraging entrepreneurs to connect with others who share their passion by offering workshops for 25 Euros per person. Secondly, they focus on hosting, seeking not only to meet the traditional tourist-host interaction but to surprise tourists with Friesland's offerings and provide ample information through various channels. Lastly, they market Friesland as a valuable tourism spot in the Netherlands, relying on marketing firms, entrepreneurs, and inviting journalists to promote the region.

In a Blackboard announcement and through a 1-1 Teams call, one of the companies' entrepreneurs, Henk Rigter emphasized the importance of marketing in this consultancy report to solve VNOF's issue: gaining insight into the target market of teens and young adults, determining attractive products for them, and finding effective communication tools to reach out to this specific target group.

According to Henk Rigter, VNOF aims to attract young tourists, aged 13-29 years old, along with their guardians focusing on active tourism like hiking, cooking lessons, and local cultural events. The company also seeks a communication method to attract these tourists. To address these goals, this report will attend to VNOF's marketing, focusing on communication styles and marketing strategies. To successfully determine the accuracy of the marketing, three personas will be created: a teenager (13-19) and a young adult (20-29), and the parents (30+) with the aim of appealing to the full age range. The personas will be Dutch nationals, targeting national level. Based on the situation defined above, the project assigned is:

"How can effective marketing strategies be devised and implemented to attract teenage and young adult tourists, along with their guardians, to Northeast Friesland, thereby increasing the region's visitor numbers and enhancing its appeal as a prime tourism destination within the Netherlands?"

A consultancy study to attract tourists to Northeast Friesland offers multiple benefits. It allows Dutch residents to explore their country's unique beauty and heritage, it boosts the local economy by supporting small businesses and creating jobs, and it preserves local traditions. By redistributing visitor traffic, it reduces pressure on popular areas like Amsterdam, promoting sustainable tourism. Additionally, it supports entrepreneurship as new tourism-related businesses emerge. Ultimately, this effort will help establish Northeast Friesland as a recognized and thriving destination.

1.1 Objectives

1.1.1 Communication Methods

By May 21st, develop a communication model for Friesland's tourist company. This model should set objectives like increasing brand recognition, marketing attractions, and boosting

visitor engagement and loyalty. Ensure it aligns with the company's budget and resources, while incorporating responsible tourism to promote ethical practices.

1.1.2 Create Informative and Helpful Advice

By the end of handing in the thesis, (September), my goal is to have provided advice that is both informative and helpful, aligning with the marketing funnel, as well as the customer journey map. The ideas created can be used by VNOF to strengthen the marketing of Northeast Friesland.

Word Count: 13592 words.

2. Business Environment Analysis

2.1 Preliminary Problem Map

Problem Diagram

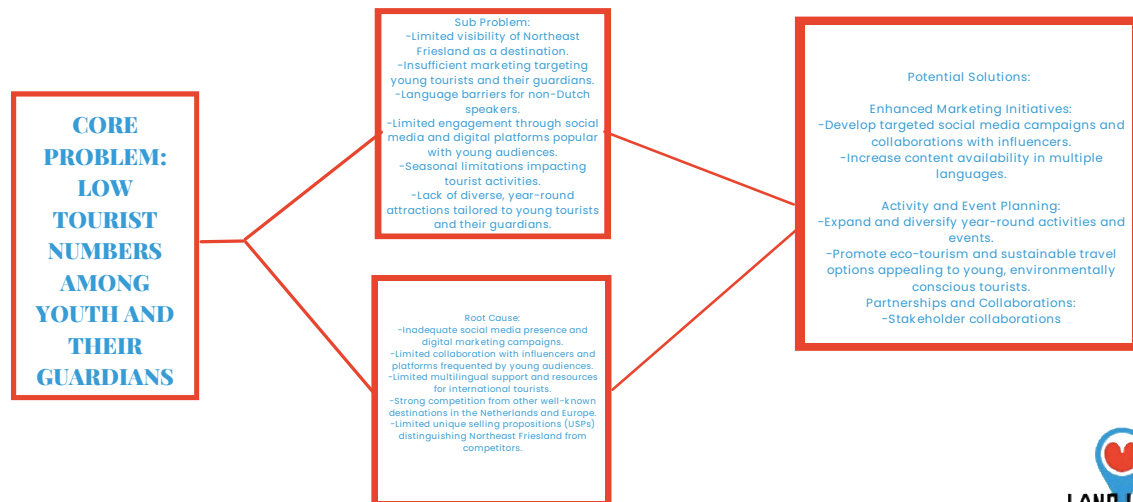


Figure 1 - Problem Diagram

2.2 Introduction

Northeast Friesland, in the northern part of the Netherlands, offers a unique blend of authentic regional culture, scenic landscapes, and a variety of recreational activities. Despite its rich cultural heritage and natural scenery, Northeast Friesland has not traditionally been a major tourist destination. This consultancy report aims to explore strategies to attract teenagers, young adults, and their parents to Northeast Friesland by addressing promotional challenges and leveraging the region's unique assets.

The region is characterized by a mix of small-scale rural tourism initiatives and a few large companies, providing diverse accommodation options and recreational facilities. The local cultural heritage and outdoor activities, particularly water-based and cultural experiences, offer strong prospects for increased tourism. By assessing the current market dynamics, target audience preferences, and the competitive landscape, this report will outline actionable strategies to enhance NE Friesland's appeal as a prime tourist destination.

2.3 Market Definition

NE Friesland is known for its authentic regional culture and small-scale rural tourism. The region hosts a variety of accommodation and recreational facilities, including 340 residential recreational facilities providing 26,548 beds (as of 2019) and approximately 600,000 overnight stays annually. Nearly a quarter of these tourists come from abroad, primarily Germany and Belgium (*Land waar je landt; eropuit in de regio Noordoost-Fryslân* 2019).

Tourism in NE Friesland has traditionally been limited by the smaller scale and dispersed nature of its attractions. Most residential accommodations are concentrated in the Wadden area, with 62% consisting of holiday homes or B&Bs. The region also boasts 195 food and beverage outlets. Despite its limited tourism tradition, NE Friesland has a strong potential for growth due to its natural and cultural attractions (*Land waar je landt; eropuit in de regio Noordoost-Fryslân* 2019).

The local population of just under 125,000 people benefits from the tourism sector, as this accounts for 5.2% of jobs in the region. Most tourism activities are centred around water and cultural experiences. Additionally, the Friesland province is recognized as the best cycling and walking area in the Netherlands by Stichting Landelijk Fietsplatform (2019) and Stichting Wandelnet (2015). This specifically highlights the region's potential to attract tourists interested in outdoor activities and exploring the countryside (*Land waar je landt; eropuit in de regio Noordoost-Fryslân* 2019).

2.4 SWOT-Analysis

To reach a greater understanding of NE Friesland's unique position as a tourist location, the study includes a SWOT analysis. A SWOT analysis, which stands for Strengths, Weaknesses, Opportunities, and Threats, is a strategic planning tool used to identify and analyse the internal and external factors that can impact the success of an organization or project. According to GÜREL (2017), SWOT analyses are essential because they provide a clear framework for assessing an organization's current position and developing strategic plans.

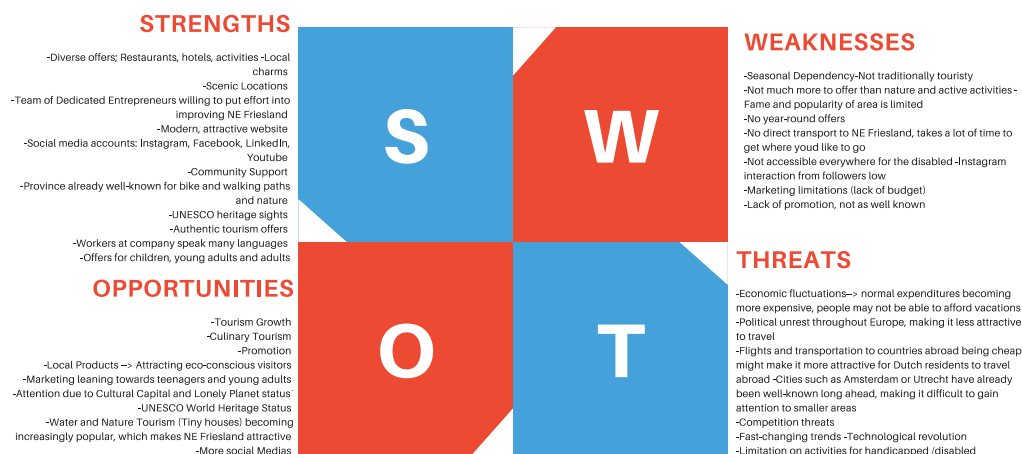


Figure 2 - SWOT Analysis VNOF

2.4.1 Strengths

NE Friesland is a tourist destination with diverse attractions, including restaurants, hotels, and activities for all interests. The region's local charm, scenic beauty, and dedicated entrepreneurs enhance its appeal. VNOF also has a modern website, which assists in engagement. Additionally,

community support, renowned bike and walking paths, UNESCO heritage sites, and a multilingual workforce attract a wide range of tourists. The region's offerings cater to all ages, making it a family-friendly destination (*Land waar je landt; eropuit in de regio Noordoost-Fryslân* 2019).

Extended version in [Appendix 1](#).

2.4.2 Weaknesses

Northeast Friesland faces challenges as a tourist destination, including seasonal dependency. Cool months last about 3.8 months, from November to March, with temperatures below 8°C (Weatherspark, n.d.). Further, the region is not widely recognized as a tourist hotspot, focusing mainly on nature and active pursuits, such as biking and hiking trails (Netwerk Noordoost, 2020-2030). There are few year-round attractions, and accessibility to the region is limited, with no direct transport routes and incomplete accessibility for disabled visitors (NS trains, n.d.). Social media engagement is low (eropuitinfriesland), and marketing efforts are constrained by budget (Henk Rigter, n.d.), leading to low tourism numbers and limited recognition (*Land waar je landt; eropuit in de regio Noordoost-Fryslân* 2019).

Extended version in [Appendix 2](#).

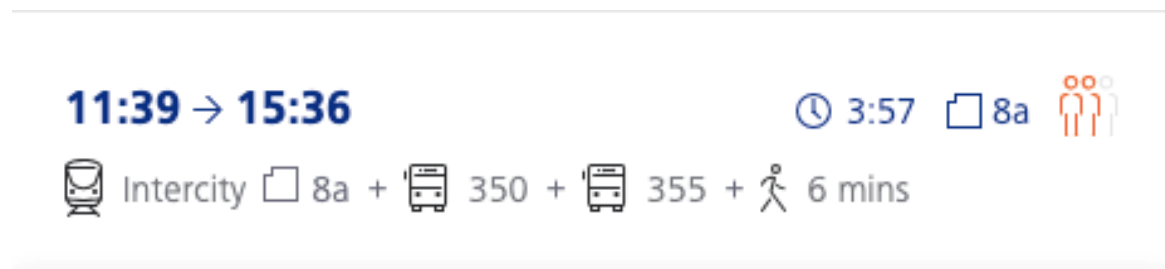


Figure 3 - Example of Public Transport from Amsterdam to Dokkum

2.4.3 Opportunities

NE Friesland has several opportunities to boost its tourism sector. Growing interest in culinary and eco-conscious tourism offers a chance to attract food enthusiasts and sustainability-minded visitors. With correct marketing it is possible to target teenagers and young adults, who are active on social media and eager to explore new destinations. The region's designation as a Cultural Capital and recognition by Lonely Planet, along with UNESCO World Heritage sites, provide valuable publicity and cultural prestige. The rise of interest in water and nature tourism, including tiny houses, can position NE Friesland as a destination for immersive natural experiences. Expanding social media presence will enable targeted campaigns, increasing engagement and awareness (*Land waar je landt; eropuit in de regio Noordoost-Fryslân* 2019).

Extended version in [Appendix 3](#).

2.4.4 Threats

Northeast Friesland's tourism faces challenges from economic fluctuations, political unrest, competitive pricing, and technological advancements. Rising living costs have led 69% of consumers to cut non-essential spending, including travel (PwC, 2023). Political instability in

Europe deters travel due to safety concerns (UNWTO, 2016). At the same time, affordable international travel draws Dutch residents abroad, making local tourism less appealing (OECD, 2020). Further, established cities like Amsterdam overshadow smaller regions, making recognition difficult. The tourism sector must also adapt to fast-changing trends and technological advancements. Accessibility issues for disabled travellers further limit the region's appeal.

Extended version in [Appendix 4](#).

2.5 5A Analysis

The 5A Analysis—Attractions, Accessibility, Accommodation, Amenities, and Activities—is a valuable framework for evaluating and enhancing a tourism destination like NE Friesland. It allows for a thorough assessment of key components influencing the tourist experience.

By examining attractions, the analysis identifies key draws like natural wonders or cultural sites (Cooper et al., 2008). Accessibility ensures the destination is reachable and easy to navigate for all kinds of visitors (Middleton et al., 2009). Analysing accommodations might help comprehend the range of housing possibilities available. While dining and retail facilities improve tourist satisfaction, activities add value to the visit and promote longer stays.

2.5.1 Attractions

Northeast Friesland is renowned for its rich cultural heritage, picturesque landscapes, and authentic rural charm. Visitors are drawn to its historical sites, like the Martini Church in Dokkum, and Sint-Maartenskerk in Kollum, as well as its vibrant cultural scene, including traditional festivals like Skûtsjesilen and over 30 museums showcasing local history and art.

The region's natural beauty is highlighted by nature reserves like Nationaal Park Lauwersmeer and the UNESCO-listed Wadden Sea, offering opportunities for hiking, birdwatching, and guided tours. Northeast Friesland also attracts food enthusiasts with its local markets, farm-to-table dining, and traditional Frisian cuisine.

In the digital age, the region employs social media to promote its scenic landscapes, cycling trails, and cultural experiences, which appeals to travellers seeking authentic, off-the-beaten-path destinations. Weekly markets, festivals, and unique shopping experiences further enhance its appeal, making Northeast Friesland an ideal retreat for those looking to immerse themselves in local traditions and scenic countryside.

Extended version in [Appendix 5](#).

2.5.2 Amenities

Northeast Friesland provides essential amenities to ensure a comfortable and enjoyable stay for visitors. The region is equipped with tourist information centres and visitor points, offering maps, brochures, and personalized assistance to help travellers plan their itineraries and explore local attractions.

Local public transportation is managed by Arriva, which provides reliable bus and train services connecting major towns and tourist sites within the region. This makes exploring the scenic landscapes and cultural attractions of Friesland more flexible.

Visitors can also enjoy high-quality drinking water that meets strict European standards, ensuring safe and clean water throughout their stay, while free WIFI throughout Dokkum's city

centre enhances connectivity for tourists. Well-maintained roads and sidewalks facilitate easy navigation, making it simple for visitors to move between attractions, accommodations, and dining spots. Together, these amenities contribute to a pleasant and seamless travel experience in Northeast Friesland.

Extended version in [Appendix 6](#).

2.5.3 Accessibility

Accessibility within tourism ensures that destinations are convenient for everyone, including those with mobility impairments. In Northeast Friesland, accessibility is being improved with wheelchair-friendly accommodations, reliable public transportation from Arriva, and well-maintained pedestrian pathways. Visitor centres offer important support, and facilities like Camping De 4 Elementen provide accessible options for the disabled. These efforts promote inclusivity and enhance the travel experience for all visitors.

Extended version in [Appendix 7](#).

2.5.4 Activities

Northeast Friesland offers a wide range of activities, including cultural exploration, outdoor adventures, water sports, and family entertainment. Visitors can explore museums like Museum It Fiskershúske, which features the region's maritime heritage, or enjoy scenic cycling routes and serene nature reserves like Alde Feanen National Park. The region's proximity to the Wadden Sea allows for boat trips and sailing adventures. Families can enjoy indoor playgrounds, petting zoos, and cultural festivals, with regular markets offering regional delicacies and crafts, which contributes to vibrant visitor experiences.

Extended version in [Appendix 8](#).

2.5.5 Accommodation

Northeast Friesland offers a diverse choice of accommodations, from small bed & breakfasts and intimate vacation houses to contemporary hotels and tranquil campsites. Visitors can choose to stay in charming towns or in hotels surrounded by the natural beauty of the Wadden Sea or the Alde Feanen National Park. Many establishments provide customized hospitality while highlighting the region's cultural history and community. Northeast Friesland accommodates both rural getaways and comfortable stays with contemporary amenities.

Extended version and inventory in [Appendix 9](#).

2.6 Stakeholder Analysis

The Stakeholder Analysis is an important method in tourism management and development for identifying and understanding the interests, expectations, and impact of the numerous stakeholders in a destination's tourist ecosystem. Tourism managers may balance conflicting interests, coordinate cooperative initiatives, and make well-informed decisions that support sustainable tourism outcomes by undertaking stakeholder analysis, according to Byrd (page 6-13, 2007).

2.6.1 Stichting RMT (Stichting RegioMarketing Toerisme)

Stichting RMT oversees tourist and recreational development in Northeast Friesland. As a regional marketing organization, their key goals are to improve local tourist infrastructure, develop regional collaboration, improve visitor services, and successfully market the region. Their strong effect and influence come from organizing many collaborations, administering essential tourist programs, and pushing for sustainable tourism practices.

2.6.2 Merk Fryslân

Merk Fryslân holds responsibility for managing regional and international marketing efforts for the entirety of Friesland. Their key interests revolve around promoting Friesland as a desirable destination for national and international tourists, thereby boosting tourism numbers and enhancing the region's brand. With noteworthy influence, Merk Fryslân plays a crucial role in attracting international tourists and effectively positioning Friesland in the competitive tourism marketplace.

2.6.3 Local Municipalities

Local municipalities in Northeast Friesland contribute vital money and support for VNOF's projects. Their primary goals are economic development, increased local tourism, and assuring long-term growth in the region. Municipalities have a significant political and financial impact on tourist projects, influencing regulatory environments and infrastructure development.

2.6.4 Local Entrepreneurs

Local businesspeople in Northeast Friesland work with VNOF to fund and support tourist activities. Their interests include company expansion, increased tourist traffic, and improved local services to meet visitor demands. These stakeholders are key actors, seen as their success and collaboration are critical to the region's tourism economy and entrepreneurial ecosystem.

2.6.5 Professional coordinators

Professional coordinators, or "Spinnen," carry out the efforts sponsored by VNOF and interact with the community to identify needs and issues. Their primary interests include successfully executing tourist programs, encouraging community involvement, and ensuring that activities are consistent with local preferences. While they have medium effect, their direct impact on project execution and community relations is critical to attaining tourist development goals.

2.6.6 Local Community

Residents of NE Friesland benefit from and contribute to the tourism industry. Their priorities include job creation, local economic development, and the preservation of the region's cultural and natural integrity. With medium influence, community support and participation are vital for attaining sustainable tourism development goals and preserving a harmonious relationship between tourism activities and local lives.

2.6.7 National and International Tourists

Tourists visiting NE Friesland are important stakeholders, seen as their experiences and opinions have a direct impact on the region's image and future tourist numbers. Their primary interests are the quality of their travel experiences, access to information, and a variety of leisure activities.

Tourists' spending decisions and travel behaviours have a significant impact and influence on destination attractiveness and sustainability.

2.6.8 NBTC Holland Marketing

NBTC Holland Marketing offers national tourist statistics and projections that help guide regional strategy and efforts. Their primary goals include promoting national tourism growth and delivering relevant data and insights to stakeholders. With medium influence, NBTC Holland Marketing helps shape regional tourist policy and marketing strategies based on extensive data research and market trends.

2.7 Stakeholder Mapping

The stakeholder mapping diagram helps determine how to successfully connect with stakeholders by classifying them according to their power and influence. Keep Satisfied (high power, low influence), Keep Informed (low power, high influence), Manage Closely (high power, high influence), and Monitor (low power, low influence) are the four quadrants. In managing stakeholder relationships, this strategic approach guarantees effective communication and resource allocation (Mendelow, 1991).

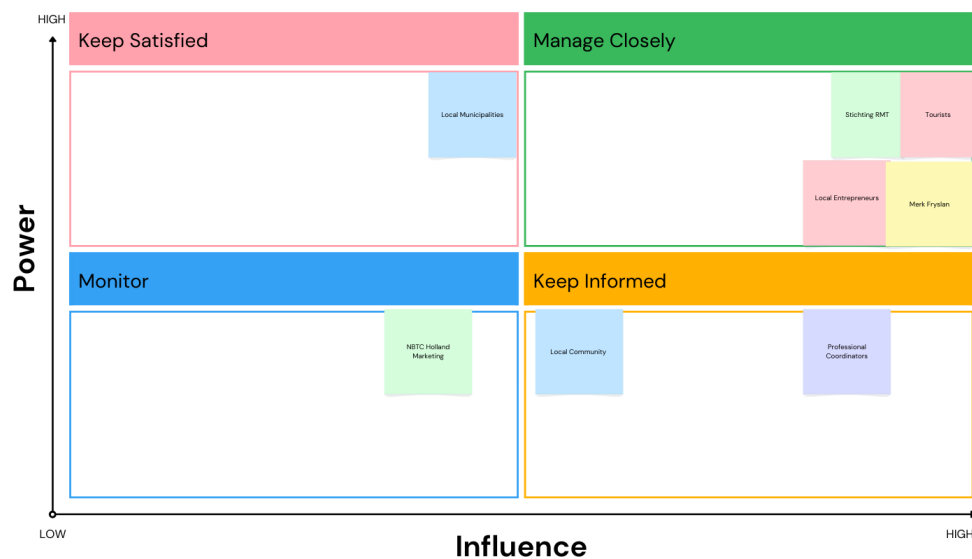


Figure 4 - Stakeholder Mapping for VNOF

2.8 Marketing Analysis

A summary of VNOF current marketing initiatives to promote Northeast Friesland is given in this section.

2.8.1 Current Marketing Efforts

VNOF employs a multi-channel marketing strategy across LinkedIn, Facebook, Instagram, YouTube, and their website to engage diverse audiences. They collaborate with journalists for media coverage and partner with the state of Friesland and a photography and information

magazine to boost brand visibility. Their website offers free listings for Frisian tourism businesses, with major attractions like Woudagemaal and De Harmonie participating.

VNOF bases its marketing on five regional brands: Wadden Sea UNESCO World Heritage, Lauwersmeer National Park, De Alde Feanen National Park, National Landscape Noardlike Fryske Wâlden, and the Eleven Cities city of Dokkum. They target specific groups through online campaigns and journalist invitations. Operating under the 'Land in Friesland' umbrella, they collaborate with entrepreneurs, Merk Fryslân, and other regional organizations to promote Northeast Friesland effectively.

2.8.2 Social Media Insights

	Instagram	YouTube	Facebook
No. of Posts	541	13	Unknown
Followers	2526	7	6398
No. of Likes	27 likes on average	Unknown	5810 total
Engagement	1.12% Rate	6485 Views	3-7 likes per post, 0-1 comments
Average Likes	27	3.6 on average	5
Weekly Posts	2	0	3-4

Table 1 - Social Media Insight Comparison

(Instagram analytics n.d.)

(Track YouTube analytics, Future Predictions, & Live Subscriber Counts - Social Blade n.d.)

Understanding social media insights is important for a variety of reasons. Tourism workers may acquire useful insights into audience demographics, interaction patterns, and content performance indicators by using tools like Intrack and Social Blade, which give extensive statistics for platforms like Instagram and YouTube, respectively. This data helps tourist marketers make more educated decisions regarding content strategy, campaign targeting, and budget allocation. Tracking metrics such as follower growth, post reach, and engagement rates, assists in determining which sorts of material are most appealing to the intended audience. Furthermore, monitoring social media analytics enables rapid revisions of marketing plans, ensuring that they stay relevant and effective in capturing and maintaining audience attention.

2.8.3 SEO Analysis

Analysing a web page can be a very instructive exercise for a firm, as it may help them identify components that should be investigated further. With that said, it provides a chance to further customize the website to the tastes of their target population.

In this study, "Google Pagespeed" was used to collect statistics on how well the technical aspect of the main website, "www.eropuitinfriesland.nl" performed. PageSpeed Insights (PSI) evaluates a webpage's usability on desktop and mobile devices and makes recommendations for improvement.

A website analysis must include the following qualities: Performance, accessibility, best practices, and SEO. The level of these qualities must be examined throughout the experience of mobile and desktop users.

	Performance	Accessibility	Best Practices	SEO
Desktop	97	86	100	100
Mobile Devices	72	86	100	100

Table 2 - Performance, Accessibility, Best Practices, SEO graph analysis

2.8.4 Performance (Desktop)

Using PSI, VNOF 's website earned a Performance score of 97%, derived by averaging the metric scores. The metric scores are not displayed in the report but are calculated in the background. Four good ratings are "First Contentful Paint," "Total Blocking Time," "Speed Index," and "Cumulative Layout Shift." Finally, the measure that needs improvement is "Largest Contentful Paint".

2.8.5 Performance (Mobile Devices)

The assessment of the website's performance on users' mobile devices was less satisfactory than for the desktop version, with two out of five pieces of content being red or orange, indicating a “danger zone”. "Largest Contentful Paint" had an unsatisfactory rating of less than 50%. The term "Total Blocking Time" was marked as acceptable. "First Contentful Paint", "Speed Index", and "Cumulative Layout Shift" were all in the green range, indicating a safe zone. For the improvement of the above-mentioned criteria, PSI has provided the following measures:

Eliminate render-blocking resources
Reduce unused JavaScript.
Reduce the impact of third-party code.

Table 3 - Improvement Advice

2.8.6 Accessibility (Desktop)

These accessibility checks identify areas of possible web app improvement. Manual testing is also suggested by the PSI because automatic detection may only identify a subset of vulnerabilities and cannot ensure the accessibility of your web app. For this sector, VNOF's website received a score of 86% and contains the following annotations:

Background and foreground colours do not have a sufficient contrast ratio.
Form elements do not have associated labels.
Links do not have a discernible name.
Heading elements are not in a sequentially descending order.

Table 4 - Improvement Advice

2.8.7 Accessibility (Mobile Devices)

Manual testing is also suggested by the PSI because automatic detection may only identify a subset of vulnerabilities and cannot ensure the accessibility of your mobile device. Here, the

overall rating for VNOF's website also lies at 86%. The advice the website gives is identical to the desktop version.

2.8.8 Best practices (Desktop)

For this part of the PSI analysis, there are no suggested improvements, and the website score is 100%.

2.8.9 Best Practices (Mobile Devices)

As for the desktop version, there are no suggested improvements, with the website scoring 100%.

2.8.10 SEO (Desktop)

The audits of the PSI verify that the website complies with fundamental search engine optimization standards. Many other factors, such as the job one does on Core Web Vitals, that might influence the search ranking are not considered. As the rating is 100%, there are no suggestions for improvement.

2.8.11 SEO (Mobile Devices)

Similar to the desktop version, no improvements are suggested as the website has achieved a 100% score.

2.9 Current Target Audience Analysis

The primary demographic, psychographic, and behavioural characteristics of a particular audience are identified and evaluated as part of a target audience analysis. By making sure that the proper individuals are resonating with the messaging and products, it helps improve marketing campaigns (Kotler & Armstrong, page 196-198, 2017).

2.9.1 Geographic

The division of the market geographically, whether by nations, regions, states, or cities, is known as geographic segmentation. Advertisements are targeted using the division (Page 268 of Kotler & Armstrong, 2017).

Almost a quarter of all tourists visiting the province of Friesland come from abroad. Out of these, Germany, and Belgium (Flanders) comprise the two dominant countries of origin. Domestic tourism is increasing, but less rapidly than International. Over the past 10 years, domestic tourism has grown by an average of 2% per year, with an expected growth of approximately 22% by 2030 - from 25.3 million in 2018 to 30.9 million in 2030. The growth primarily manifests as an increase in short domestic holidays (approximately 2 nights), as an increasing number of Dutch citizens are choosing their own country as the destination for a third or even fourth vacation. Given that Northeast Friesland is one of the weakest provinces in the Netherlands in terms of tourism, there is limited demand for employees to be proficient in multiple languages (*Hotel guests by region Netherlands 2023, 2024*). Consequently, Dutch, Frisian, English, and German are the primary languages in use as of today.

2.9.2 Demographic

Kotler (page 271, 2020) states that the demographic component of segmentation is analysed to ascertain the following: age, gender, income, occupation, education, religion, and ethnicity. Understanding the target group's demographic is crucial since it provides insight into its size.

According to Henk Rigter, the current visitors to Northeast Friesland are adults representing the age bracket of 36-65. Visitors belong to both the female and male gender and are predominantly married couples. Given that the current tourist demographic primarily consists of Germans, Belgians and Dutch nationals, their religion is typically either atheist (55% in the Netherlands (Cbs, 2022) or Christian (2/3 of Germany (*Religions in Germany*, n.d.) and 65% in Belgium (*Religions*, n.d.))

Further, the Netherlands, Germany, and Belgium rank among the highest-paid countries in Europe (McEvoy, 2024). The average income in the Netherlands is €58,875.74, in Belgium €60,386.75, and in Germany €54,885.82.

2.9.3 Psychographic

The division of a market according to lifestyle, personality and attributes is known as psychographic segmentation. Advertisements can target a specific personality type or a group of people who share similar traits by basing content on lifestyle and beliefs (Kotler & Armstrong, page 280, 2017).

Friesland has received recognition for its appealing bike and walking paths, as well as for its election as the location of several UNESCO World Heritage sites and two of the Netherlands' 21 nature parks. As such, the region is predominantly known for its natural attractions. Further, its proximity to the ocean offers numerous water-based activities, including mudflat hiking, among others. The area is also home to a diverse range of bird species and features numerous guides providing educational tours. As a result, Friesland primarily attracts nature enthusiasts, active travellers, and those seeking educational experiences.

2.9.4 Behavioural

The split of a market according to consumer knowledge, attitudes, product usage, and responses is known as behavioural segmentation. The segmentation can be further subdivided into purchasing occasions, desired advantages, user status (current, prospective, or former users), and customer loyalty (Page 281 of Kotler & Armstrong, 2017). Seasonal and holiday visitors visit the region for its natural beauty, recreational activities, and UNESCO sites, while event-driven tourists attend the region's festivals and cultural events. Cycling, water sports, and guided excursions are popular among nature lovers, adventurers, and educational tourists seeking one-of-a-kind experiences. The market includes first-time visitors, repeat tourists, and potential newcomers, with varied levels of devotion, ranging from devoted fans to casual switchers. Usage rates vary from frequent, brief vacations to infrequent, extended stays. Marketing techniques that highlight Friesland's unique features, exclusive bargains, and interesting content could attract a wide range of customers, improving visitor travel experience and increasing loyalty.

2.10 Targeting

A target market consists of consumers with similar needs that a company aims to serve. Target marketing operates at three levels: undifferentiated, concentrated (niche), and micromarketing.

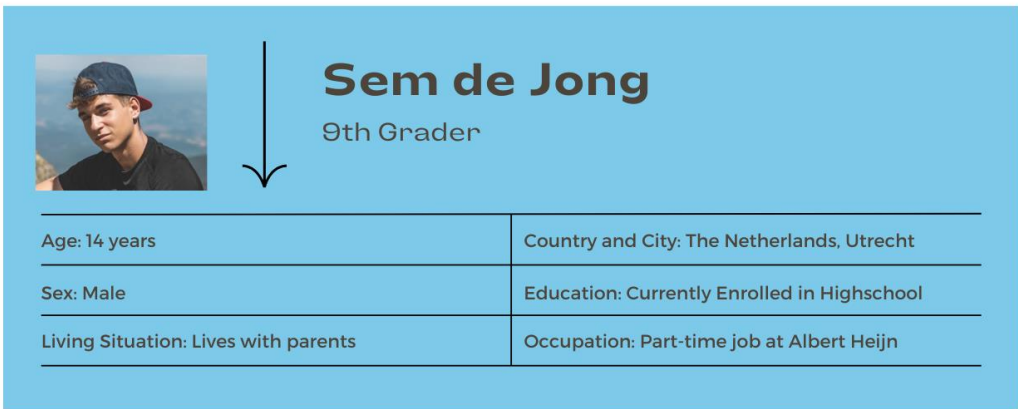
For optimal results, VNOF should consider segment growth and size, segment structural appeal, and firm resources and goals.

For VNOF, concentrated (niche) marketing is the best approach, seen as there is a specific interest in customers who engage in active and nature tourism. By focusing on a large portion of one or a few smaller segments, VNOF can build a strong market position through an effective collaboration with service or accommodation providers and a deeper comprehension of the specific interests of the target audience (Kotler, page 288, 2020).

2.10.1 Persona Justification

To reach a deeper understanding of VNOF's target audience, three intended target personas were developed. A customer persona is a technique used in marketing that helps visualize and represent a brand's target demographic in a variety of factors (McLoughin, 2023). Based on perspectives within concentrated marketing strategies, and regarding segmentation and deliberations with Henk Rigter, three target personas were defined, where one is a couple. The chosen personas are Sem de Jong, a 14-year-old boy, his parents, Bram (44) and Gerda (48), and Sanne Vlissens, a 24-year-old university student.

Given that the existing tourists are mostly individuals, much like the personas Bram and Gerda de Jong, there is a desire to also attract their children, as well as young adults, as clarified by Mr. Rigter. The goal is to appeal largely to domestic tourists, as the location is small and lacks the vast offers and amenities required to attract larger groups of international visitors. As a result, the two target personas are closely modelled after Bram and Gerda de Jong, with consideration given to the preferences and insights of Henk Rigter. The target personas are elaborated upon in the following pages:



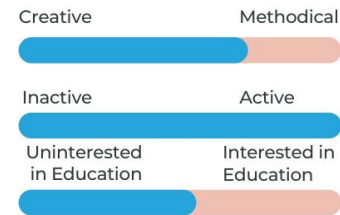
BIOGRAPHY

Sem is a 14-year-old sports enthusiast who specializes in aquatic sports. Growing up in a household that values nature and outdoor activities, Sem acquired a passion for adventure and physical challenge. He succeeds in school, especially in physical education and science, and he participates on his school's swimming and football teams. Sem is always seeking for new and intriguing activities to explore, and he loves spending time with others who share his hobbies.

GOALS AND OBJECTIVES

- Learn new water activities including paddleboarding, kayaking, and windsurfing.
- To participate in local and regional sports competitions and enhance his athletic abilities.
- To discover new places with amazing water sports activities.
- To keep active and healthy, participate in sports on a regular basis.
- To spend quality time with his family and participate in his favorite pastimes.

PERSONALITY



SOCIAL NETWORKS

Social Media Used



FRUSTRATIONS/ FEARS

- Not being able to pass school
- Not enough space from parents
- Limited access to facilities and sites that provide a wide range of water activities.
- Frustrated with overcrowded sports places, which make it impossible to practice and enjoy activities.

TASTES AND HOBBIES



Figure 5 - Persona 1, Sem De Jong



Figure 6 - Persona 2, Sanne Vlissens



Bram and Gerda de Jong

Married couple working in teaching and IT consultancy

Age: 44 and 48 years	Country and City: The Netherlands, Utrecht
Sex: Male and Female	Education: University level
Living Situation: Sharing a house with son	Occupation: Biology Teacher and IT Consultant

BIOGRAPHY

Gerda is a 44-year-old biology teacher at a high school who has an intense love for the natural world. She majored in biology at Wageningen University, where she gained a profound respect for outdoor recreation and ecological living. Gerda loves to incorporate her passion for the outdoors into her teaching, and she frequently plans field trips and nature walks for her pupils. She volunteers at a nearby wildlife rescue organization and participates actively in her community garden.

Bram: An IT consultant with 48 years of experience, Bram specializes in environmental technology. At Delft University of Technology, he pursued studies in information technology and environmental science. Bram is employed for a company that creates software for sustainable energy management. Bram is a passionate rider who loves discovering new bike routes while he's not at work. He frequently uses a variety of applications to track his bicycle journeys and find new paths, fusing his love of technology with his passion for the great outdoors.

GOALS AND OBJECTIVES

- to enjoy time in the great outdoors with their family.
- to impart in their kids a respect for the environment and a love of the great outdoors.
- to find intriguing new paths for biking and walking in the Netherlands and elsewhere.
- must engage in regular outdoor activities in order to preserve a healthy, active lifestyle.
- to locate family-friendly resorts that combine adventure and leisure.

SOCIAL NETWORKS

Social Media Used



FRUSTRATIONS/ FEARS

- Irritated by crowded tourist attractions that take away from the beauty of nature.
- worried about how tourism affects the environment and looking for travel spots that put sustainability first.

TASTES AND HOBBIES



HIKING



BIRD WATCHING



TRAVEL



CYCLING



CAMPING



PHOTOGRAPHY

PERSONALITY

Creative Methodical



Inactive Active



Uninterested in Education Interested in Education



Figure 7 - Persona 3, Bram and Gerda De Jong

2.11 Competitor Analysis

Competitors are businesses offering similar goods and services to a company's customers (*Commerce Commission New Zealand*, n.d.). To identify primary areas of growth for VNOF, evaluating competitors' social media and websites is crucial, as these platforms are key in customer decision-making.

While cities like Amsterdam and Utrecht are globally recognized, their focus on attractions such as cannabis culture, the red-light district and museums means they do not directly compete with Northeast Friesland (*Travelxp*, n.d.). Instead, regions like Zeeland, Drenthe, and Limburg present more direct competition. Zeeland, known for its coastal landscapes, beaches, and water sports, attracts tourists with interests similar to those visiting Friesland (*Welcome to NL*, n.d.). Drenthe appeals to visitors through its extensive cycling trails, prehistoric sites, and tranquil villages, much like Friesland. Limburg, with its rolling hills, historic towns, and outdoor activities, also serves as a key competitor. Lastly, Southwest Friesland, with its comparable landscapes and tourism offerings, is emerging as a significant regional rival.

2.11.1 Social Media

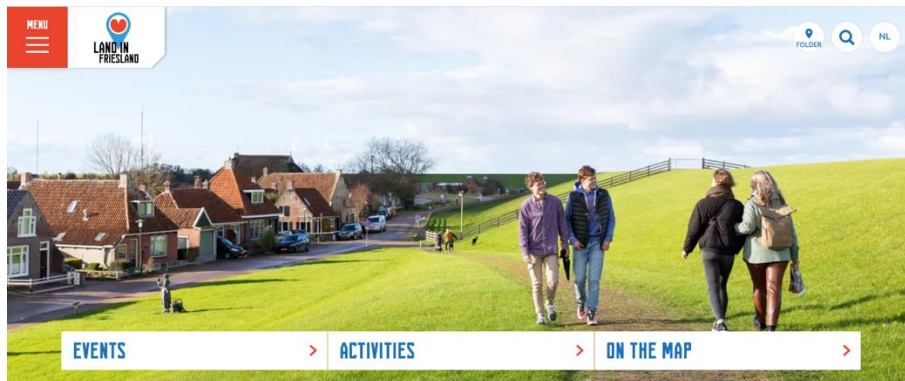
		VNOF (NE Friesland)	Zeeland	Drenthe	Limburg	SW Friesland
Facebook	Likes	5808	131412	55055	7691	13324
	Followers	6397	134.000	57855	7905	15505
Instagram	Av. Likes	28	350	187	21	99
	Followers	2524	33,999	17108	696	10186
	Engagement	1.16%	1.05%	1.11%	3.05%	1%
YouTube	Subscribers	7	539	257	-	45
	Average Likes	3	5	3		3

Figure 8 - Social Media Insights of Competitors.

NE Friesland's social media engagement lags behind Zeeland, Drenthe, Limburg, and Southwest Friesland. On Facebook, VNOF has 5,808 likes and 6,397 followers, compared to Zeeland's 131,412, Drenthe's 55,055, and Limburg's 7,691. On Instagram, VNOF averages 28 likes and a 1.16% engagement rate, lower than Zeeland's 350 likes and 1.05%. Limburg leads with a 3.05% engagement rate. On YouTube, VNOF has only 7 subscribers, while Zeeland has 539, Drenthe 257, and Southwest Friesland 45.

This analysis shows the need for VNOF to enhance its social media strategies to become competitive with these regions.

2.11.2 Website - Northeast Friesland



WELCOME TO NORTHEAST FRIESLAND

Figure 9 -Front Page NE Friesland

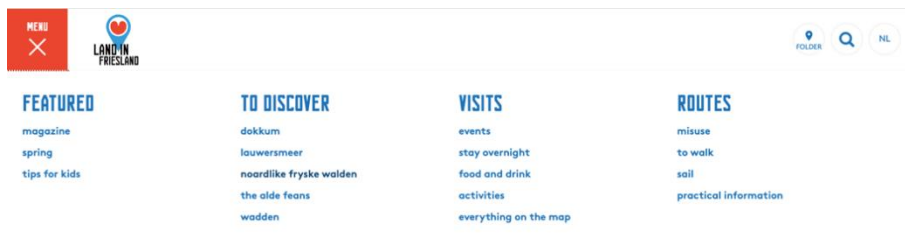


Figure 10 -Menu Page NE Friesland



Figure 11 - Mobile Performance Scoring VNOF



Figure 12 -Desktop Performance Scoring VNOF

2.11.3 Website – Zeeland

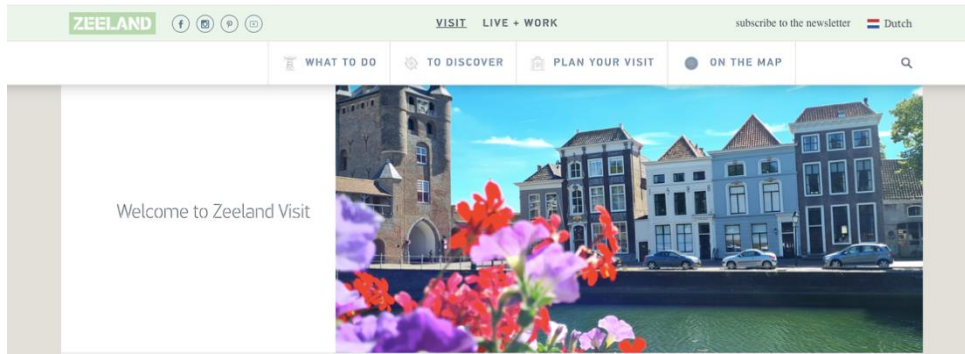


Figure 13 -Front Page Zeeland

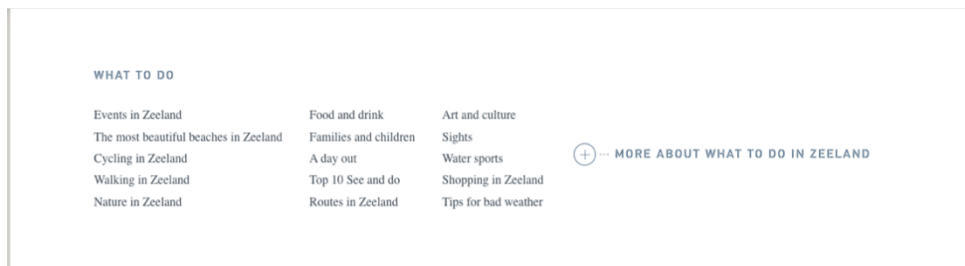


Figure 14 -Menu Page Zeeland



Figure 15 -Mobile Performance Zeeland



Figure 16 -Desktop Performance Zeeland

2.11.4 Website - Drenthe

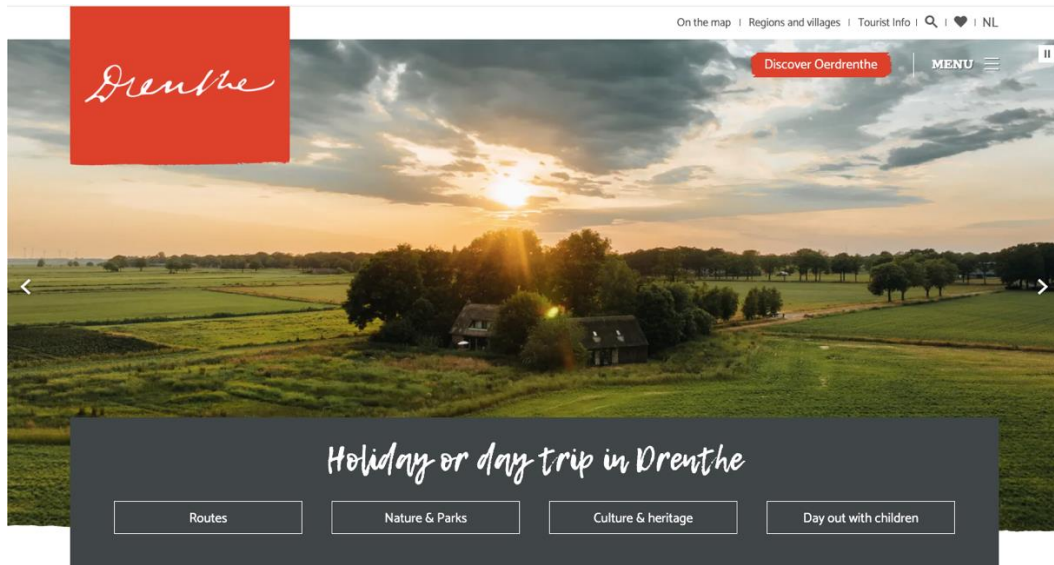


Figure 17 -Front Page Drenthe

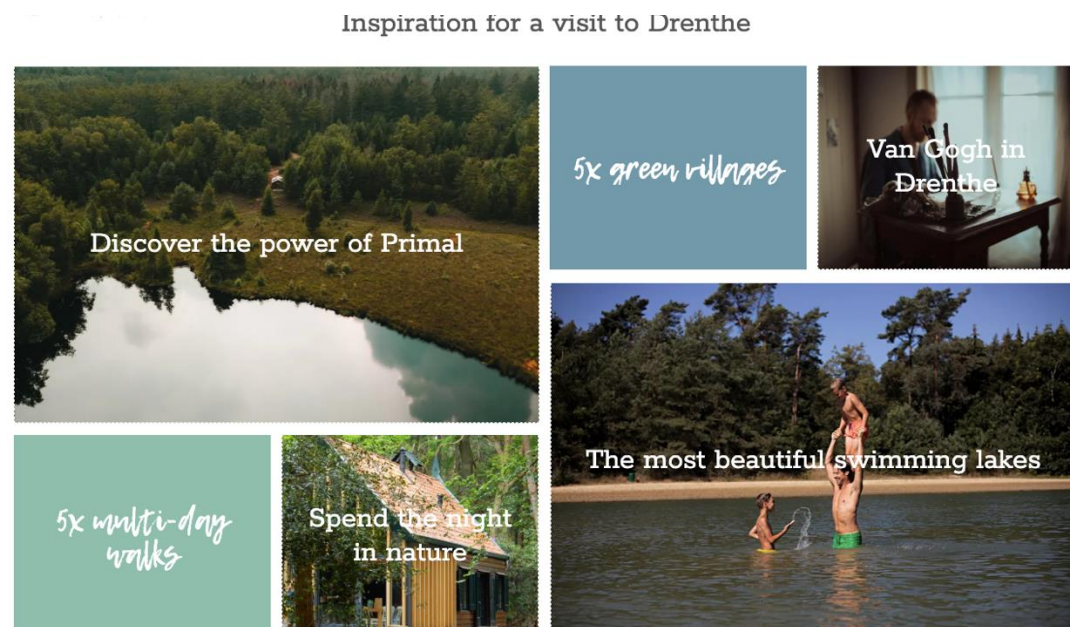


Figure 18 -Menu Page Drenthe



Performance



Accessibility



Best Practices



SEO

Figure 19 -Mobile Performance Drenthe



Figure 20 -Desktop Performance Drenthe

2.11.5 Website - Limburg

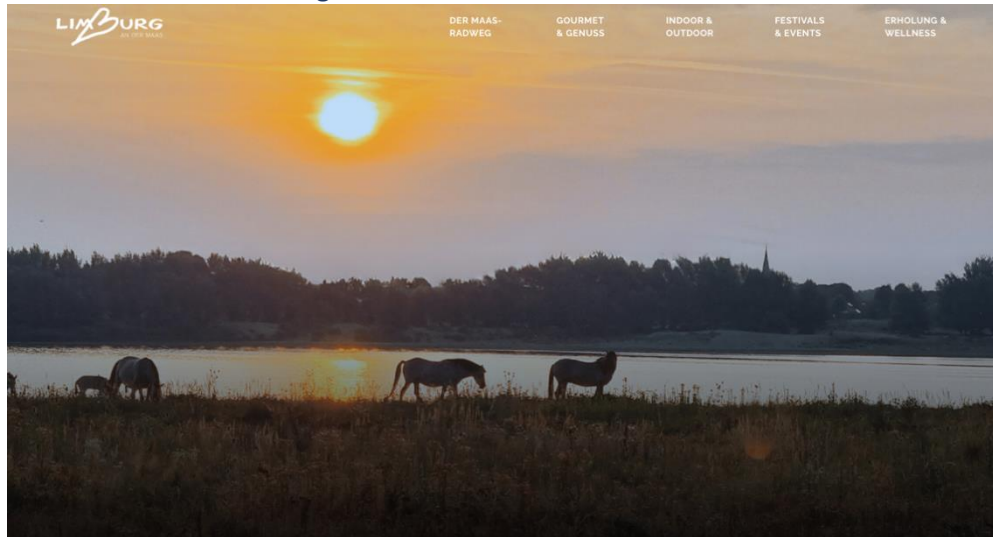


Figure 21 -Front Page Limburg

Für Sie Ausgewählt

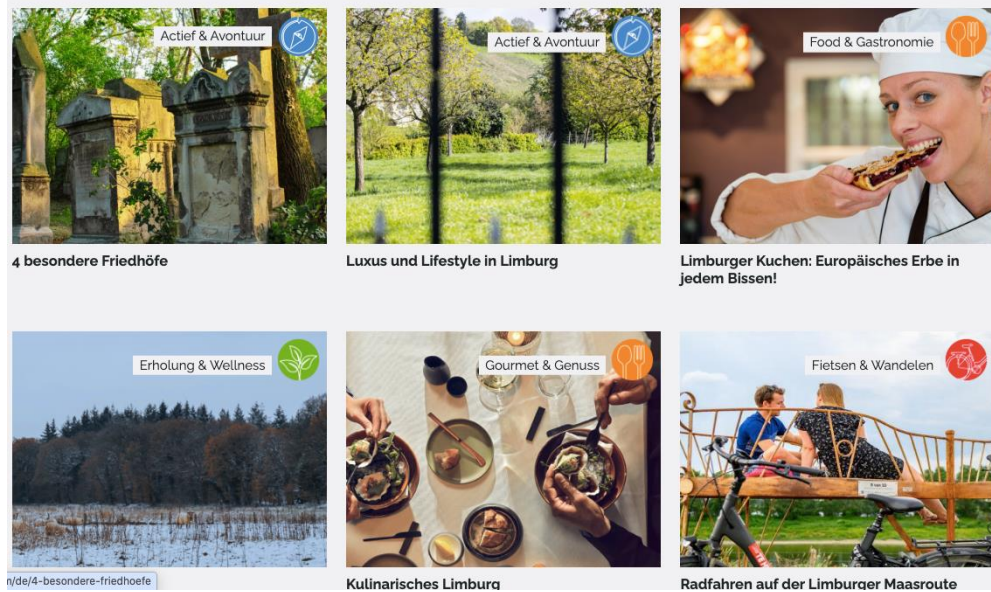


Figure 22 -Menu Page Limburg



Figure 23 -Mobile Performance Limburg



Figure 24 -Desktop Performance Limburg

2.11.6 Website - Southwest Friesland

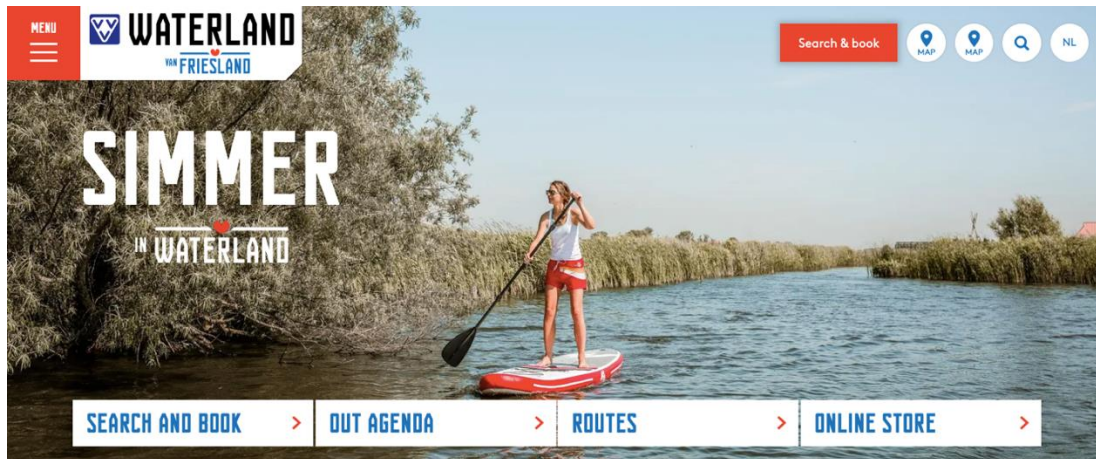


Figure 25 -Front Page Southwest Friesland



Figure 26 -Menu Page Southwest Friesland



Figure 27 -Mobile Performance Southwest Friesland



Figure 28 -Desktop Performance Southwest Friesland

Northeast Friesland's website shows strong usability scores, especially in accessibility, best practices, and SEO, with perfect scores on both mobile and desktop. However, mobile performance, scoring 72, lags behind Drenthe and Zeeland. Desktop performance is excellent at a score of 97, but mobile performance improvement is needed.

Zeeland excels in accessibility and SEO but struggles with mobile performance, scoring just 36. Drenthe performs well in accessibility and best practices but also needs to improve mobile performance. Limburg shows lower scores overall, particularly in SEO, while Southwest Friesland, despite strong accessibility and best practices, needs to boost its performance scores.

Overall, Northeast Friesland's score stands out but should focus on enhancing mobile performance to ensure a consistent user experience across all devices.

2.12 Tourism Trends

Tourism trends reflect how travel habits and tastes are changing due to a variety of causes, including changes in consumer behaviour, socioeconomic developments, and technology improvements (Elphick, 2024). Below a list of current trends can be found.

2.12.1 Experiential Tourism

Experiential tourism is growing in the Dutch travel industry as more travellers want for authentic local experiences like cooking classes, homestays, and art classes. Because of its genuine atmosphere, distinctive lodging options like those provided by Airbnb are becoming more and more popular (Airbnb versus Hotel Industry: The Future of Hospitality, n.d.). Furthermore, according to MySmartJourney.com, 72% of millennials would rather spend money on experiences than material goods. Younger tourists are taking an increased interest in adventure travel, which includes biking, hiking, and e-biking. Physical difficulties, animal observation, and active safaris are becoming more and more popular (Brophy, 2024).

2.12.2 National Tourism

According to Network Noordoost, national tourism is exponentially increasing. In the last ten years, national tourism has been increasing by 2% a year. It is expected that in 2030 national tourism will have increased by 22%, from 25,3 million in 2018 to 30,9 million in 2030. Furthermore, extra short vacations (+/- 2nights) persuade the Dutch to stay within the Netherlands.

2.12.3 Solo Travel / Group Travel

Another emerging travel trend is solo travel, particularly among young individuals who are looking to explore destinations independently. This trend reflects a desire for self-discovery,

personal growth, and flexibility. Solo travellers are commonly found in beach or island destinations (22%) or new cities (29%). Gen Z and Millennials are motivated by a need to reconnect with themselves, with 33% indicating this as a primary reason for solo travel (2024 *Global Travel Trends reports: AMEX UK 2020*).

According to Corinne Ng, Vice President and General Manager of Travel and Lifestyle Services at American Express Asia Pacific, a survey revealed that 57% of respondents are more inclined to undertake a solo trip for a short, quick getaway rather than opting for a longer, more expensive vacation (2024 *Global Travel Trends reports: AMEX UK 2020*).

Even though solo travel is becoming more trendy, group travel cannot be overseen. Shared experiences offer a chance to make memories together, which is attractive to families and friends (Brophy, 2024).



Figure 29 - Survey on Solo Traveling, "To Reconnect with Myself" (2024 *Global Travel Trends reports: AMEX UK 2020*)

2.12.4 Sustainable Traveling

Sustainable travel is increasingly gaining popularity, driven by younger generations who are raising awareness about environmental issues. As a result, destinations that focus on green energy, eco-friendly accommodations, and wildlife protection initiatives are experiencing growing interest (Southerden, 2023). As such, "MySmartJourney.com" notes that there is a trend in 2023 towards encouraging tourists to make sustainable choices in their travel decisions.

2.12.5 Budget Traveling

As the cost of living continues to rise globally (*Statistics Netherlands, 2024*), while the desire to explore new destinations remains strong (*UN Tourism: Bringing the World Closer, 2024*), there is an increasing trend towards budget travel (*Gunderson, 2024*). As a result, young travellers are increasingly opting for hostels and Airbnb accommodations over traditional hotels (*Airbnb Demand in 2024: Finding Profitable Markets, 2024*).

2.12.6 Micro Trends spread through Social Media

Social media displays numerous micro-trends, including phenomena such as “Mukbangs” (where users watch content creators eat food), popular photo locations, and sites that have been extensively “hyped up”. Given the rapid evolution of technology and trends, it is important to monitor these developments as trends provide valuable insights into shifting consumer interests and behaviours.

2.12.7 Technology in Travel

The use of virtual tours, reviews and online booking sites is becoming increasingly popular with younger travellers. According to “mysmartjourney.com”, QR codes, virtual reality, and similar tools, can be used to create more immersive and easier booking experiences for travellers.

2.12.8 Influencer Tourism

Influencers exert a significant impact on tourist destinations (*How Do Influencers Affect the Tourism Industry? | 5 Answers from Research Papers*, n.d.). They often visit and promote locations or receive invitations from hotels to highlight the attractiveness of these destinations to potential customers. Consequently, many destinations invest in paying influencers to create and disseminate content that showcases their appeal.

3. Theoretical Framework

To successfully find a solution to the marketing issue, the theoretical framework will incorporate both Customer Journey Mapping (CJM) and the Marketing Funnel, which will be elaborated upon in chapter 5.4, to provide strategic recommendations for promoting Northeast Friesland as a tourist destination. The CJM will be employed first to analyse the stages and touchpoints that a potential customer experiences, from initial awareness of the destination to their post-visit reflections. According to Lemon and Verhoef (2016), CJM offers a detailed understanding of customer interactions and emotions throughout their journey, highlighting areas for improvement and opportunities for engagement.

Following the creation of the CJM, the Marketing Funnel will be used to develop targeted advice and marketing advice aimed at guiding potential tourists through the stages of awareness, consideration, conversion, and retention. The Marketing Funnel, as described by Kotler and Keller (page 163, 2016), is a framework that helps businesses structure their marketing efforts to move customers from the initial stage of awareness to the final purchase and beyond. The advice provided through the Marketing Funnel will be directly based on the insights gained from the CJM. To ensure the CJM is accurate and representative, a survey will be conducted, aiming for at least 384 responses.

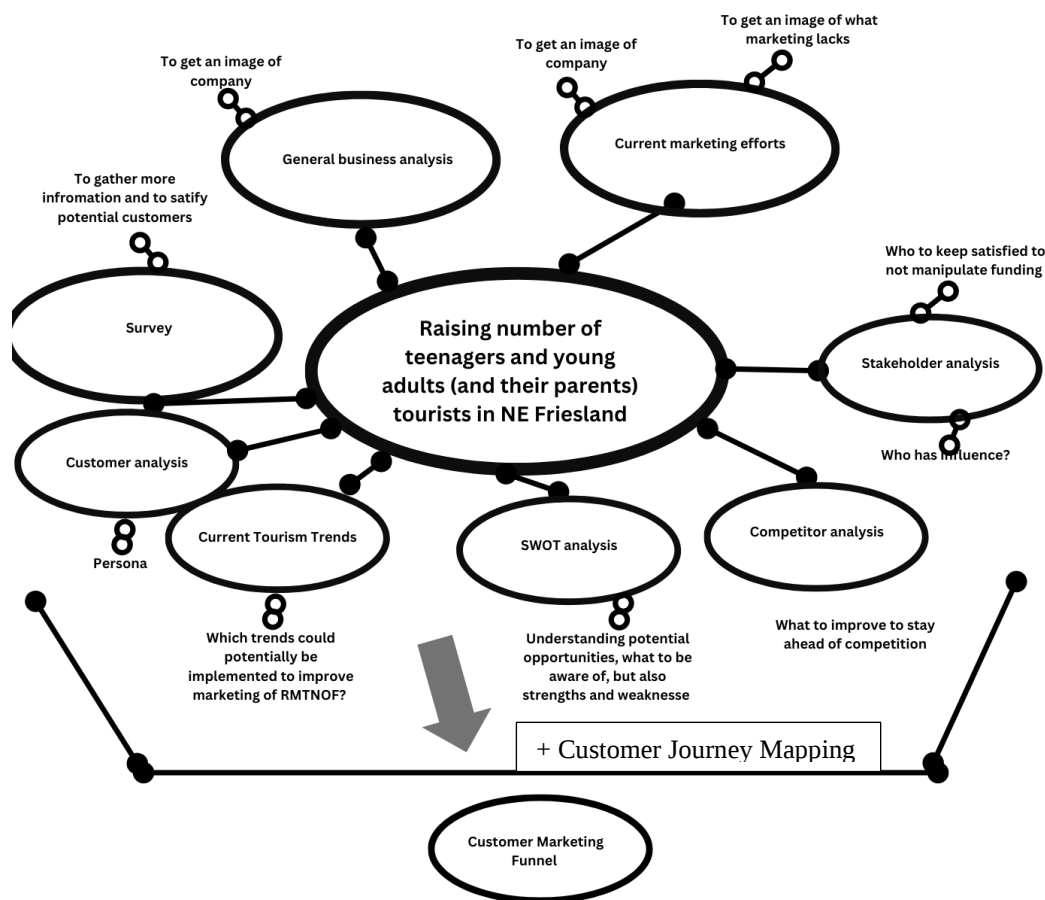


Figure 30 - Conceptual Model

A conceptual model is a simplified representation of a system that illustrates key components and their relationships. It is used to visualize, understand, and communicate complex processes, guiding decision-making and further analysis. Above, a conceptual model to tackle the issue at hand was created.

4. Research methods

To comprehend the elements impacting Northeast Friesland's appeal to young tourists and their parents, this section examines important sub-questions.

4.1 Research Sub-Questions and Methods

1. What are the main determinants of a destination's popularity among young travellers and their parents throughout the Netherlands?
Justification: Knowledge of these variables facilitates the identification of crucial Customer Journey Map touchpoints and provides guidance for developing Marketing Funnel-based marketing strategies.
2. What are the factors contributing to the attractiveness and limitations of visiting Northeast Friesland to teenagers, young adults, and their parents throughout the Netherlands?
Justification: Knowing the answer to this question will help create more focused marketing messages since it will show Northeast Friesland's present attractiveness and image.
3. What is the awareness of NE Friesland with young adults and their parents throughout the Netherlands?
Justification: Determining the beginning point of the customer journey requires knowing the present level of awareness of the location, which is evaluated by this question. To generate recognition and interest, the marketing funnel's awareness phase must receive attention.
4. Which are the best marketing platforms for connecting with young travellers and their parents interested in destinations throughout the Netherlands?
Justification: By determining which channels are most successful, marketing initiatives may be concentrated on those platforms, to ensure most awareness.
5. What marketing methods can Northeast Friesland use to create a sense of loyalty towards teenagers, young adults, and their parents throughout the Netherlands to return to the destination?
Justification: To promote long-term engagement and repeat business, which are essential for the growth of sustainable tourism, the marketing funnel's retention tactics and loyalty programs will be created using the insights obtained.
6. What makes parents, teens, and young adults decide on a trip destination throughout the Netherlands?
Justification: When creating the Customer Journey Map and lining it up with the consideration phase of the marketing funnel, it will be crucial to comprehend the unique driving forces behind travel decisions in order to develop tailored marketing tactics that appeal to both practical and emotional decision-making considerations.

To organise the analysis of the research topic, the following sections outline the papers framework: Section five of the paper provides the diagnosis of the topic, where the survey's

results may be found. Furthermore, the Customer Journey Mapping and Marketing Funnel is located here. Section seven outlines the Implementation plan.

4.1.1 Survey Design

To address these sub-topics, a combination of closed- and open-ended questions were used in the survey's design to address these sub-topics. While open-ended questions offered more in-depth understanding of opinions and preferences, as survey participants have more options to write longer text, closed-ended questions enabled quantitative analysis (*Your quick guide to open-ended survey questions*, 2023).

By incorporating feedback from the pilot research, the final survey's validity and reliability were enhanced through question refinement.

4.1.2 Validity, Reliability, Limitations

This chapter looks at the steps taken to guarantee the research's validity and dependability as well as any possible drawbacks. The degree to which a study's conclusions may be applied to larger populations or real-world situations is known as external validity. It is addressed by using appropriate sampling methods to ensure the findings are representative of the broader target population. Reliability is maintained by using standardized procedures for data collection and analysis, ensuring consistency across different stages of the research. Thorough documentation of the research process enhances replicability, allowing the study to be redone in future research. However, there are limitations to consider. Temporal constraints pose a challenge as preferences and trends may change over time. Also, resource limitations in terms of budget and time may restrict the scope of the research, so it is essential to prioritize high-impact areas for in-depth analysis.

4.1.3 Survey Justification

The primary objective of the research survey conducted for VNOF is to understand the behaviours, preferences, and attitudes of active individuals in the Netherlands, particularly those with a strong connection to nature. The target population includes Dutch nationals or residents aged 13-18, 18-28, and 40-70 years who are physically active and have an affinity for nature (Rigter, 2024). The survey, which was distributed online via various platforms such as Facebook Groups, WhatsApp groups, and Reddit, aimed to collect 384 responses to ensure statistical reliability. A pilot study was conducted to refine the questionnaire based on feedback. The collected data will be analysed using descriptive statistics and cross-tabulation in SPSS, focusing on participants' physical activities, interaction with nature, and demographic details.

5. Diagnosis

This chapter focuses on the procedures followed to guarantee the research's validity, especially when determining the right survey sample size.

5.1 Validity

The procedures followed to guarantee the precision and reliability of the study findings are described in this section.

5.1.1 Introduction

Conducting a survey requires careful planning to ensure that the sample size is sufficient to provide reliable and valid results. This section details the process of calculating the necessary sample size for a survey targeting young adults, teens, and their parents in the Netherlands. The aim is to achieve a high level of confidence and precision in the survey results.

5.1.2 Key Parameters for Sample Size Calculation

To create a valid survey, the sample size calculation is based on the following parameters:

1. **Population Size (N):** The total population of the Netherlands is approximately 17,6 million people. (Netherlands population (live) n.d)
2. **Margin of Error (E):** The acceptable margin of error is set at $\pm 5\%$ (Research, 2024).
3. **Confidence Level (Z):** A 95% confidence level is chosen, corresponding to a Z-score of 1.96 (Vijayamohan, 2024). A Z-score, also known as a standard score, is a statistical measure that describes a data point's position relative to the mean of a group of data points.
4. **Estimated Proportion (P):** The estimated proportion of the population possessing the attribute of interest is assumed to be 0.5. In the absence of prior data, researchers often use 0.5 as the estimated proportion. This value maximizes the sample size, ensuring that the study is sufficiently powered to detect differences or effects. Using 0.5 assumes that the population is evenly split, with half having the characteristic (being my persona I am attempting to attract) and half not having it (Cochran, 1977, p. 72).

5.1.3 Sample Size Formula

The sample size for a proportion is calculated using “Cochran’s Sample Size Formula” (Cochran, 1977):

$$n = \frac{z^2 \times p \times (1 - p)}{e^2}$$

Where:

- n = required sample size
- Z = Z-score (1.96 for 95% confidence level)
- P = estimated proportion (0.5)
- E = margin of error (0.05)

Substituting the values into the formula:

$$n = \frac{3,8416 \times 0,5 \times (1 - 0,5)}{0,0025}$$

$$N=384,16$$

Since the population is finite, another formula must be introduced. When the population size is finite, as in the case of the Netherlands, the sample size should be adjusted using the finite population correction (FPC):

$$n.adj = \frac{n}{1 + (\frac{n-1}{N})}$$

Where:

$n.adj$ = adjusted sample size

$$n = 384,16$$

N = population sample (17,600,000)

$$n.adj = \frac{384,16}{1 + \frac{384,16 - 1}{17,600,000}}$$

$$n.adj = 384,16...$$

Therefore, a sample size of a minimum of 384 respondents is required to achieve a 95% confidence level with a $\pm 5\%$ margin of error for the entire population of the Netherlands.

401 valid responses were collected, exceeding the required sample size and thus enhancing the confidence level of the results. During data cleaning, several responses were identified as outliers or irrelevant to the target population and were subsequently removed from the dataset. This careful vetting process ensures the validity and reliability of the survey findings. Research was conducted over just over two weeks until a satisfactory number of replies was collected. The research was conducted online to effectively target the desired persona. Replies for the survey were collected via Instagram groups, Facebook, and Reddit groups. An example of a Facebook message posted in a Dutch kitesurfing group is provided below.



Figure 31 - Example Post in group "Kitesurfers Nederlands"

5.2 Survey Results

With an emphasis on Northeast Friesland, the goal of this study was to learn more about the travel habits and awareness of young adults, teens, and their parents in the Netherlands. There were 401 valid replies in all. The sections that follow include the results.

5.2.1 Geographic Distribution of Respondents

The survey received replies from several provinces in the Netherlands, ensuring a wide geographic representation. The table below represents the respondents' places of residence, including the frequency and proportion of participation from each province.

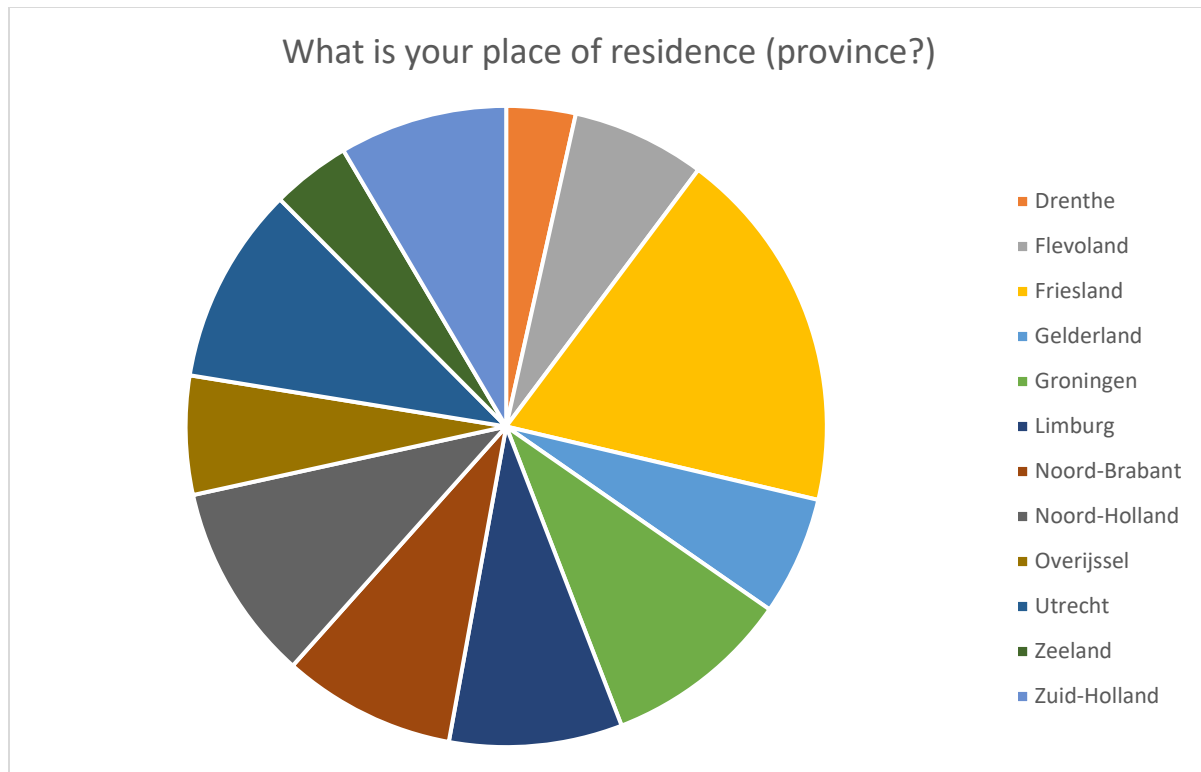


Figure 32- Graph on Geographic Distribution N=401

The survey results show Friesland with the highest representation at 18%, likely due to the survey's focus on this region. Noord-Holland and Utrecht both contributed 10% of respondents, while Groningen, Limburg, and Noord-Brabant each accounted for 9%. Zuid-Holland followed with 8%, and Flevoland with 7%. Gelderland and Overijssel each made up 6% of the sample, while Zeeland and Drenthe had the lowest representation at 4% and 3%, respectively. The lower participation from Zeeland and Drenthe aligns with their smaller populations and Zeeland's potential as a competitor to Northeast Friesland (Netherlands: Number of inhabitants, by province 2023-2024).

Regional differences in responses can provide deeper insights into how location influences perspectives and behaviours, by analysing place of residence. This initial geographic analysis serves as a foundational element for further statistical analyses and interpretations within the survey study.

5.2.2 Age Demographics

The graph below presents the age distribution of survey respondents. The frequency of respondents is plotted against their ages, ranging from 13 to 70 years.

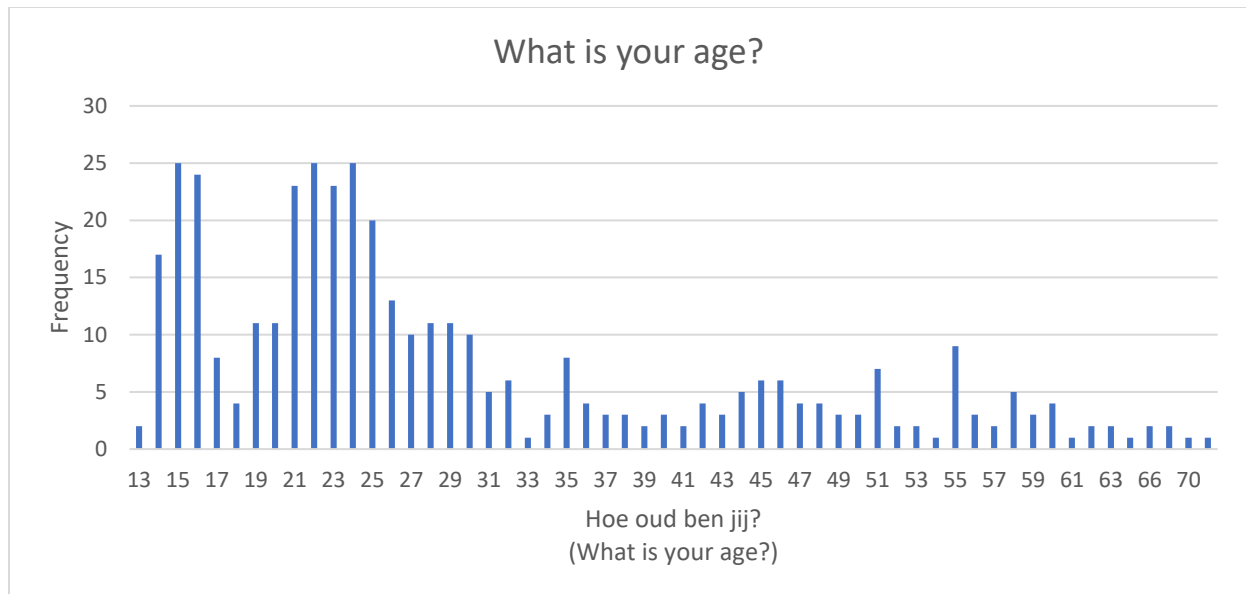


Figure 33 - Bar Chart on Age Demographics N=401

Young adults make up a significant proportion of respondents, with respondent numbers peaking at 21 and 22 years of age. Teenagers (ages 13 to 19) also make up a sizable portion of the responders, although their frequency is lower than that of those in their early 20s. Beyond the point of respondents aged 29 or higher, there is a notable decline in the number of replies, indicating a lower representation of middle-aged and older people. Overall, the distribution is left-heavy, with a lower, yet consistent frequency up to the age of 70. The high proportion of young adult responders indicates the efficacy of digital engagement tactics. However, the reduced response rates among middle-aged and older persons underscores the necessity of a focused outreach via conventional media or community groups to enhance this group's representation.

A high proportion of young adults indicates the efficacy of digital engagement tactics such as social media advertising. These tactics should be used to sustain high involvement. Nonetheless, the reduced response rates among middle-aged and older persons underscore the necessity of focused outreach via conventional media or community groups to enhance their representation.

5.2.3 Awareness of Northeast Friesland

This part of the analysis explores the varying levels of awareness of Northeast Friesland across Dutch provinces, identifying where recognition is strong and where it needs improvement. This insight is essential for guiding targeted marketing efforts to boost the region's visibility.

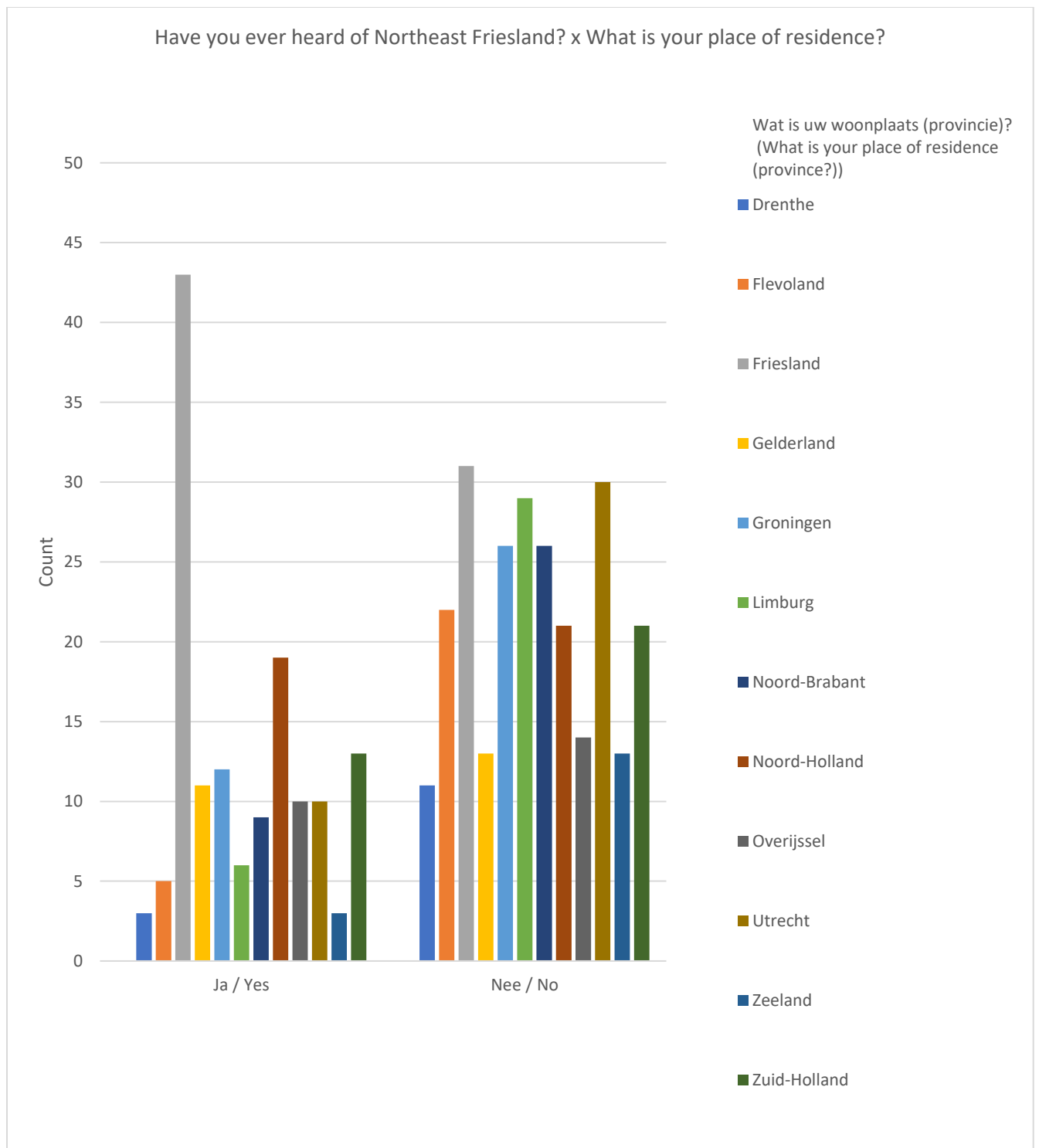


Table 5 -Cross Tabulation on Province X Awareness N=401

Most Friesland's respondents (58.1%) are familiar with NE Friesland, the highest awareness among provinces, likely due to local familiarity. Gelderland (45.8%) and Noord-Holland (47.5%) also show high awareness, possibly due to regional promotions or proximity to Friesland. Flevoland (18.5%), Limburg (17.1%), and Zeeland (18.8%) have the lowest awareness, suggesting that promotion in these areas may be lacking. Overall, 35.9% of

respondents across all provinces are familiar with Northeast Friesland, indicating a need for increased promotional efforts.

The crosstabulation study shows that awareness of Northeast Friesland varies significantly between provinces. While Friesland naturally shows high awareness, other provinces, especially Flevoland, Limburg, and Zeeland, have poor awareness levels. Focused promotional activities, specific marketing tactics, and ongoing monitoring are required to increase the visibility and appeal of Northeast Friesland throughout the Netherlands. These findings are crucial for developing effective tourist marketing strategies that can reach and engage a larger audience.

If yes, how did you first learn about Northeast Friesland? * Age

Crosstabulation

		Teenage rs	Young Adults	Adults	Total
	Count	80	78	99	257
	%	87.9%	52.0%	61.9%	64.1%
Aardrijkskunde	Count	0	0	1	1
	%	0.0%	0.0%	0.6%	0.2%
Basisschool	Count	0	2	0	2
	%	0.0%	1.3%	0.0%	0.5%
Basisschool denk ik	Count	0	0	1	1
	%	0.0%	0.0%	0.6%	0.2%
Classmate	Count	0	1	0	1
	%	0.0%	0.7%	0.0%	0.2%
Woon in in de buurt van Noordoost Friesland.	Count	0	1	0	1
	%	0.0%	0.7%	0.0%	0.2%
Familie komt uit Friesland	Count	0	0	1	1
	%	0.0%	0.0%	0.6%	0.2%
Friends and universities	Count	0	1	0	1
	%	0.0%	0.7%	0.0%	0.2%
Hardloop evenement	Count	0	0	1	1
	%	0.0%	0.0%	0.6%	0.2%
I lived in Friesland	Count	0	1	0	1
	%	0.0%	0.7%	0.0%	0.2%
I lived there for residency	Count	0	1	0	1
	%	0.0%	0.7%	0.0%	0.2%
I was born here	Count	0	1	0	1
	%	0.0%	0.7%	0.0%	0.2%
Ik ben er geboren	Count	0	0	1	1
	%	0.0%	0.0%	0.6%	0.2%
Ik ben erlangs gekomen.	Count	1	0	0	1
	%	1.1%	0.0%	0.0%	0.2%
Ik ben Nederlands	Count	0	1	0	1
	%	0.0%	0.7%	0.0%	0.2%

Ik heb er gewoond.	Count	0	1	0	1
	%	0.0%	0.7%	0.0%	0.2%
Ik kom uit Friesland	Count	0	0	1	1
	%	0.0%	0.0%	0.6%	0.2%
Ik kom uit nederland, ken alle provincies	Count	0	0	1	1
	%	0.0%	0.0%	0.6%	0.2%
Ik woon in Friesland	Count	0	0	1	1
	%	0.0%	0.0%	0.6%	0.2%
Ik woon in nederland	Count	0	1	0	1
	%	0.0%	0.7%	0.0%	0.2%
Ik woon in Nederland dus ik heb er wel van gehoord maar niet wat je daar kan doen. Ik ga vaker (10x per jaar) naar zuid-west Friesland, daar kan je veel varen.	Count	0	1	0	1
	%	0.0%	0.7%	0.0%	0.2%
Ik woonde er vlakbij	Count	0	1	1	2
	%	0.0%	0.7%	0.6%	0.5%
Ik zocht toevallig Dokkum op via internet en kwam de naam van de gemeente tegen.	Count	0	1	0	1
	%	0.0%	0.7%	0.0%	0.2%
Mijn ex- schoonouders	Count	0	1	0	1
	%	0.0%	0.7%	0.0%	0.2%
Nieuwsartikelen / News Articles	Count	1	0	9	10
	%	1.1%	0.0%	5.6%	2.5%
part of county Fryslân, where i live	Count	0	0	1	1
	%	0.0%	0.0%	0.6%	0.2%
Reisblogs/Websites / Travel Blogs/Websites	Count	1	4	7	12
	%	1.1%	2.7%	4.4%	3.0%
School	Count	2	2	1	5
	%	2.2%	1.3%	0.6%	1.2%

Sociale Media / Social Media	Count	1	9	2	12
	%	1.1%	6.0%	1.3%	3.0%
This survey.	Count	0	0	1	1
	%	0.0%	0.0%	0.6%	0.2%
Topografie les op school	Count	0	0	1	1
	%	0.0%	0.0%	0.6%	0.2%
Travelled and lived there	Count	0	1	0	1
	%	0.0%	0.7%	0.0%	0.2%
Travelling	Count	0	0	1	1
	%	0.0%	0.0%	0.6%	0.2%
Het is gewoon een deel van Nederland?	Count	0	0	1	1
	%	0.0%	0.0%	0.6%	0.2%
Vrienden/Familie / Friends/Family	Count	5	40	27	72
	%	5.5%	26.7%	16.9%	18.0%
Werk in Lauwersoog	Count	0	0	1	1
	%	0.0%	0.0%	0.6%	0.2%
Woon in Friesland, algmene kennis	Count	0	1	0	1
	%	0.0%	0.7%	0.0%	0.2%
Total	Count	91	150	160	401
	%	100.0 %	100.0%	100.0 %	100.0 %

The crosstabulation study demonstrates a wide range of sources accounting for the awareness of Northeast Friesland among different age groups. The dependence on friends and family highlights the power of word-of-mouth marketing, whilst the importance of social media on younger groups indicates the necessity for comprehensive digital marketing methods. Older respondents' reliance on news articles and travel blogs/websites suggests that thorough and informative information may be more beneficial for this demographic. These findings may be used to support targeted marketing and promotional efforts aimed at increasing Northeast Friesland's exposure and attractiveness.

5.2.4 Social Media Usage by Age Group

Key trends and insights are highlighted in this research that examines the link between age and favourite social media platforms.

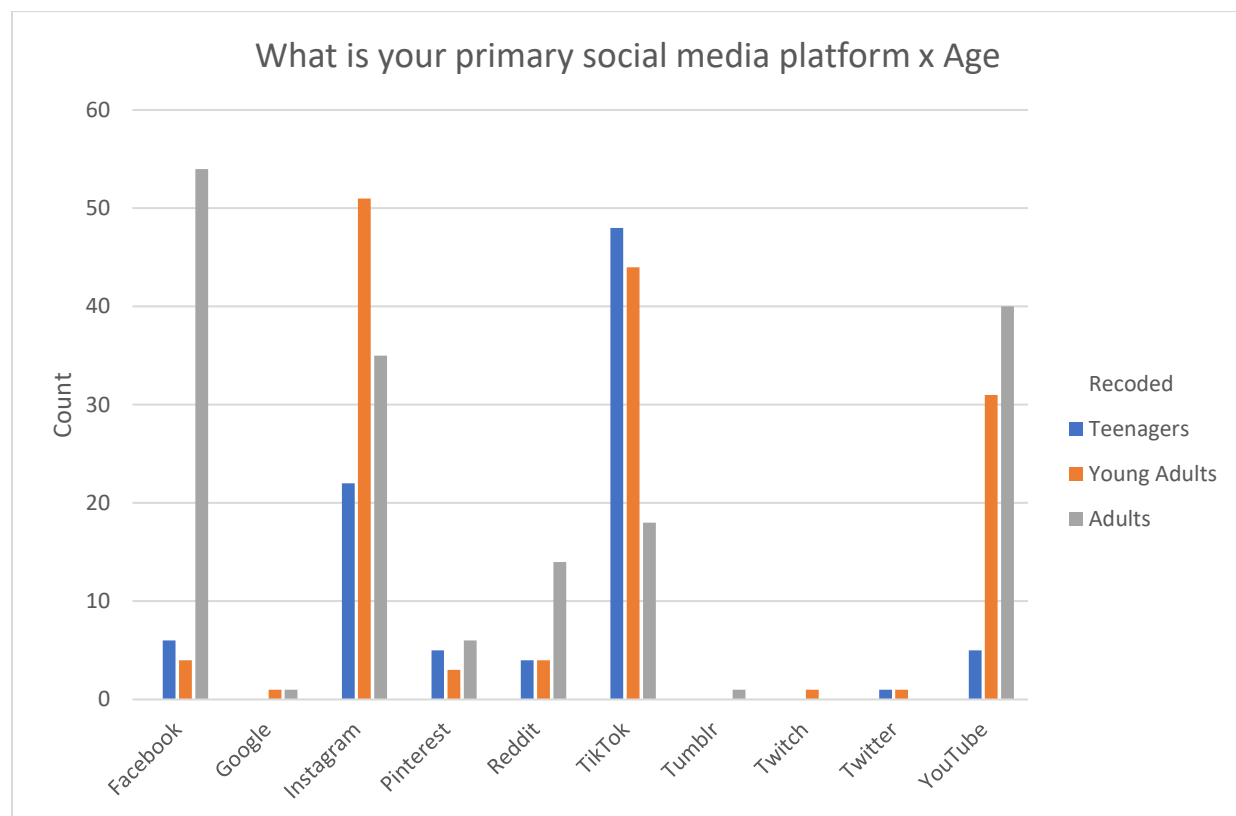


Figure 34 - What is your primary social media platform x Age? N=401

To simplify the crosstabulation and bar chart, teenagers, young adults, and adults were put into groups by re-coding.

Crosstabulation research reveals diverse preferences for social media sites across age groups. TikTok and Instagram are popular among younger people, but Facebook and YouTube are more popular with older demographics. This data may be used to inform customized social media marketing tactics, ensuring that material is appropriate for each age group's tastes and behaviours.

5.2.5 Familiarity of Attractions and Activities

The degree of respondents' acquaintance with the sights and activities of Northeast Friesland is shown in this chart.

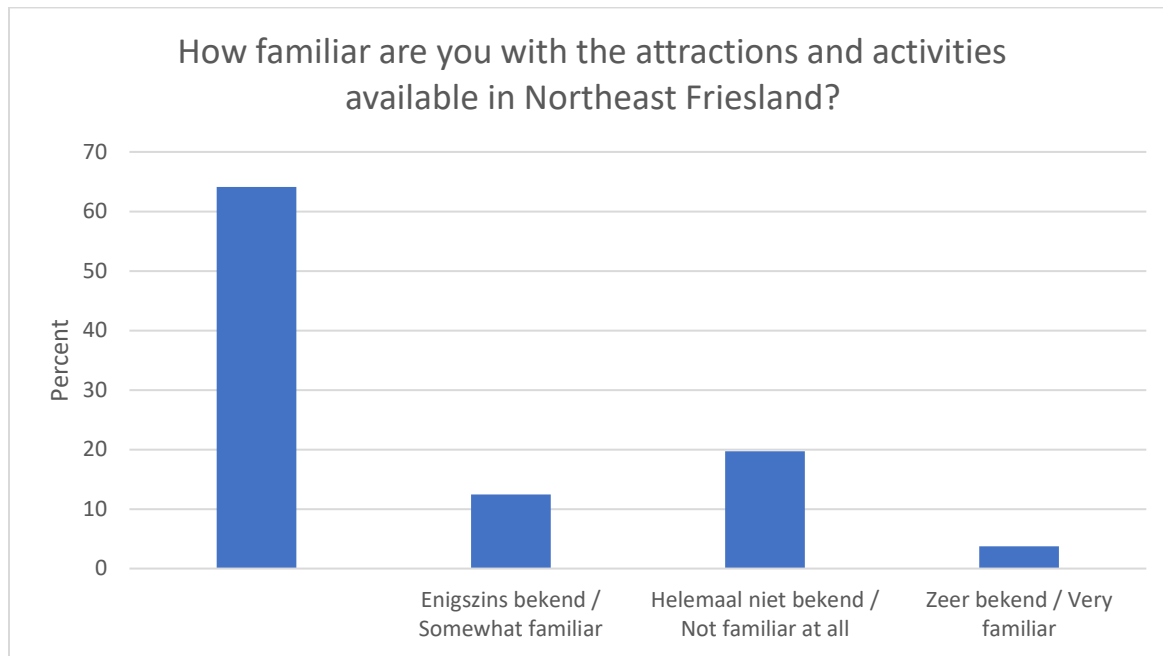


Figure 35 - How familiar are you with the attractions and activities available in NE Friesland? N=401

The graphic illustrates that most respondents are unfamiliar with the attractions and activities in Northeast Friesland. This provides an opportunity for focused marketing and promotional initiatives to raise knowledge and interest in the region. Using various media platforms and developing engaging content will help to increase familiarity and attract more tourists to Northeast Friesland.

5.2.6 Critique, Strengths, and Advice for Northeast Friesland

An examination of respondents' opinions about Northeast Friesland is shown in this chart, with particular attention paid to their criticisms, affirmations, and recommendations for development.

What would make you most likely to consider visiting Northeast Friesland?

	Frequenc y	Percent	Valid Percent	Cumulative Percent
Betere promotie/reclame / Better promotion/advertising	147	36.7	36.7	36.7
Betere vervoersmogelijkheden / Better transportation options	23	5.7	5.7	42.4

More friendliness	1	.2	.2	42.6
Enkel voor de rust.	1	.2	.2	42.9
Geen	1	.2	.2	43.1
Kortingen of speciale aanbiedingen / Discounts or special offers	38	9.5	9.5	52.6
Meer informatie over activiteiten en attracties / More information on activities and attractions	131	32.7	32.7	85.3
Nicer people	1	.2	.2	85.5
More activities. Not just promoting them.	1	.2	.2	85.8
Never heard of this	1	.2	.2	86.0
Persoonlijke aanbevelingen / Personal recommendations	56	14.0	14.0	100.0
Total	401	100.0	100.0	

To boost tourism in Northeast Friesland, efforts should be directed at improving marketing and advertising, giving detailed information about activities and attractions, and leveraging personal recommendations. Additionally, providing discounts and enhancing transit choices might help to attract people.

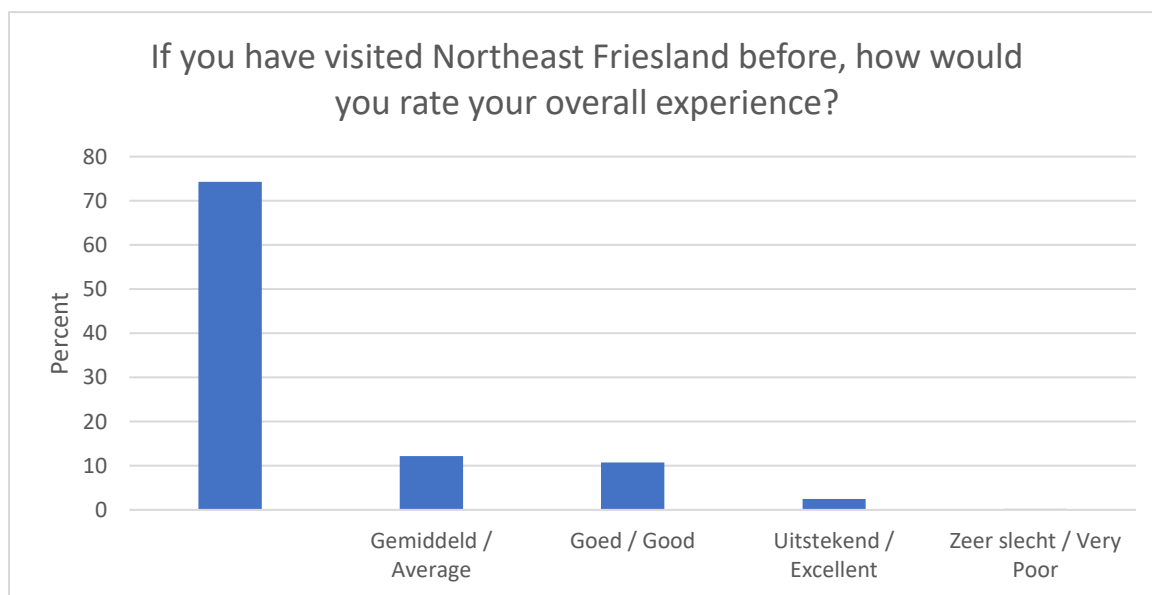


Figure 36 - If you have visited NE Friesland before, how would you rate your overall experience? N=401

The data in Figure 32 shows that the survey respondents who visited Northeast Friesland had a positive travel experience, with some development opportunities to further increase visitor satisfaction.

What aspects did you enjoy the most about Northeast Friesland?

	Frequency	Percent	Valid Percent	Cumulative Percent
	316	78.8	78.8	78.8
-	1	.2	.2	79.1
Beautiful	1	.2	.2	79.3
Cycled through Northeast Friesland a couple of months ago, great views, stopped by Dokkum for a walk and a coffee break, good choice of restaurants and bakeries, some fun music stores as well :) Sadly, did not have the chance to visit any cultural sites.	1	.2	.2	79.6
Dat ik er nooit meer hoeft te komen	1	.2	.2	79.8
De activiteiten en de natuur	1	.2	.2	80.0
de natuur	1	.2	.2	80.3
De natuur	2	.5	.5	80.8
De natuur (watergebieden)	1	.2	.2	81.0
De natuur.	1	.2	.2	81.3
De nuchtere mentaliteit	1	.2	.2	81.5
De omgeving	1	.2	.2	81.8
De rust	2	.5	.5	82.3
De schoonheid en ruimte	1	.2	.2	82.5
De zee	1	.2	.2	82.8
Dokkum is een mooie stad, en het is er erg rustig.	1	.2	.2	83.3

Dokkum is vrij vergelijkbaar met Harlingen, klein maar gezellig. De rest van het gebied is vrij leeg. Hier valt weinig 'winst' uit te behalen, aangezien er niet veel meer is dan weiland.	1	.2	.2	83.5
Earnewald	1	.2	.2	83.8
Een leuke omgeving, waar genoeg te doen is voor jonge en oude mensen.	1	.2	.2	84.0
Erg leeg	1	.2	.2	84.3
Everything was enjoyable especially within groningen province	1	.2	.2	84.5
Food and People	1	.2	.2	84.8
Friends and family there	1	.2	.2	85.0
I life there	1	.2	.2	86.0
I've never been but I've heard it has lots off nature & beautiful little villages	1	.2	.2	86.5
Ik kom daar eigenlijk niet echt	1	.2	.2	87.0
It's a bit cheaper and slower pace environment I enjoy more in	1	.2	.2	87.3
Je bent vlakbij Groningen	1	.2	.2	87.5
Lauwersmeer gebied	1	.2	.2	87.8
Leeuwarden & Wadden eilanden & Lauwersmeer	1	.2	.2	88.0
Mooie natuur	1	.2	.2	88.3
Nature	3	.7	.7	89.5
Nature and the cities	1	.2	.2	89.8
Nature in Lauwersmeer gebied	1	.2	.2	90.0
Nature, beautiful small authentic cities, friendly people, relaxed lifestyle	1	.2	.2	90.3
Natuur	7	1.7	1.7	92.0

Natuur, bereikbaarheid, betaalbaarheid	1	.2	.2	92.3
Omgeving	1	.2	.2	94.0
Onbekend - nieuwe	1	.2	.2	94.3
Rust	2	.5	.5	94.8
Rust en ruimte	1	.2	.2	95.0
Rustig	1	.2	.2	95.3
Sailing at jachthaven Postma	1	.2	.2	95.5
Seaside	2	.5	.5	96.0
Small villages and nature	1	.2	.2	96.3
Terpdorpen	1	.2	.2	96.5
The landscape	1	.2	.2	96.8
The landscapes	1	.2	.2	97.0
The landscapes, and all the lakes	1	.2	.2	97.3
The nature	3	.7	.7	98.0
The nature and the calmness	1	.2	.2	98.3
The nature like parks, the dunes and the seaside (Harlingen)	1	.2	.2	98.5
The nature was nice	1	.2	.2	98.8
The quietness/not crowded	1	.2	.2	99.0
the restaurants	1	.2	.2	99.3
Thought Leeuwarden was a cute city	1	.2	.2	99.5
Water	1	.2	.2	99.8
Watersport	1	.2	.2	100.0
Total	401	100.0	100.0	

The replies to this survey question demonstrate a clear appreciation of Northeast Friesland's natural beauty and calm. Outdoor activities and specific picturesque locations are also major attractions. However, the inclusion of Leeuwarden, which is not in Northeast Friesland, underlines an opportunity for improved public education regarding the region's geography. Addressing this might assist in appropriately promoting Northeast Friesland's defining features.

What aspects do you think could be improved?

	Frequency	Percent	Valid Percent	Cumulative Percent
--	-----------	---------	---------------	--------------------

Valid		317	79.1	79.1	79.1
	A little boring as I am not aware as to what to do	1	.2	.2	80.8
	Aantal faciliteiten & activiteiten	1	.2	.2	81.0
	Activities like shopping centres, its pretty dead	1	.2	.2	81.3
	All	1	.2	.2	81.5
	Awareness	1	.2	.2	81.8
	Bereikbaarheid	2	.5	.5	82.3
	Bereikbaarheid met ov	2	.5	.5	82.8
	Bereikbaarheid per ov	1	.2	.2	83.0
	Bereikbaarheid. Zelfs de trein naar Heereveen is al 'gammel'. Verder heb ik het idee dat het minder 'ontwikkeld' is. Dus meer activiteiten en tours	1	.2	.2	83.3
	Beschikbaar openbaar vervoer	1	.2	.2	83.5
	Betere promotie, meer activiteiten voor kinderen	1	.2	.2	83.8
	Bierdrinkerij	1	.2	.2	84.0
	Busvervoer	1	.2	.2	84.3
	Communicatie	1	.2	.2	84.5
	Dingen om te doen, interessant landschap	1	.2	.2	85.0
	Diversiteit aan activiteiten	1	.2	.2	85.3
	Er is verder niet zo veel te doen	1	.2	.2	85.5
	Faciliteiten	1	.2	.2	85.8
	Geen	2	.5	.5	86.3
	Geen idee	1	.2	.2	86.5
	Geen idee	2	.5	.5	87.0
	Geen idee eigenlijk.	1	.2	.2	87.3
	geen verbetering	1	.2	.2	87.5

Hospitality industry(number of restaurants, coffeshops, hotels)	1	.2	.2	87.8
Housing crisis	1	.2	.2	88.0
I can't think of anything	1	.2	.2	88.3
Incorporate English a bit more since there are thousands of international students. The events or interesting places don't reach us here.	1	.2	.2	88.8
infrastructuur al is het misschien juist dat het gebrek ervan bijdraagt aan de rust en ruimte	1	.2	.2	89.0
Inmiddels is mn relatie uit dus hoef ik er toch nooit meer heen. Dat laat ik zo denk ik. Wat een verschrikkelijke mensen zijn dat.	1	.2	.2	89.3
Kijk vorige antwoord. Ik heb ook geen idee wat er in noord Oost Friesland te beleven is.	1	.2	.2	89.5
Laten annexeren door Groningen	1	.2	.2	89.8
Make the public transport there affordable	1	.2	.2	90.0
Maybe more stops and benches for cyclists, as well as direction pointers for cycling routes :)	1	.2	.2	90.3
Meer bekend maken wat je precies kan doen, enige van friesland wat ik ken is leeuwarden	1	.2	.2	90.5

Meer cultuur	1	.2	.2	90.8
Meer over locale cultuur	1	.2	.2	91.0
meer restaurants of terras	1	.2	.2	91.3
Meer vakantie chalets/huisjes, er zijn nu vooral campings.	1	.2	.2	91.5
More attractions	1	.2	.2	91.8
More Information	1	.2	.2	92.0
More marketing for cultural activities and things to do	1	.2	.2	92.3
Netheid van straten / omgeving	1	.2	.2	93.3
Niet bezocht	1	.2	.2	93.5
Niets te doen voor mijn kinderen, we verveelden ons na een paar dagen	1	.2	.2	93.8
Niets. Het 'niet veel meer dan weiland' is juist één van sterke punten van dit gebied. Weinig plekken in Nederland waar het nog zo leeg is.	1	.2	.2	94.0
Night life, hospitality, people unwilling to speak english to internationals/ tourists	1	.2	.2	94.3
Offer of accommodation	1	.2	.2	95.8
Openbaar vervoer	1	.2	.2	96.0
Parks like Landal or Roompot	1	.2	.2	96.3
Public transport	2	.5	.5	96.8
Roads between Bolsward & Sneek.	1	.2	.2	97.0
The activities like more modern cafes/ restaurants	1	.2	.2	97.3

The advertising from DMOs	1	.2	.2	97.5
The frequency of public transportation	1	.2	.2	97.8
the promotion of events	1	.2	.2	98.0
The transportation trains are not running that long also for young people they don't have that much night life so more nightlife activities would be appreciated	1	.2	.2	98.3
Toegankelijkheid	1	.2	.2	98.5
Transport accesibility	1	.2	.2	98.8
Transportation and improved marketing of insteresting sites	1	.2	.2	99.0
Vervoer	1	.2	.2	99.3
Wasn't there long enough to form an opinion	1	.2	.2	99.5
Weet ik niet	1	.2	.2	99.8
Winkels	1	.2	.2	100.0
Total	401	100.0	100.0	

The responses identify various areas for improvement of Northeast Friesland. As a travel destination. Among these, better promotion and transportation are the most frequently stated factors. Enhancing activities, facilities, and infrastructure, and disseminating information about local culture and attractions would also help to increase the region's attractiveness. Also, making the setting more friendly for foreign guests will improve the visitor experience.

5.2.7 Promotion

The most successful methods for promoting lesser-known locations are shown in this table, with an emphasis on Northeast Friesland.



Figure 37 - How can a lesser-known place be promoted, graph N=401

The graphic clearly demonstrates that digital marketing strategies, particularly social media campaigns, travel blogs/vlogs, and promotional films, are the most successful promotional tactics for Northeast Friesland. Combining these with strategic partnerships and participation in tourist fairs can result in a strong promotional plan that utilizes both digital and classical ways to reach a broad audience. Furthermore, marketing Friesland's outdoor activities on social media and presenting the region on significant websites such as "Holland.com", can help to increase the region's exposure and attractiveness to prospective tourists.

5.2.8 Events and Festivals

This graph depicts how many respondents are interested in visiting events and festivals on their travels.

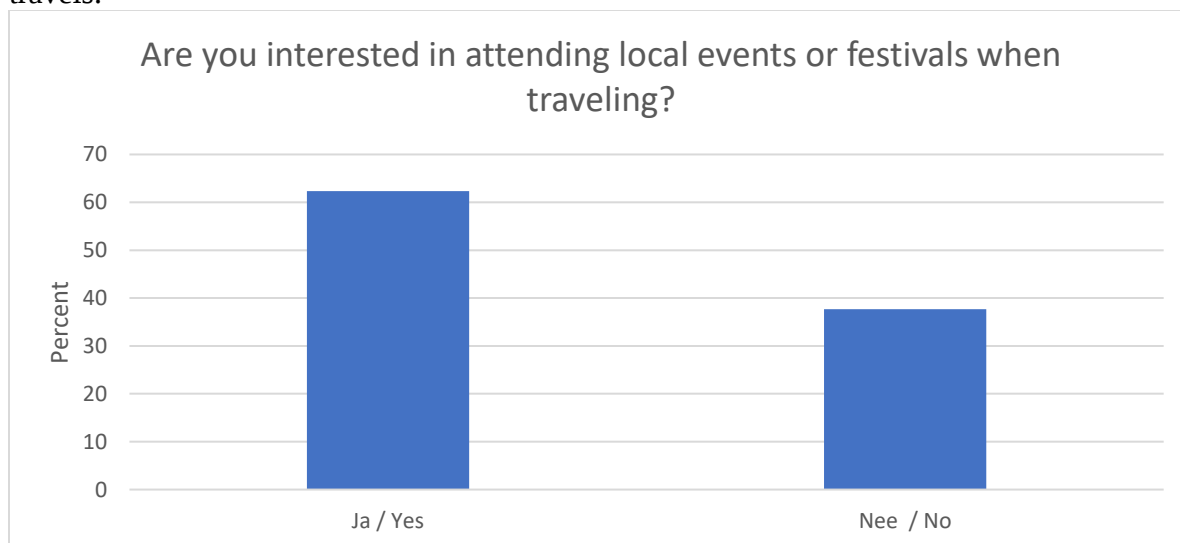


Figure 38 - Are you interested in attending local events when traveling? N=401

The bar chart shows that tourists are quite interested in visiting local events and festivals, with around 60% of respondents indicating a favourable attitude. This shows an opportunity to promote cultural and event-based tourism in areas such as Northeast Friesland. However, with 40% of respondents being uninterested in such activities, it is necessary to provide a variety of different attractions to fulfil the varying demands of tourists.

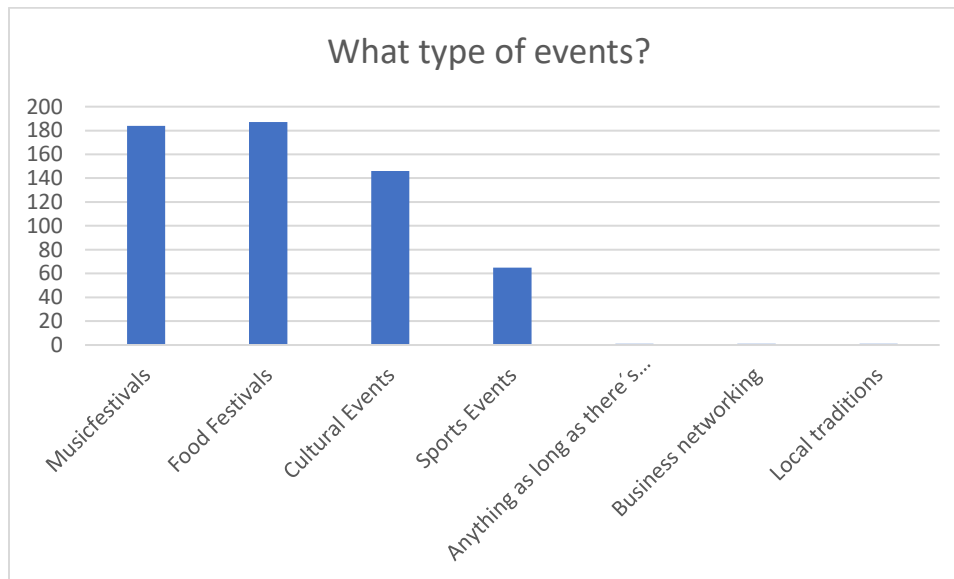


Figure 39 - What type of events are you interested in visiting? N=401

The survey indicates that music and culinary festivals are the most popular types of events, followed by cultural events. Sports activities also hold moderate appeal, with local traditions and business networking being cited as additional interests. To effectively attract tourists, Northeast Friesland should prioritize organizing and promoting these types of events. Moreover, expanding the range of event offerings and enhancing marketing strategies can cater to a broader array of interests, thereby boosting the overall attractiveness of the destination.

Additional Information 5.2.8

In this section information such as preferred mode of transportation, preferred activities and accommodations can be found.

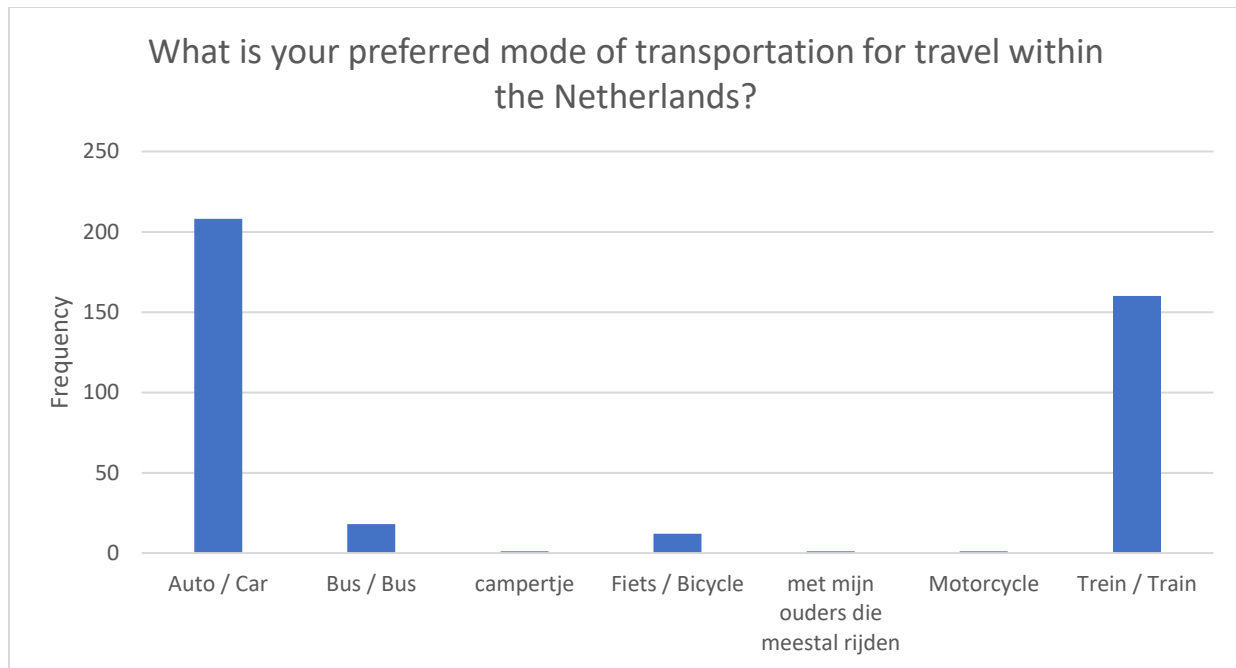


Figure 40 - What is your preferred mode of transportation within the Netherlands? N=401

The survey reveals that personal vehicles and trains are the most common forms of transportation for travel within the Netherlands. The preference for personal vehicles highlights the necessity for continuous investment in road infrastructure. However, the popularity of trains emphasizes the significance of developing the national rail network.

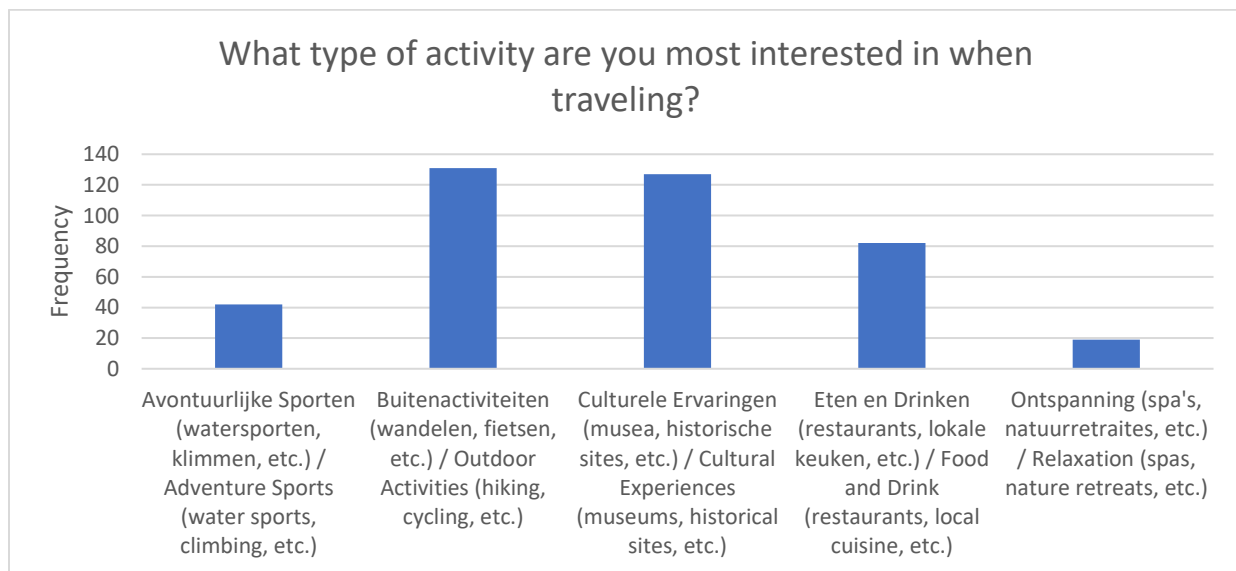


Figure 41 - What type of activity are you most interested in when traveling? N=401

The bar chart depicts respondents' interests in activities while traveling. Outdoor activities and cultural events were the most popular, receiving 258 responses combined, followed by food and beverage activities, with 82 responders. Adventure sports and leisure activities are the least popular. These findings imply that visitors to Northeast Friesland may be particularly drawn to sites that provide rich cultural experiences and various outdoor activities.

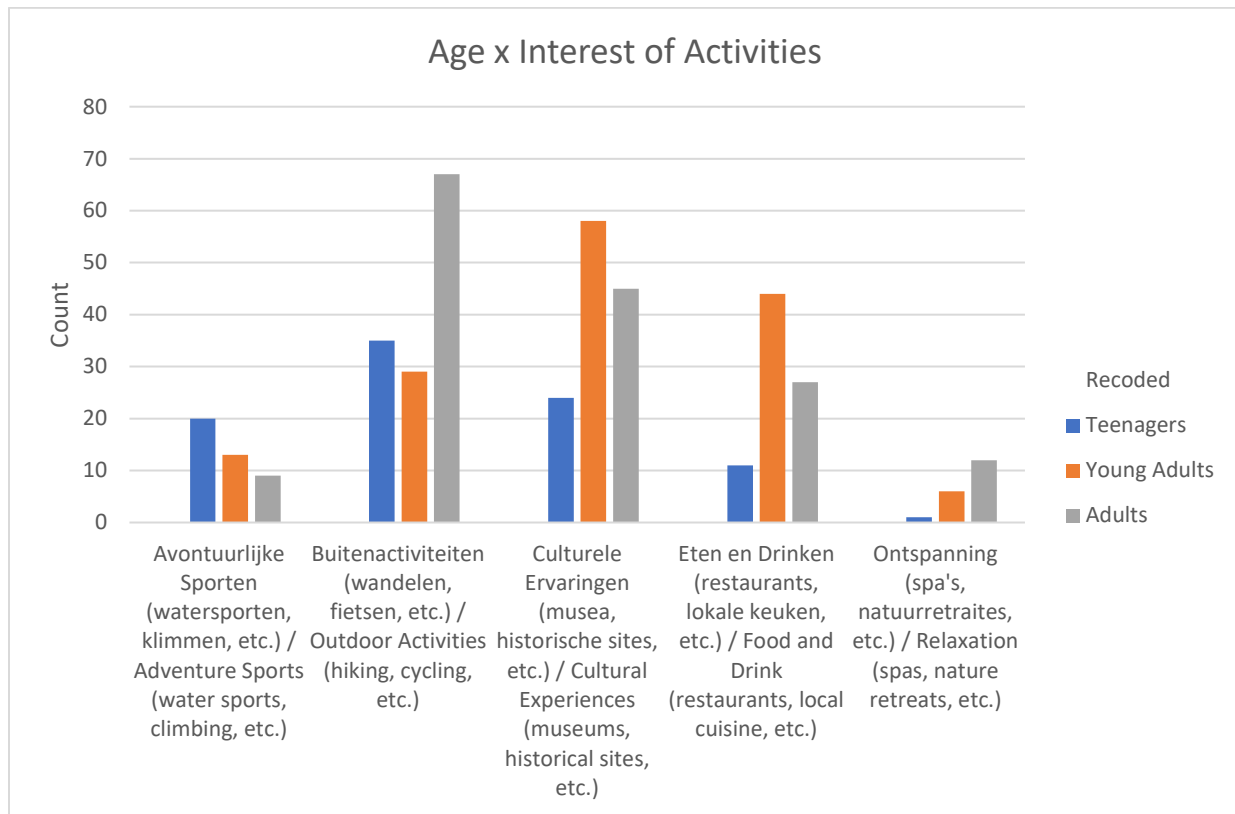


Figure 42 - Age X Interest of Activities N=401

The bar chart depicts the preferred travel activities for teenagers, young adults, and adults. Teenagers prefer outdoor activities such as hiking and cycling, cultural events, and adventure sports. Similarly, cultural events and outdoor activities are most popular among young adults, while food and drink activities are preferred over adventure sports. Adults enjoy cultural and culinary events, with less interest in outdoor activities.

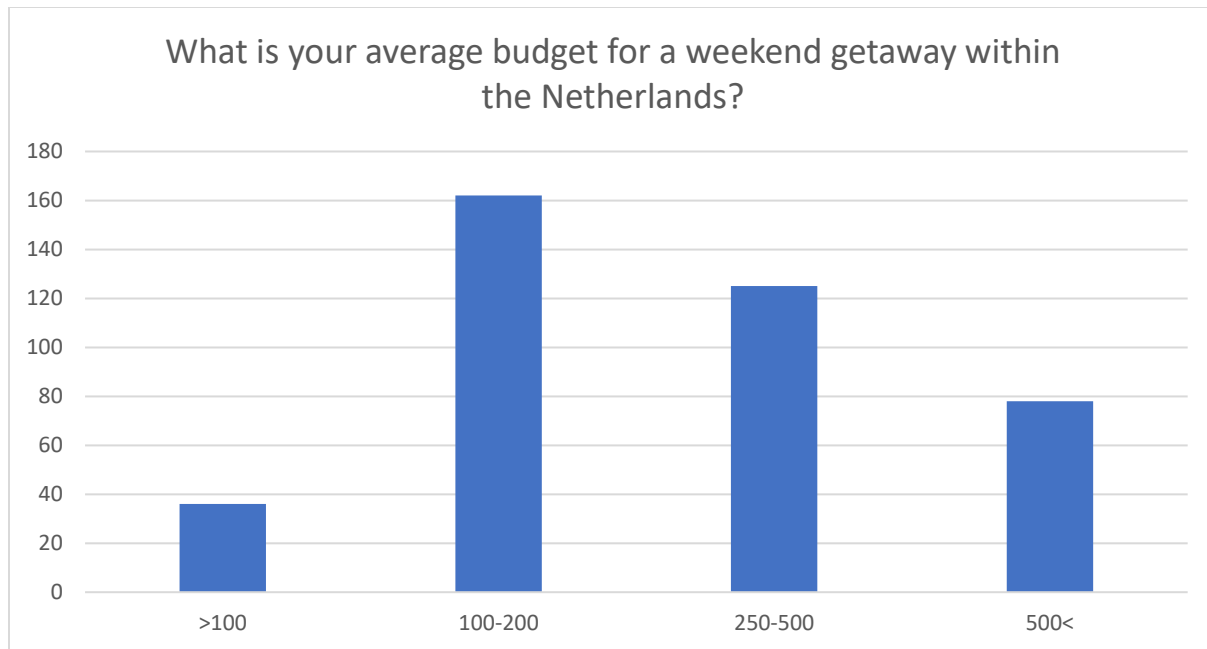


Figure 43 - Average Budget for Weekend in the Netherlands N=401

The bar chart shows respondents' average budget for a weekend trip in the Netherlands. Most respondents have a budget between 100 and 200 euros for their excursions. The second most popular budget range is 250-500 euros, demonstrating that a sizable proportion of respondents are ready to spend more on their holidays. A smaller group has a budget of more than 500 euros, with the least common budget category being less than 100 euro. This data may be used to personalize travel packages and marketing techniques to potential passengers' budget inclinations.

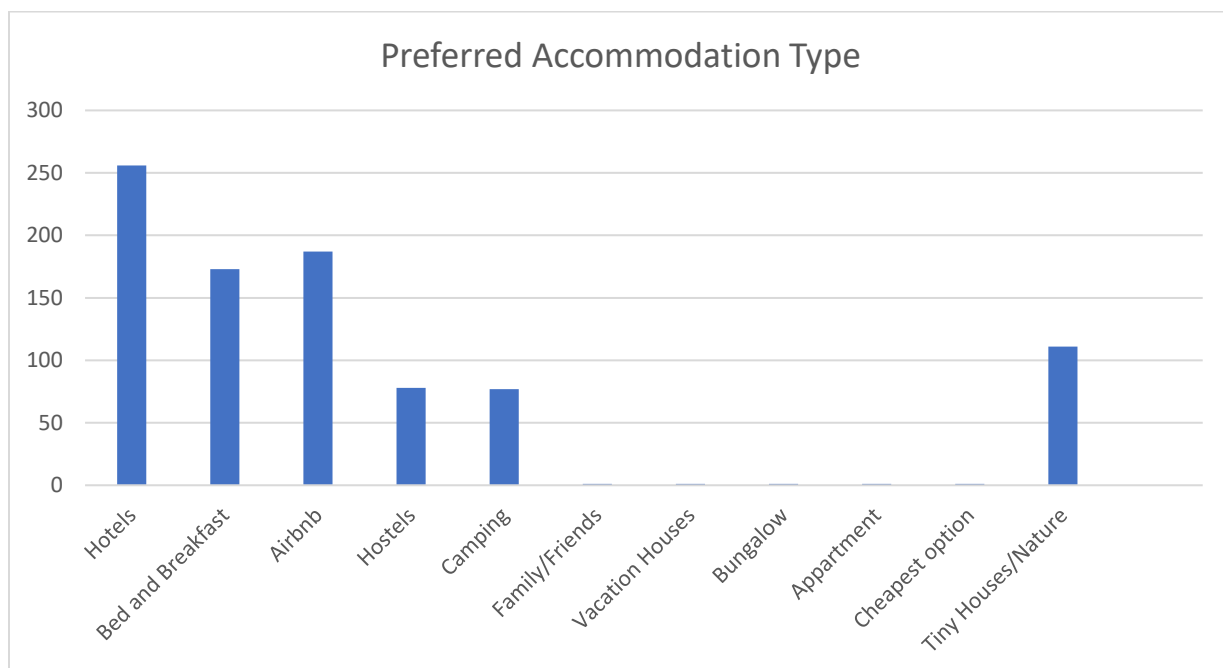


Figure 44 - What is your preferred accommodation type? N=401

The bar chart depicts the most popular forms of lodging for travellers in the Netherlands. Hotels are the most popular option, followed by bed & breakfasts and Airbnb. These selections indicate a desire for comfort and convenience. Other significant options include staying with family or friends and vacation homes, reflecting a preference for more intimate or budget friendly settings. Tiny dwellings and nature-based stays are also popular, showing a demand for unique and environmentally friendly experiences. Hostels, camping, and bungalows are less prevalent, indicating that they may cater to a more particular audience.

5.3 Customer Journey Mapping

A Customer Journey Map is defined as "a visual representation of the process that a customer goes through to achieve a goal with a company" (Richardson, 2010). This mapping helps in understanding and addressing customer needs and pain points at each stage of their interaction with the company.

From initial awareness to post-visit advocacy, a CJM offers a full visual picture of the whole customer experience, facilitating the comprehension of each step of the tourist journey. This tool aids in the identification of crucial touchpoints that affect the behaviour and satisfaction of tourists. The customer journey may be mapped out to identify possibilities and pain areas, which helps develop customized marketing campaigns that cater to the requirements and tastes of adolescent and young adult travellers.

To create a reliable Customer Journey Map based on up-to-date data, several questions have been posed to illustrate the process and touchpoints customers will encounter. Additionally, data from the company's "Google Analytics" will be analysed to further elucidate this process.

5.3.1 Awareness Phase

The awareness phase is the first stage of the customer journey in which prospective consumers become aware of a product or service. This phase is critical because it establishes the groundwork for all future encounters between the client and the brand. According to Lemon and Verhoef (page 69-96, 2016), the customer journey begins with the awareness phase, in which customers identify a need or problem that a product or service may address. Advertisements, social media posts, word-of-mouth, and search engine results are all examples of touchpoints that might start this phase.

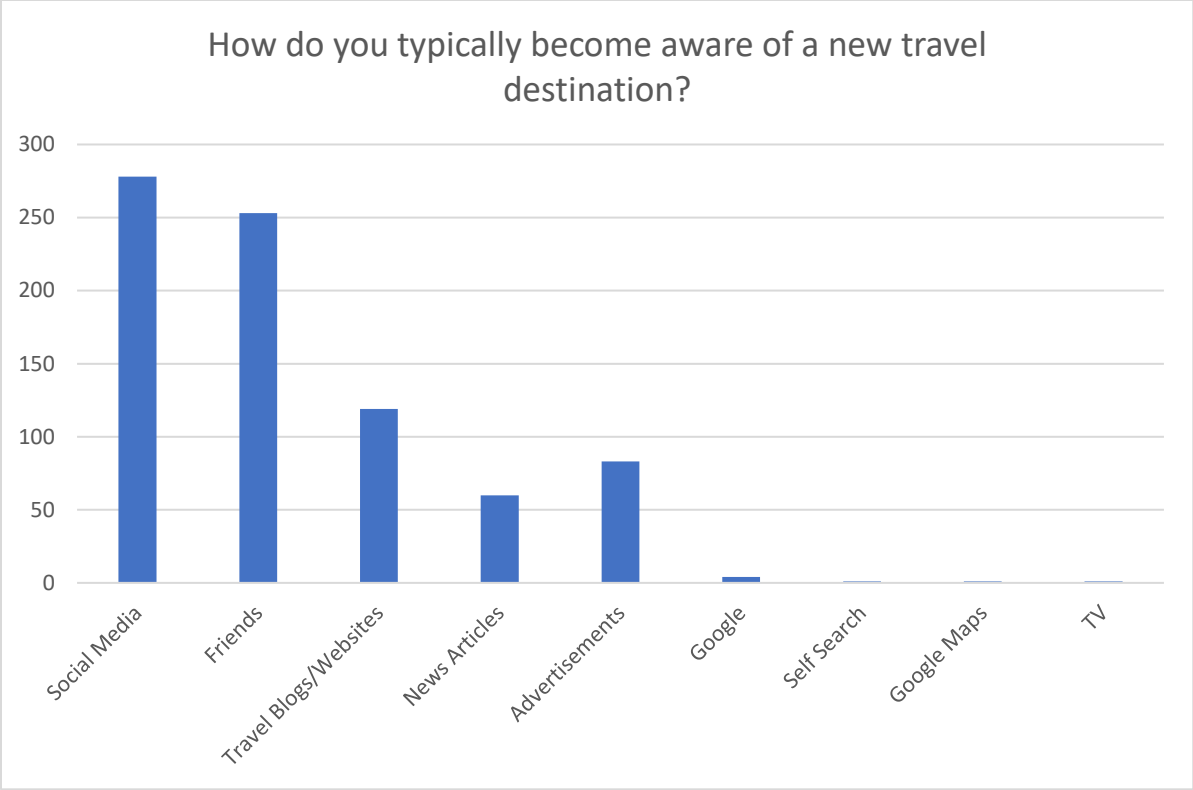


Figure 45 - How do you typically become aware of a new travel destination? N=401

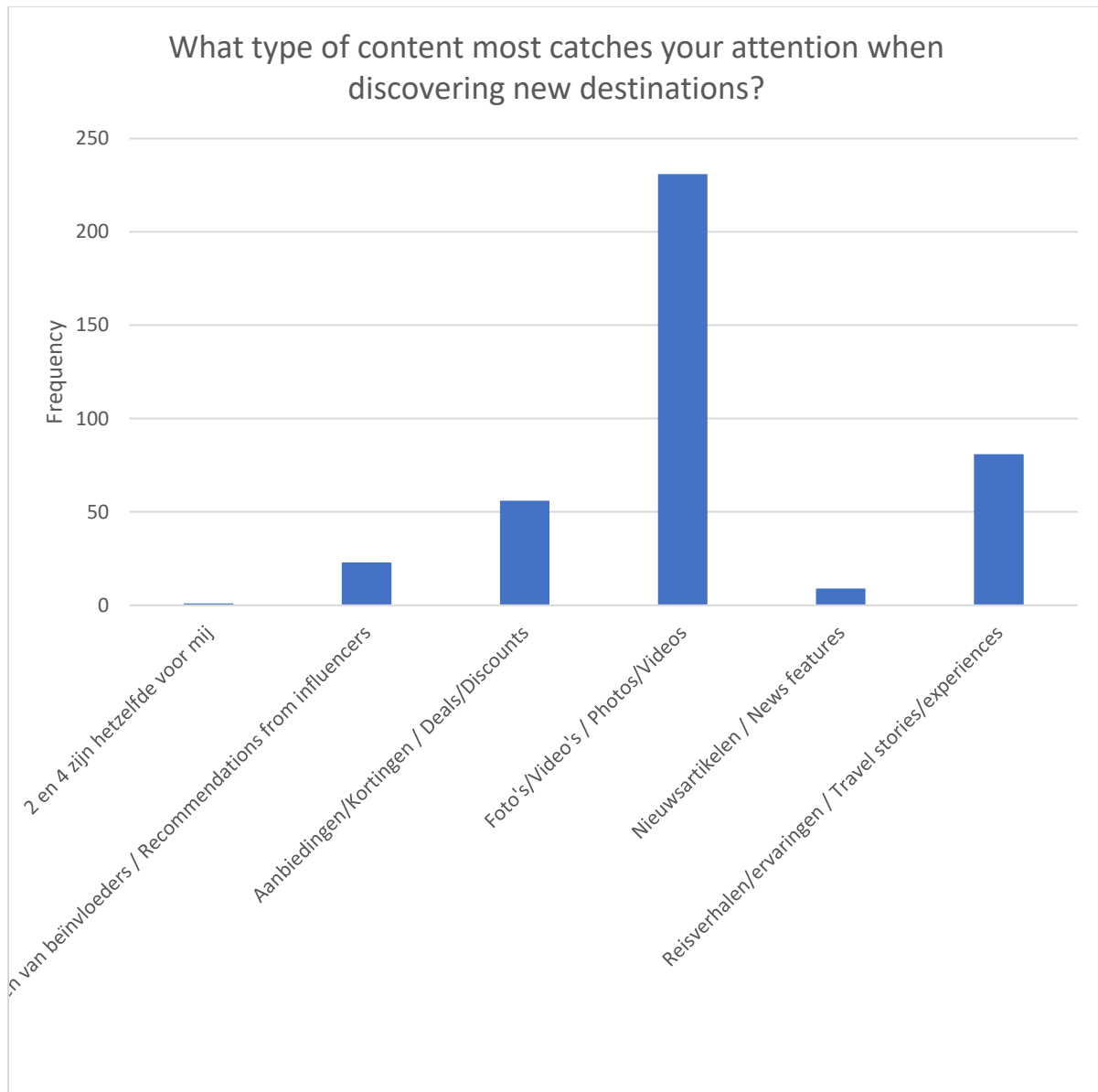


Figure 46 - What type of content most catches your attention when discovering new destinations? N= 401

The chart shows that photos and videos are the most attention-grabbing content for discovering new destinations, followed by travel stories/experiences and deals/discounts. This highlights the importance of visual media and storytelling in marketing for Northeast Friesland.

5.3.2 Consideration

The contemplation phase represents the step of the customer journey in which potential consumers assess various possibilities and acquire information to make an informed decision on purchase. This phase is crucial because it includes key touchpoints where the company may influence the customer's decision-making process through effective communication and tailored marketing techniques. According to Lemon and Verhoef (2016), during the contemplation phase,

consumers actively seek information about products or services, compare alternatives, read reviews, and evaluate their options to discover the greatest match for their requirements.

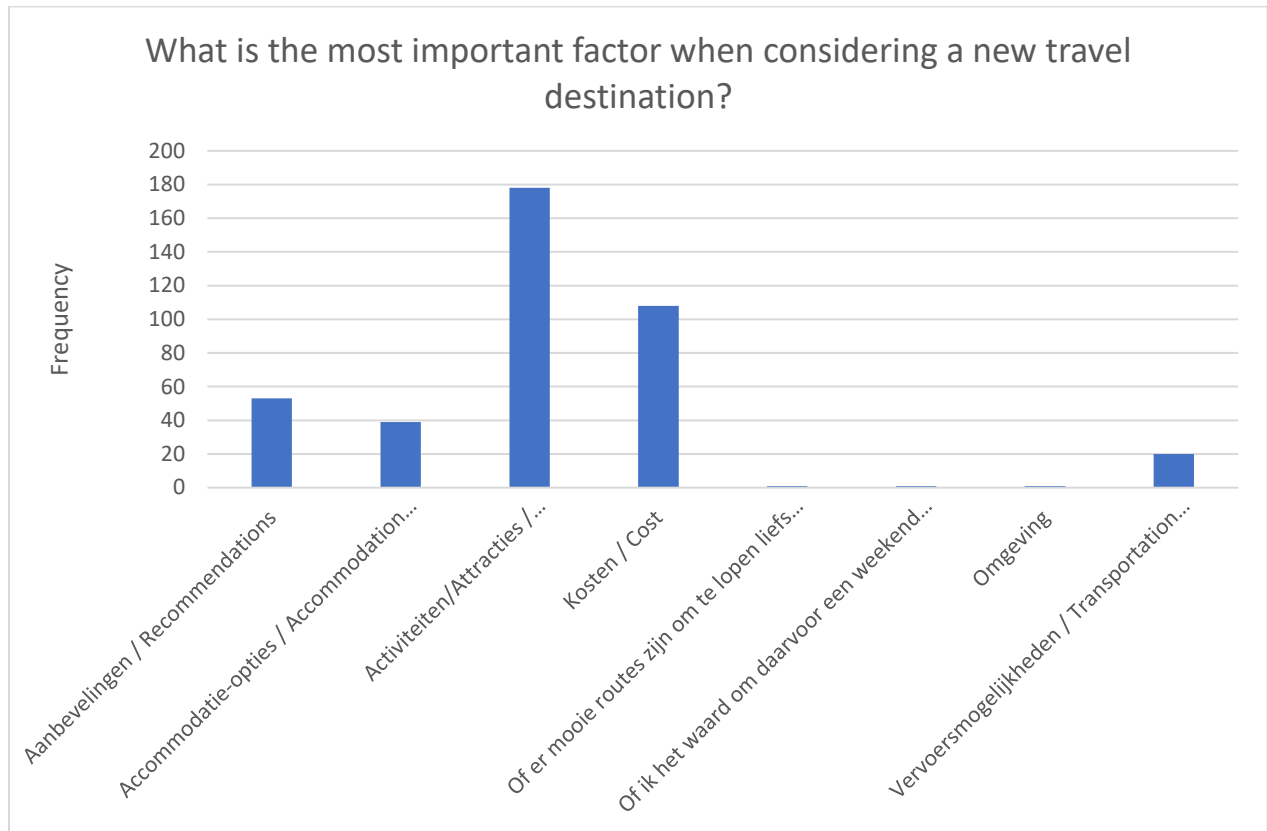


Figure 47 - What is the most important factor when considering a new travel destination? N=401

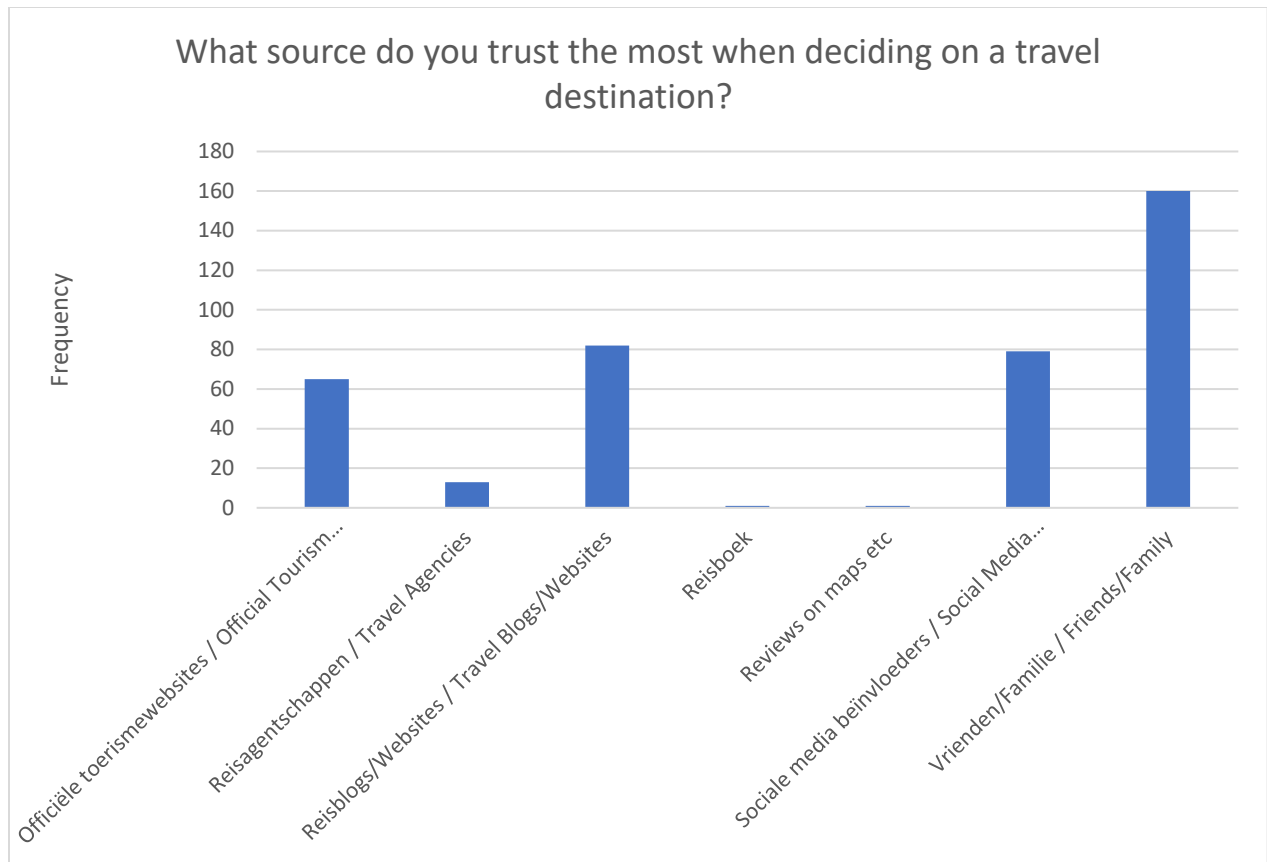


Figure 48 - What source do you trust the most when deciding on a travel destination? N=401

This graph demonstrates that when choosing a trip destination, friends and family are the most reliable sources, followed by official tourist websites and travel blogs/websites. This implies that suggestions from friends and family and first-hand experiences are very important in determining trip plans, but digital media also have a big impact.

5.3.3 Purchase

The purchase phase marks the point in the customer journey where a prospective client decides to purchase a product or service. This phase is essential because it signifies the transition of a prospect into a customer, and it frequently represents the culmination of all prior marketing and engagement efforts. During this phase, Lemon and Verhoef (2016) state that customers' decisions are impacted by cost, promotions, convenience, and the shopping experience.

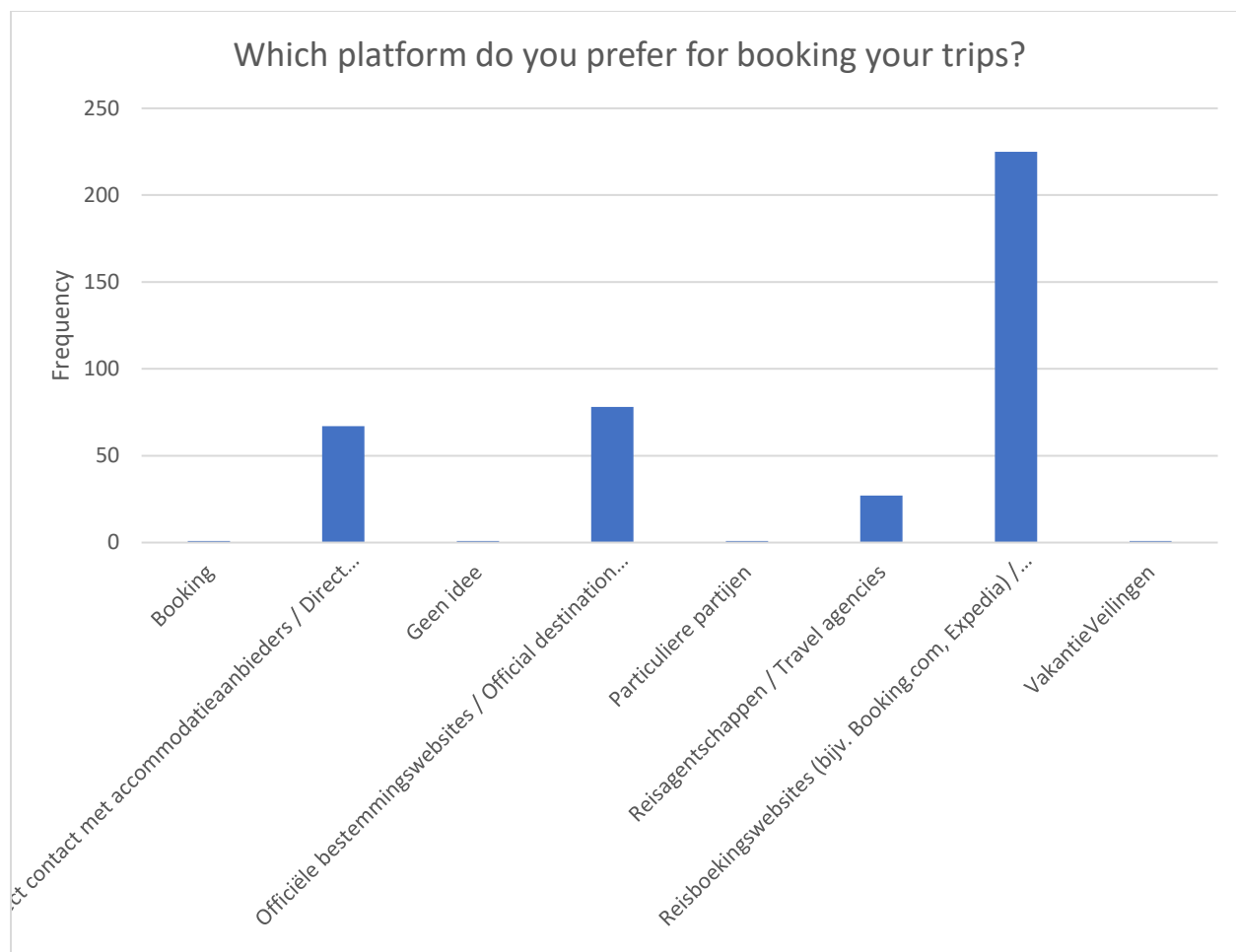


Figure 49 - Which platform do you prefer for booking your trips? N=401

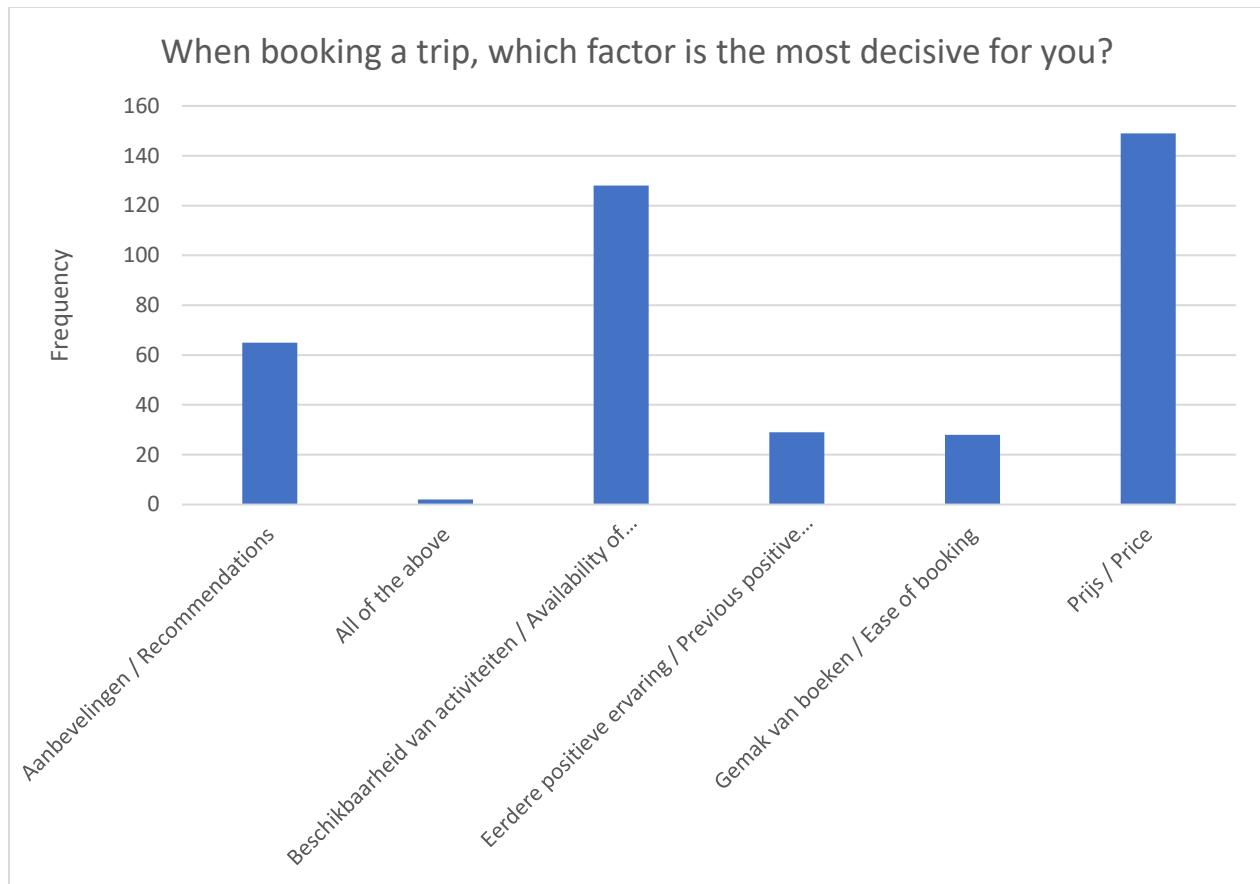


Figure 50 - When booking a trip, which factor is the most decisive for you? N=401

This graph shows that the most important consideration when planning a vacation is price, which is closely followed by prior success and activity availability. This implies that while convenience of booking and recommendations have a minor impact, cost and past satisfaction have a significant influence on travel selections.

5.3.4 Retention

To ensure the loyalty and pleasure of current customers, businesses work to retain and improve their relationship with them throughout the retention phase of the customer journey. To maintain long-term client connections, which can result in repeat business and an increase in customer lifetime value, Lemon and Verhoef (2016) contend that the retention phase is crucial.

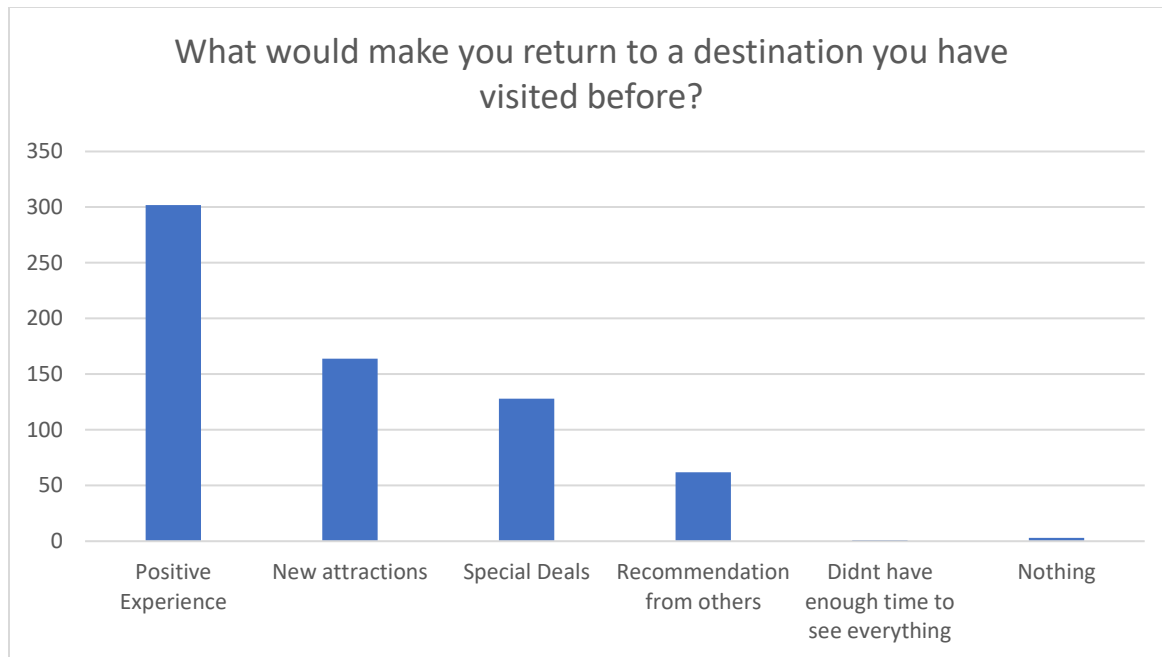


Figure 51 - What would make you return to a destination you have visited before? N=401

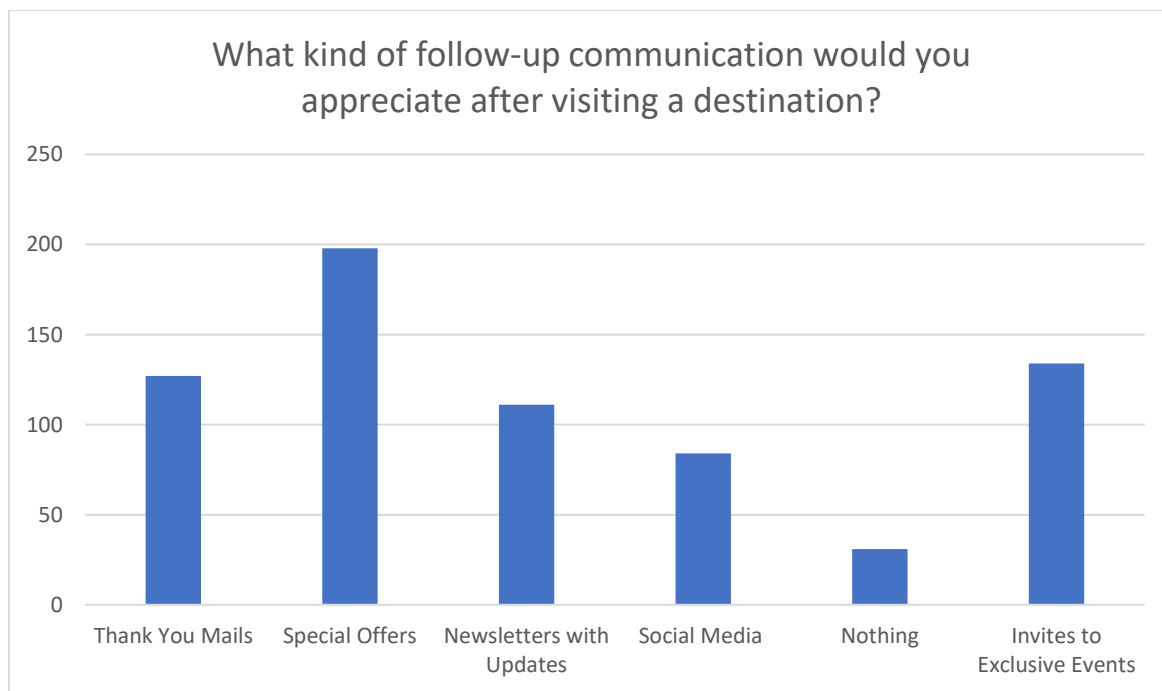


Figure 52 - What kind of follow-up communication would you appreciate after visiting a destination? N=401

Figure 48 demonstrates that having a good experience is the strongest argument for going back to a place, followed by brand-new attractions and exclusive offers. This highlights how crucial it is to provide unique experiences in order to promote return visits. Graphic 49 shows that the most well-liked follow-up communications are invitations to exclusive events and unique discounts, indicating that customized incentives may successfully sustain client engagement long after a visit.

5.3.5 Advocacy

The last step of the customer journey is the advocacy phase, during which happy consumers become brand ambassadors and spread the word about the business and its products and services. Lemon and Verhoef (page 71-74, 2016) assert that the advocacy phase is crucial as it uses the influence of word-of-mouth and customer referrals to draw in new clients and improve the reputation of the company.

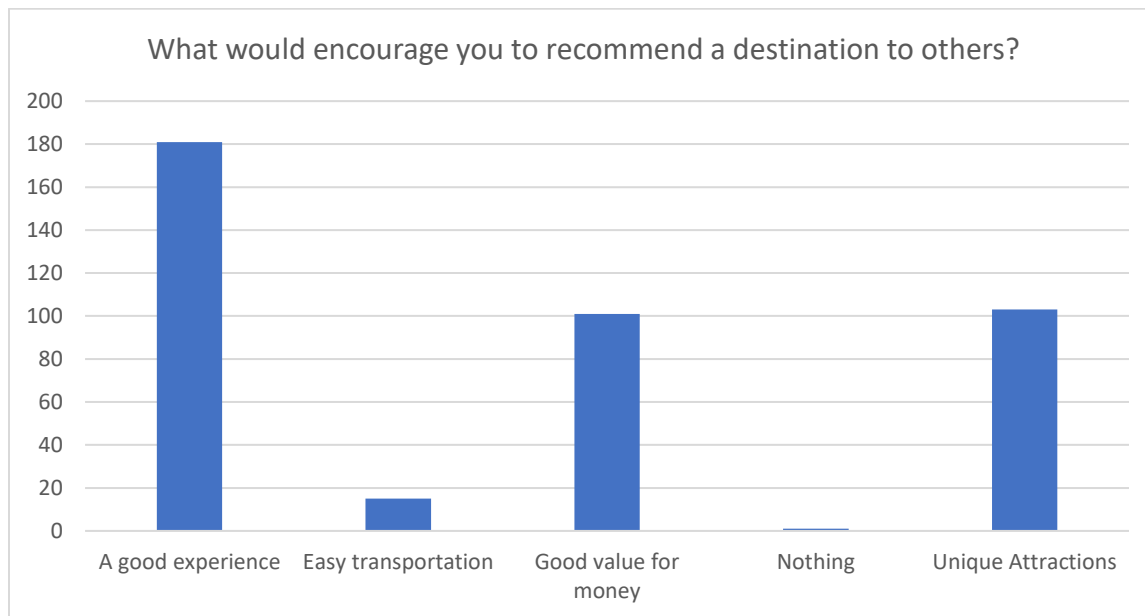


Figure 53 - What would encourage you to recommend a destination to others? N=401



Figure 54 - What kind of loyalty program would motivate you to advocate for a destination? N=401

According to the figure 50, the primary factors influencing travellers' decisions to suggest a place to others are satisfying experiences and distinctive attractions. This emphasizes how crucial it is to provide unique and outstanding experiences to encourage word-of-mouth recommendations. Figure 51 demonstrates that discounts are the most alluring aspect of loyalty programs, indicating that financial incentives play a crucial role in encouraging tourists to stick with a certain location.

5.4 Costumer Journey Map Result

With the results listed above, this CJM has been created, that will assist in visualising the touchpoints customers have, as well as help create the Marketing Funnel.

Customer Journey Map

	Awareness	Consideration	Purchase	Retention	Advocacy
Customer actions	May have heard from destination because of social media or friends, checking out socials.	Scrolling through website, mainly looking at range of activities, as well as cost.	When the activities and the price are a good match, a stay is booked.	Email/ Message with special discounts is received, as well as invites to exclusive events, also section asking for feedback.	After an exceptional experience, many activity options and good value for money, customer shares destination and website with friends and family, as well as posting it on social media.
Touchpoints	Photos/Videos, Social Media Pages, Website, Travel Stories or Blogs seen	Main website, Social Media	Main website--> Booking.com/Expedia, Booking confirmation on mail	Mail, Social Media	Word of Mouth, Social Media, Main Website.
Customer experience, feelings	 Intrigued, unknowing	 Surprised about range of offerings, a little cautious	 Okay- Upset about money spent, excited about trip.	 Pleasantly surprised about experience and customer service, happy	 Ecstatic, wanting to go back
Potential Pain Points	-Poor online presence, especially on "younger websites" such as TikTok and Instagram -No social media campaigns -Not enough advertisements	-No testimonials or reviews, makes the customer nervous -No example programmes, lack of inspiration	-Customer upset some hotels show price and some don't -No option to book on website, nor link to preferred booking sites (Booking.com/Expedia)	-Too generic communication with customers -Poor feedback mechanism	-Limited platforms for sharing -Unaddressed negative feedback
Solutions	-Engage more on social medias, and start a TikTok -Social Media Campagins -Advertisements	-Testimonials/reviews -Plan routes and example itineraries	-Either have prices for all hotels/none -Give an option to pay on website/ link third-party sites	-Make sure to send personalised offers, and invites -Give option of anonymous feedback for honesty, keep it simple and easy.	-Open more social medias and be more active -Address both positive and negative feedback and let customer be heard and understood. Offer discounts for a bad experience.

Table 6 - Customer Journey Map based on Survey Results

5.5 Marketing Funnel

According to Kotler and Keller (page 163-175, 2016), the Marketing Funnel describes the steps consumers go through before completing a purchase. These stages are often broken down into categories like awareness, consideration, conversion, loyalty, and advocacy. The Customer Journey Mapping research findings will be used to tailor the funnel, making sure that every step adequately addresses the highlighted pain areas and touchpoints. A thorough insight of the behaviour and preferences of the target market will be provided by this dual method, which combines the Marketing Funnel with the previously explained CJM. Seen as the Marketing Funnel is based on the conducted survey, the suggested marketing tactics are made up of real insights, making them more applicable to Northeast Friesland's marketing initiatives.

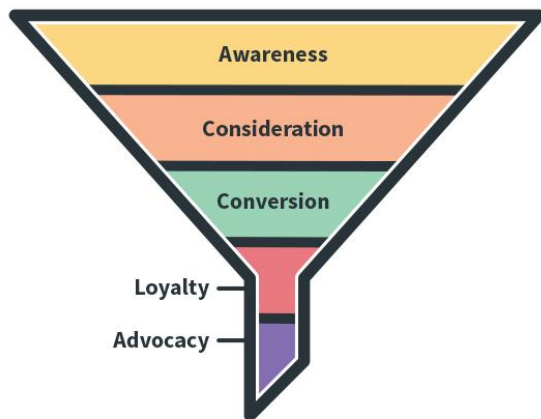


Figure 55 - Example of the Marketing Funnel

5.6 Awareness Phase

During the awareness phase, which is critical for building customer-brand relationships, potential customers learn about a product or service for the first time (Kotler & Keller, page 163-175, 2016). As previously mentioned, 96.3% of respondents from 12 provinces had never heard of Northeast Friesland, and 65.1% had never heard of the activities it offers. These statistics highlight an urgent need for marketing.

According to the survey, respondents prefer to see content by influencers, blogs, social media campaigns, and promotional films that promote foreign travel destinations. Their favourite kind of content to watch include pictures and videos. To effectively engage the target population, marketing activities should be guided by these insights, with an emphasis on their preferences.

5.6.1 Social Media Campaign

Countries around the world employ diverse strategies to market their destinations, which helps establish these places as known for specific attractions or experiences. According to Carne, 2023, an example of this is Japanese temples, which produced their own seal collection books, known as goshuin, in 1931. At that time, a common objective among tourists was to obtain a stamp from every temple. There is a common theory by Japanese locals, that this practice influenced an alleged love among Japanese and International tourists of stamp collection rallies. During the 1970 Osaka World Expo, the printing business Shachihata placed stamps and ink pads at each pavilion exhibit and provided participants with a unique stamp book to collect the individual stamps in. The Osaka World Expo stamp rally is the first known stamp rally of the modern era, becoming one of the most well-liked events of the expo that year. It was so successful that other businesses quickly sought to establish their own initiatives in response (Carne, 2023).



Figure 56 -Tokyo Railway Station Stamp

The stamp rallies are an engaging and interactive method for exploring Japan, allowing participants to collect complimentary souvenirs along the way. Popular among all age groups, the stamps can be kept and taken home. Presently, the trend is gaining widespread attention among tourists, particularly through social media platforms like TikTok and Instagram, where it is celebrated as a fun and typically "Japanese" experience to collect as many stamps as possible, from as many places.

5.6.1.1 Link to Pokémon

As previously mentioned, it has become a trend to collect as many stamps as possible, to visualize what places have been visited.

For more than 20 years, Satoshi Tajiri and Ken Sugimori's 1996 creation Pokémon has been a cultural phenomenon. The Pokémon series, centered on catching, training, and battling digital creatures, is famously associated with the motto "Gotta catch 'em all!" This phrase encapsulates the primary goal of the game and has captivated audiences of all ages - children, teens, and adults alike. The franchise has expanded to include trading card games, animated TV shows, movies, and video games. In 2016, Pokémon Go reignited global interest with its innovative augmented reality gameplay, allowing users to capture Pokémon in real-world locations via their smartphones. This approach attracted millions of players, reaffirming the enduring popularity and cross-generational appeal of the Pokémon franchise (Paavilainen, J., Hamari, J., Stenros, J., & Kinnunen, J., 2017).

5.6.1.2 The Idea

Northeast Friesland can benefit from introducing a social media campaign similar to the stamp system popular in Japan, which has not yet gained popularity in Europe. Many European tourists have expressed interest in this activity, as evidenced by social media comments. This type of activity can be exciting for the entire family, appealing to both young teenagers and adults.

Different routes could be created and updated annually or biannually to maintain the location's appeal and excitement. Stamps could be designed by local artists, who would be rewarded and recognized for their contributions, creating community involvement. The campaign would highlight must-see landmarks, cities, activities, and restaurants, encouraging tourists to collect stamps at sites the region chooses to promote, thereby showcasing its key attractions. Upon collecting all stamps, participants would be eligible to claim a reward, such as a complimentary coffee, a souvenir, or another incentive.

To initiate this campaign, 10 preliminary stamps have been hand-drawn and specifically designed based on landmarks in Northeast Friesland, accompanied by either a poster or social media post intended for online dissemination. This suggested promotional material features the campaign's well-known slogan and displays the designed stamps on a post, due to the motives of both Pokémon and the stamp collection principle being so similar, providing an appealing and engaging introduction to the initiative.

5.6.1.3 Suggested stamps:

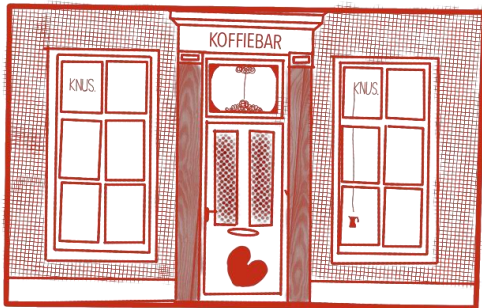


Figure 57- "Koffiebar KNUS"



Figure 58 - "De Pannenkoektren" Marrum

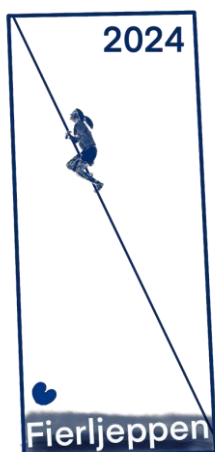


Figure 59 - "Fierljeppen" 2024



Figure 60 - "Boot Verhuur" 2024



Figure 61 - "SUP" 2024



Figure 62 - "Klompen Museum" Noardburgum, 2024



Figure 63 - "Wadlopen" 2024



Figure 64 - "Observeum" Burgum, 2024



Figure 65 - "Stadhuis" Dokkum, 2024



Figure 66 - "St. Boniface Chapel", 2024

5.6.1.4 Advertisements



Figure 67 -Option 1, Social Media Campaign



Figure 68 -Option 2, Social Media Campaign

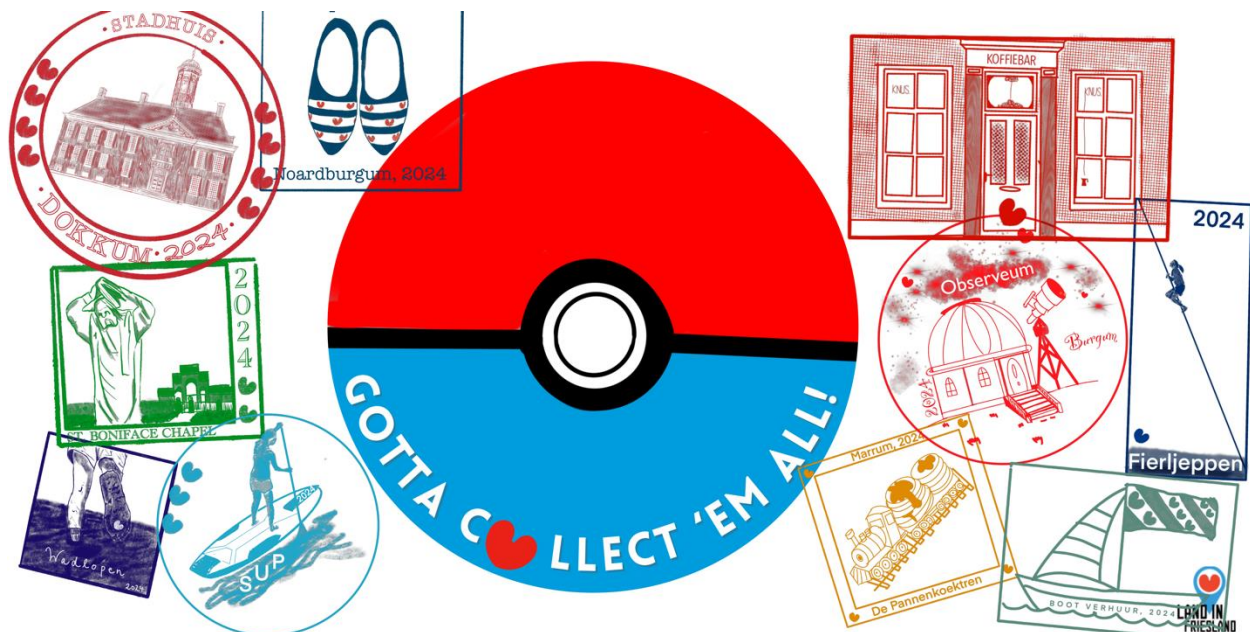


Figure 69 - Option 3, Social Media Campaign



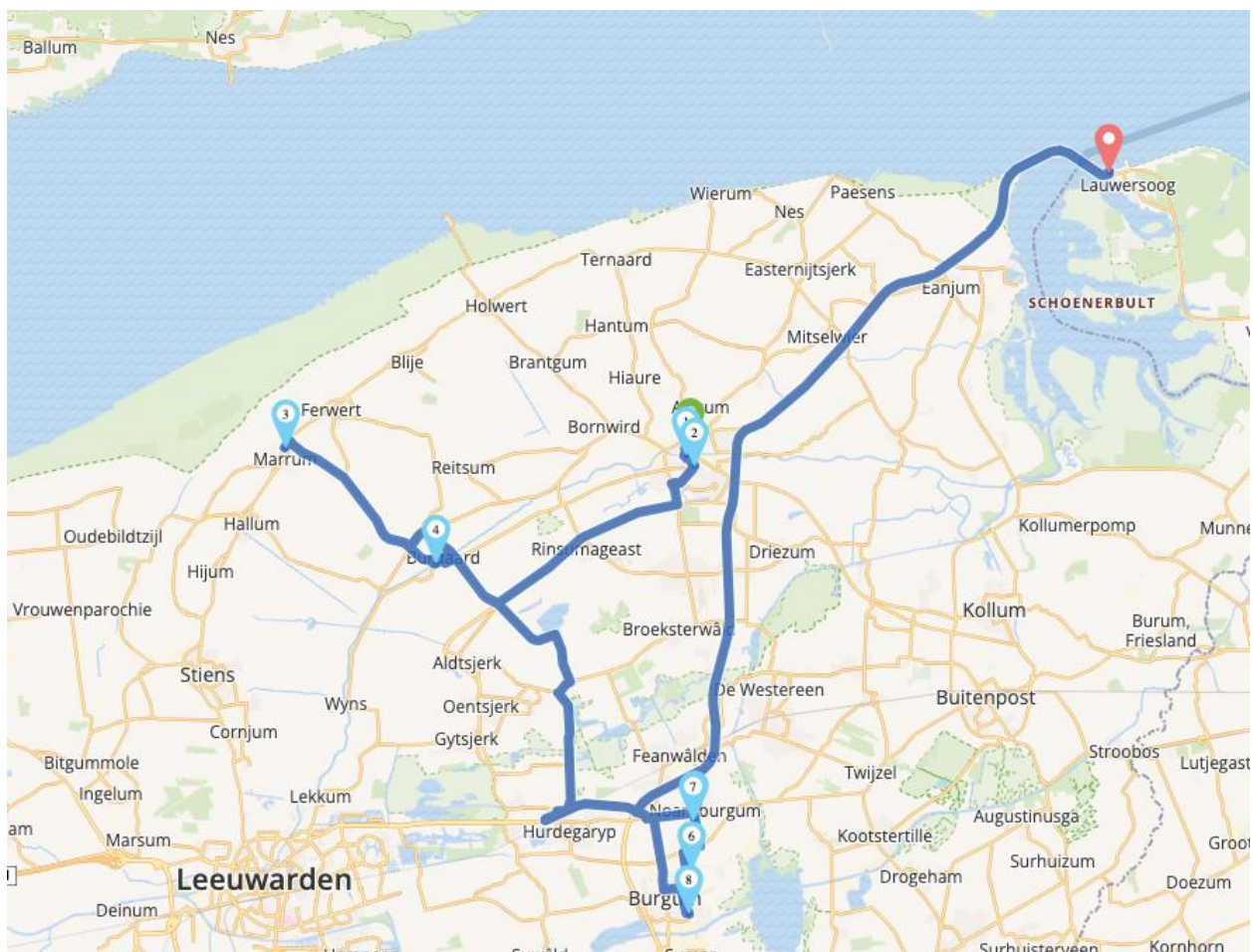
Figure 70 - Option 4, Social Media Campaign

5.6.1.5 Justification

In the advertisement created, a modified version of the original slogan is used: "GOTTA COLLECT 'EM ALL!" This variation is both a creative play on the original slogan and an adaptation to fit the concept of collecting stamps rather than catching creatures, while also addressing copyright concerns. Additionally, a Frisian heart, as to be seen on the provinces flag, is incorporated into the slogan and each stamp design, to symbolize the connection to the province of Friesland.

Four design options were developed. Option one, seen in figure 45, features a more subtle central element, while option two, as seen in figure 46, emphasizes a stronger call to action. Option three (figure 47) incorporates a creative reference to Pokémon, featuring the “Pokéball,” which is used to capture creatures. Finally, option four, seen in figure 48, takes inspiration from notions of vintage travel, depicting an old-school suitcase adorned with the suggested stamps, with the centrepiece slogan designed as a suitcase sticker. In all four designs, VNOF’s colours are used to maintain consistency with the brand’s visual identity and to enhance brand recognition.

As indicated by the survey results, tourists engage in a diverse range of activities, from adventure sports to spa experiences, suggesting that the stamp designs and collection routes can be highly varied to cater to different interests. Using the stamps referenced above, an exemplary route titled "Get to Know Northeast Friesland" (Dutch: "Maak kennis met Noordoost-Friesland") was developed. Should this concept be implemented on the website, it would be advisable to make the feature interactive, with each location linked to additional information. Furthermore, incorporating public transport routes would be beneficial, as the survey revealed that a significant portion of visitors rely on this mode of transportation.



The map displayed above shows all ten locations where stamps can be collected, providing tourists with a clear overview, and facilitating the planning of their travel routes.

5.6.2 Promotional Video

To leverage the strong interest in promotional videos among survey respondents, as indicated by the bar chart data, a targeted video showcasing the key attractions of Northeast Friesland was developed, shown in table 28. This video strategically incorporates a mix of high-quality visuals, including images and footage sourced from the region's official Instagram account and their professional marketing materials. To enhance its appeal and align it with current social media trends, the video features a popular song that is trending across platforms like TikTok and Instagram. Given the nature of these platforms, where user engagement is typically higher for shorter content, the video was designed to be between 15 and 30 seconds long. This duration was chosen based on research indicating that brief videos tend to perform better on social media in terms of engagement, due to users' limited attention spans (Pessoa, 2024).

5.6.2.1 Storyboard

A storyboard is a visual representation of a film, animation, or video sequence, consisting of a series of illustrations or images displayed in sequence to pre-visualize the content. It is used in the planning stages of media production to map out the flow of scenes and ensure that the narrative, camera angles, and action are effectively communicated before production begins (McCloud, 1994).

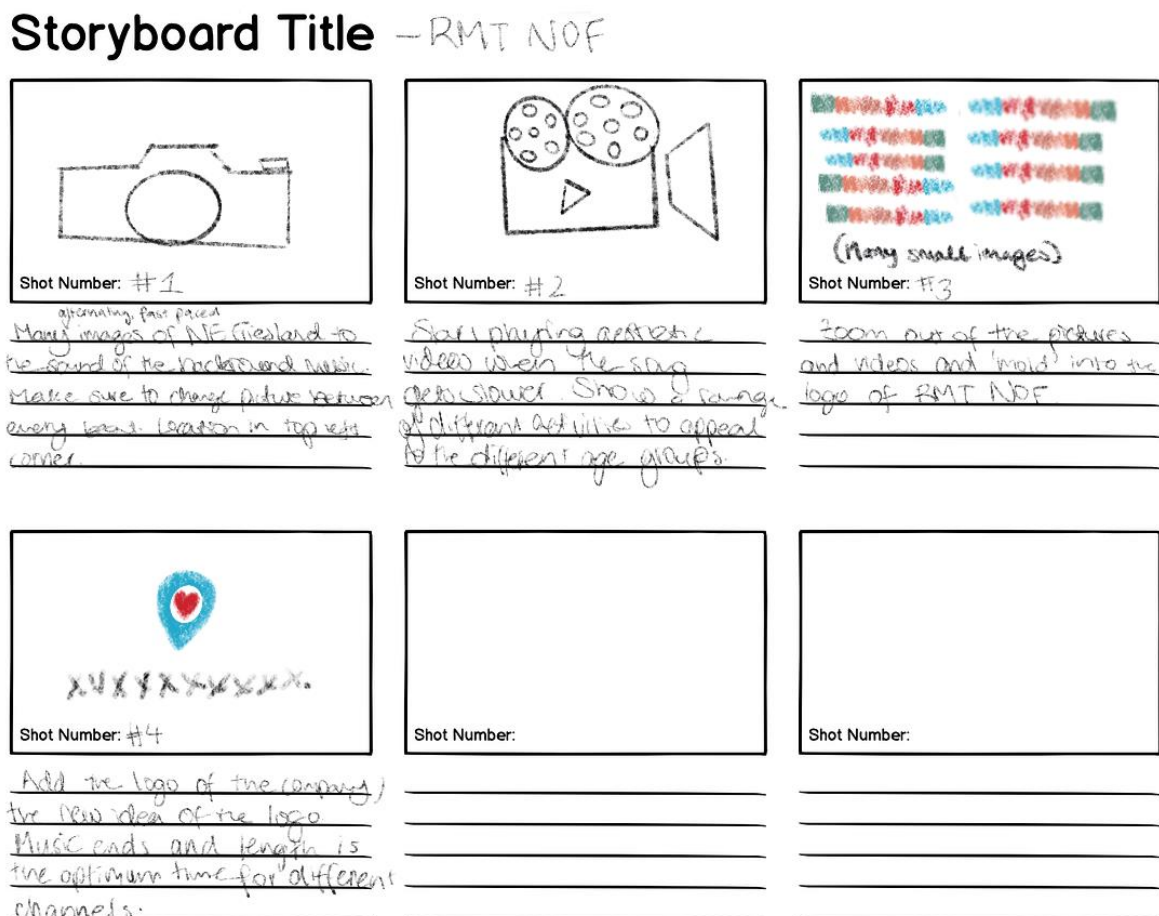


Figure 72 - Storyboard for VNOF

Extended explanation in [Appendix 11](#).

5.6.2.2 Video

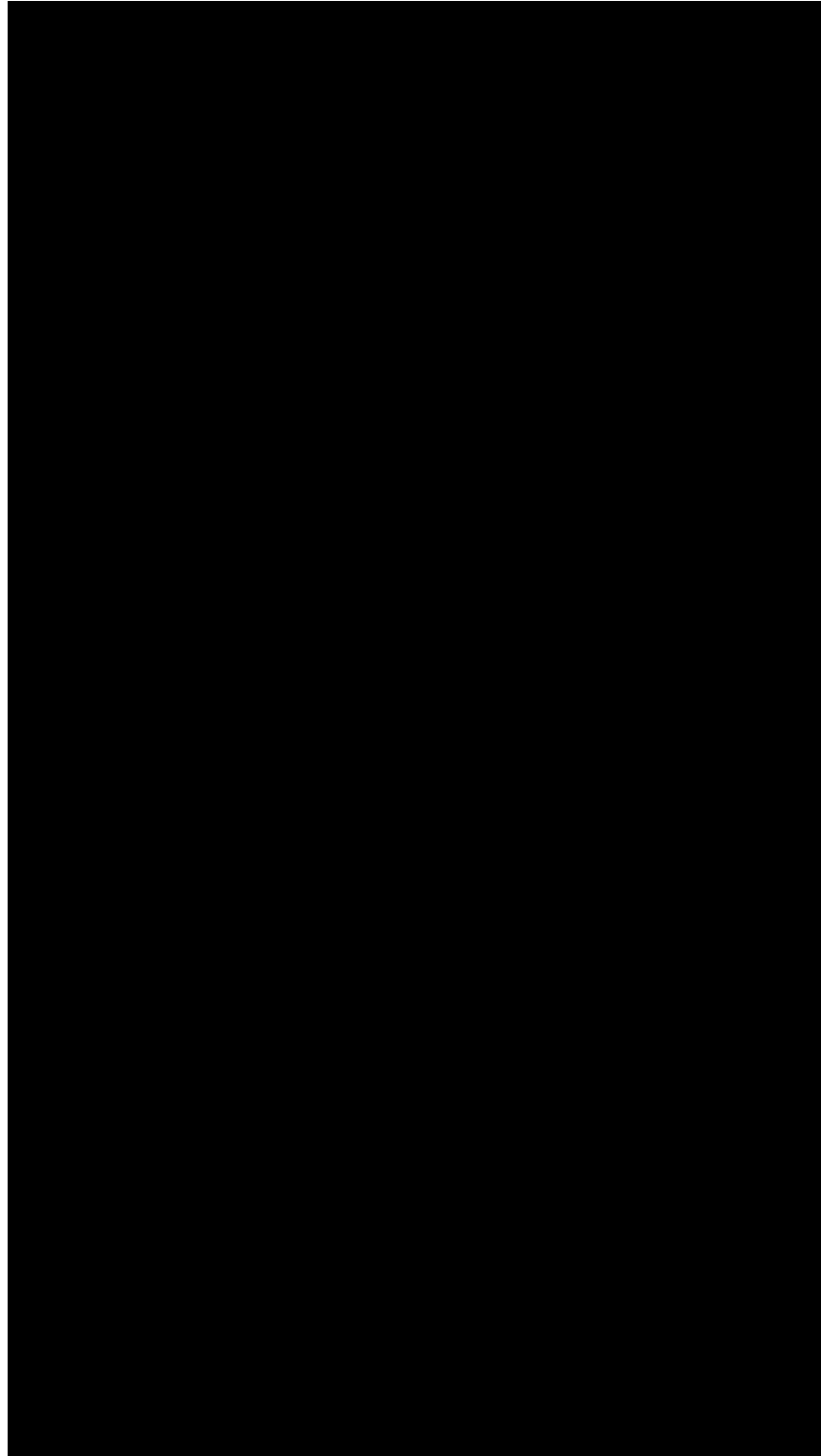


Table 7- Promotional Video Northeast Friesland

5.6.3 Influencer Marketing

As highlighted in the survey and business analysis, influencer marketing is crucial for promoting vacation destinations. Dutch influencers with large followings, such as Mandy (@unlimitedpassport) and Naomi Louwerens (@authenticchica), are known among followers for their vibrant travel photos that feature both popular and lesser-known locations. Their engaging and personal content motivates followers to visit these destinations.

To effectively promote Northeast Friesland, partnering with micro-influencers who have strong engagement rates is a cost-effective approach, typically costing between €100 and €500 per post (Larsen, 2021). Starting with smaller influencers offers an immediate opportunity to enhance visibility and attract tourists through genuine content, with the possibility of partnering with larger influencers in the future.

5.6.4 Blogs/ Vlogs

As indicated by the survey, vlogs and blogs are effective for raising awareness, especially in the tourism sector where personal narratives significantly influence potential travellers. Dutch travel blogs such as "Expeditie Aardbol" and "DutchReview" are valuable for marketing destinations like Northeast Friesland, as they provide detailed descriptions of various locations, including hidden gems, practical advice, and cultural insights. Collaborating with these vlogs and blogs could be a strategic move for Northeast Friesland to enhance its visibility. These platforms not only feature the region but also link back to the official tourism website, thereby driving traffic and attracting potential tourists.

5.7 Consideration Phase

A critical stage in the marketing funnel is the consideration phase, during which potential customers evaluate their options to make an informed decision. During this phase, individuals gather information, compare products and services, read reviews, and consider various factors that may influence their choice (Kotler & Keller, page 163-175, 2016). As illustrated in the CRM, the customer is initially impressed by the diverse activities and accommodations presented on the website but remains concerned about the organization's credibility due to the absence of testimonials or reviews. Additionally, the lack of sample programs or itineraries contributes to the customer's feeling of being overwhelmed by the available offers.

5.7.1 Testimonials

Testimonials are statements or endorsements from clients who have previously used a product or service, sharing their experiences and opinions. According to Richins (page 127-146, 1997), testimonials serve as a form of social proof, helping potential buyers build trust in a product or service by revealing positive experiences of others. They can be a powerful tool for establishing credibility and trust and might therefore influence prospective tourists' decision-making.

As such, by incorporating testimonials on its website, Northeast Friesland can effectively address common concerns and inquiries from potential visitors, thereby increasing the likelihood that they will choose the region for their next trip. Various methods can be employed to gather testimonials. One approach is to directly invite satisfied customers to share their experiences through social media or email surveys. Offering incentives, such as discounts on future visits, can enhance participation rates. Additionally, collecting positive reviews from platforms like TripAdvisor, Google Reviews, or social media channels can also provide valuable testimonials.

5.7.2 Sample Itineraries

Sample programs or itineraries are pre-planned schedules that outline a sequence of activities, experiences, or events that a visitor can undertake during their stay at a destination. Providing sample programs or itineraries on their website might greatly increase Northeast Friesland's appeal to prospective tourists.

When trying to make attractive samples for young adults and teenagers, it would be beneficial to consult the survey results, specifically the results “Age x Interest”, figure 39. Hereby, it is possible to create tailored programs for each of the age groups, and their specific interests (cultural, adventure, etc.). Furthermore, it would be possible to create itineraries based on cost. Making these itineraries interactive, in a way that an own program is easily created, might be beneficiary too. Lastly, advertising these itineraries via influencers, travel blogs, and social media help them become more visible. Figure 51 shows an example itinerary.

Medium Cost, Adventure Weekend in Northeast Friesland



DAY 1: DOKKUM

- Morning:** Check into B&B Suupmarkt and settle down. Enjoy a breakfast closeby at "Koffiebar Knus".
- Afternoon:** Explore Dokkum's old town. Make your way towards the SUP school. Rent a board and enjoy Dokkum via its canals.
- Evening:** After a beautiful and exciting day on the water, enjoy dinner at "Restaurant Ode Dokkum".



DAY 2: HOLWERD

- Morning:** Grab a snack at the local bakery, "Echte Bakker Eddy de Jong" and grab lunch too.
- Afternoon:** Drive to Holwerd, and join the "Adventurous mudflat hiking" and walk to Ameland.
- Evening:** Enjoy dinner at "Café Restaurant Land- en Zeezicht" in Holwerd.



Figure 73 - Example Itinerary for Northeast Friesland, Medium Cost, Adventure Weekend

5.7.3 Sustainability Initiatives

Highlighting regional environmental activities caters to the growing demand for eco-friendly travel options and is particularly influential during the consideration stage, especially for travellers who prioritize environmental concerns. The survey results also indicate an interest in unique accommodations, such as tiny houses and nature-based lodgings. Promoting these options would enhance their appeal and take advantage of current trends in eco-conscious travel.

5.8 Conversion Phase

In the marketing funnel, the conversion phase is when a prospective client completes a desired action, typically making a purchase or finalizing a transaction. This phase represents the point at which marketing efforts translate into actual revenue. As Kotler and Keller (page 163-175, 2016) describe, "the conversion phase is where prospects move from consideration to decision, transitioning from interested potential customers to actual buyers". Ensuring that prospective tourists can easily plan, book, and pay for their stay in Northeast Friesland will be essential for optimizing this phase and achieving successful conversions.

5.8.1 Ease of Payment

According to the survey, most respondents prefer to book their holidays through well-known third-party sites such as Booking.com. Currently, VNOF's website provides only direct links to accommodation or activity providers, which, while supporting local businesses, does not align with customers' booking preferences. Additionally, some accommodations listed on the VNOF website include prices, while others do not. Given that prices can fluctuate frequently, removing pricing information from the primary website would avoid customer confusion. Therefore, incorporating direct links to popular third-party booking platforms would streamline the booking process and better align with customer preferences.

5.8.2 Trust Badges

A digital symbol that company owners place on their websites to indicate a lower risk of making a purchase—and encourage consumer behaviour—is called a trust seal or badge. Popular varieties include endorsement badges, policy-specific badges, payment badges, and security trust badges. Studies reveal that over 17% of shopping cart abandonments occur because of worries about online security. These figures suggest that removing security-related worries may increase sales and therefore adding badges is recommended (*4 types of trust badges to help Boost Conversion* (2023) 2023).



Figure 74 - Examples of Trust Badges

In this context, the most pertinent badges to obtain are security trust badges and payment badges. Security trust badges reassure visitors that their personal information is safe, alleviating concerns about identity theft or data breaches. These badges are often labelled as secure checkout or safe payment badges. Payment trust badges, on the other hand, connect your business with established brand names like Visa or PayPal, effectively offering an endorsement from these trusted entities and informing customers of the accepted payment methods (4 types of trust badges to help Boost Conversion (2023) 2023).

5.8.3 Follow-Up

It is important to send a follow-up email, or thank-you message, promptly after a conversion. This phase is crucial for validating the transaction and enhancing the overall customer experience. A well-crafted follow-up establishes a positive tone for future interactions by expressing appreciation, which leads to repeat business and customer loyalty. Additionally, these follow-ups can be personalized with offers or information that enrich the client experience and encourage further engagement with the company (Reve, n.d).

5.9 Loyalty Phase

Kotler and Keller (page 163-175, 2016) assert that a customer's sustained choice of a product or service stems from prior favourable experiences, trust, and a deep bond with the brand. The survey's results, in combination with the customer journey map, confirm that a positive experience is most important for the customers to return to the destination. In order to build enduring connections with visitors and ensure that they not only return to Northeast Friesland, but also promote the location to others, concentrating efforts on the loyalty phase of the Marketing Funnel is crucial for VNOF.

5.9.1 Special Offers

The survey results indicated that 198 respondents would value special offers following their stay, representing the highest level of interest. Examples of such offers might include discounts, early access to events, or priority booking for popular activities and accommodations.

To devise a financially advantageous plan for all stakeholders, VNOF should collaborate with hotels, activity providers, and local businesses. One effective approach could be to develop bundled packages that provide discounts or exclusive experiences. This strategy would enhance the value proposition for customers while generating financial benefits for all involved parties.

5.9.2 Personalized Invites to Events

A wide range of events, such as culinary festivals, sporting events, and cultural gatherings, have garnered significant attention from survey participants. While the VNOF website effectively informs prospective visitors about various regional activities, it does not actively engage repeat visitors who have already explored Northeast Friesland. Due to this, returning guests are less likely to revisit the website after their initial research. To enhance this group's engagement and their likelihood of returning, providing tailored information about upcoming events and activities would be highly effective. Personalized communication, such as emails that address recipients by name and reference specific hotels or activities from previous visits, would further strengthen connections and convey a sense of value (Kumar & Reinartz, page 14, 2018). Implementing these individualized elements can improve customer satisfaction, foster loyalty, and encourage repeat business.

5.9.3 Feedback

Any company's plan for customer satisfaction and ongoing improvement must include feedback. Giving clients a way to voice their experiences—both good and bad—helps the business pinpoint both its advantages and its areas in need of development. To implement this, customers should be prompted to voice their ideas through a simple, yet well-designed feedback mechanism, which makes them feel heard and valued. According to Lemon and Verhoef (page 73-74, 2016), customers are more likely to return to a business that they believe is responsive, which not only increases customer satisfaction, but also promotes loyalty. Therefore, it is beneficial to implement a basic rating system on VNOF's website, such as a five-star system with an optional remark part. Through anonymous feedback systems, customers are encouraged to give honest views, including unpleasant experiences (Homburg, Jozić, & Kuehn, page 392, 2017), which helps the business attract and retain customers in the future.

5.9.4 Thank-You Emails

After having fullended an experience, 127 respondents said they would value receiving a thank-you email. According to Lemon and Verhoef (page 69-96, 2016), follow-up emails have been shown to increase customer retention rates and promote ongoing brand engagement.

Customizing these messages further boosts customer satisfaction by making customers feel valued.

5.10 Advocacy

Kotler and Keller (page 163-175, 2016) claim that consumers who develop a genuine connection with a brand and consistently have positive experiences, are likely to become brand advocates, sharing their impressions with others. This marks the last step of the marketing funnel's advocacy phase. Using this word-of-mouth technique is both inexpensive and highly successful in gaining new customers. The response most featured on Figure 53 was having a good experience. Whilst it is essential to provide this, the points below will make this more achievable.

5.10.1 Limited Platforms

The lack of an active social media presence is a significant pain point identified in VNOF's customer journey mapping. Consumers who wish to share their experiences through social networks, and therefore advocate for the brand, find the company's platforms either non-existent or inactive, resulting in missed opportunities for engagement and brand visibility. To address this issue, VNOF should consider establishing and actively managing additional social media channels. Regular engagement on these platforms, such as reposting customer stories and posts, not only creates a sense of appreciation among clients but also reduces the need for the company to generate original content. By enhancing its social media presence, VNOF can build brand loyalty, attract business, and create a more engaged and connected community (Hootsuite, 2022; Kaplan & Haenlein, page 59-68, 2010).

5.10.2 Exclusive Prices

The most frequently cited factor by respondents for encouraging a return visit and with this advocating for a destination was exclusive pricing. This emphasizes the importance of value-driven promotions tailored specifically to individual travellers. To create these exclusive offers, collaboration among various stakeholders - including hotels, activity providers, and local businesses - is essential.

5.10.3 Point-Based Loyalty System

A point-based loyalty system is a customer retention strategy in which individuals earn points for specific actions, such as making a purchase, engaging in activities, or interacting with the brand in meaningful ways, such as advocating for the brand. These points can be redeemed for rewards, discounts, or exclusive offers. According to Berman (page 123- 148, 2006), loyalty programs like point-based systems can enhance customer retention by providing ongoing incentives that encourage continued engagement.

Implementing a point-based loyalty program would be an effective approach to bringing people to advocate for Northeast Friesland. Survey responses indicate that 50 participants would support such a program, indicating a widespread interest in a structured and rewarding

relationship with the destination.

6. Conclusion

Upon reviewing the company's personas and comparing them with the survey results, VNOF should focus on targeting young adults, teenagers, and their parents. The survey indicates significant interest in the region's offerings among these groups, however, one of the main challenges is the region's lack of targeted promotion, especially regarding this demographic. The insights from the survey can be used for developing effective marketing strategies, such as using the CJM in combination with the Marketing Funnel. Herewith promotional, convincing to purchase and loyalty building actions must be introduced to successfully attract this age sector and the persona created in the business plan.

7. Implementation Plan

In this chapter, the previously stated recommendations will be operationalized into 18 actions that will simply explain the process of implementation. The necessary organizational changes, budget, parties involved, and a timeline will be mentioned. Most of the recommendations mentioned are a long-term process but will be planned within a year. It is for the company to decide, what recommendations they choose to implement, though it is important for them to focus on every stage of the Marketing Funnel, to ensure a long-lasting and successful change.

Awareness Phase- Recommendation One

“Social Media Campaigns”

Actions to be taken:

- Discuss with team about the current idea of implementing the stamp system.
- Design Instagram or Social Media posts, if the current ones aren't to the company's likings.
- Post on Instagram, Facebook, LinkedIn, TikTok, etc.
- Repost stories in order to spread the idea and create engagement.

Parties Involved

- Marketing team.
- Influencers, if wanted.
- Stakeholders, to decide what stamps to be created.
- Local artists.

Necessary Organizational Changes

- Appoint one of the entrepreneurs to be in charge of marketing efforts.

Budget Indication

	Price	x	Sum
Stamps	12.99 Euros	X10	129.90
Instagram	125 Euros	X1month	125
TikTok	500 Euros	X1month	500
Facebook	100 Euros	X1month	100

Table 8 - Represents Social Media Advertisement Prices and Stamp Prices in Euros

Social media- Stamps

Stamp: A personalized stamp can cost around 12.99 Euros (*Create your own custom business logo stamp, personalized ink stamp, custom n.d.*), but can range both higher or lower when companies are contacted personally.

Instagram: Depending on experience, portfolio, and region, rates for designing Instagram Ad posts vary. Generally, a cost of between 50 to 200 Euros should be budgeted for each post (Basque, 2024).

TikTok: There is a 500 Euros minimum campaign budget required to advertise on TikTok. Further, TikTok sets daily budget limits, requiring a minimum of 18 Euro (20USD converted to Euros) per day for ad groups and 50 Euros per day for campaigns (Influencer Marketing Hub, 2024).

Facebook: Facebook advertisements typically cost between 1 Euro and 500 Euros per month (*How much does facebook advertising cost in 2024? 2024*).

Generally, the company does not need to invest into Social Media Influencers. On the flip side, the chance of the activity becoming spread faster will be enhanced by Social Media Influencers.

KPI's

Create a hashtag such as "#collectemallnefriesland", with a 150-usage aim following the first three months of campaign launch.

Awareness Phase- Recommendation Two

"Promotional Video"

Actions to be taken:

- Gather promotional content
- If the designed video is not to the company's liking, create another video with content, showcasing the activities Northeast Friesland has to offer
- Post on Instagram, Facebook, LinkedIn, TikTok, etc.

Parties Involved

- Marketing team.
- Influencers, if desired.
- Content Creators

Necessary Organizational Changes

- Appoint one of the entrepreneurs to oversee marketing efforts.
- Be more engaged in social media.

Budget Indication

The budget for the social media video campaign will remain consistent with the previous social platforms budget, as it will utilize the same platforms for advertising.

	Price	x	Sum
Instagram	125 Euros	X1month	125
TikTok	500 Euros	X1month	500
Facebook	100 Euros	X1month	100

Table 9 - Average Prices for Advertising on Sites in Euros

Posting this video across all popular social media platforms would be beneficial, as it best showcases the diverse range of activities available in Northeast Friesland. This approach also ensures the video reaches a broad audience of teenagers, young adults, and adults through their preferred social media channels.

KPI's

10% engagement rate rise on Instagram, and TikTok, including likes, shares and comments.

Awareness Phase- Recommendation Three

"Influencer Marketing"

Actions to be taken:

- Do research on what influencers align with the brand and budgeting of NE Friesland.
- Negotiate with influencers, preferably offering free stays and free activities, rather than a pay.

-Post on Instagram, Facebook, LinkedIn, TikTok, etc.		
Parties Involved -Marketing team. -Influencers		
Necessary Organizational Changes -Appoint one of the entrepreneurs to oversee marketing efforts. -Personal interaction with influencers.		
Budget Indication		
	Video/Reel	Post
Nano Influencer (10,000 followers)	23-229 Euros	50-160 Euros
Micro and mid-tier influencer (10,000-200,000 followers):	229-1145 Euros	160-572 Euros
Macro influencer (200,000-1 million followers):	22888 Euros	572-915 Euros
Mega influencer (Over 1 million followers):	22888+ Euros	915+ Euros
Table 10 - Graph depicting average influencer prices Instagram (Otachi, 2024) (Please note USD are converted to Euros and are rounded to the 0.50 Euros.)		
Nano Influencers	18.50-137.50 Euros	
Micro Influencer	27.50-366-50 Euros	
Mid-tier Influencer	73.50-1511 Euros	
Macro Influencer	137.50-3204.50 Euros	
Mega Influencer	1099+ Euros	
Table 11 - Graph depicting average influencer prices TikTok (Otachi, 2024) (Please note USD are converted to Euros and are rounded to the 0.50 Euros.)		
The costs for working with influencers can vary depending on their reach and engagement. Many influencers are willing to accept accommodations, meals, or experiences in exchange for creating content rather than requiring direct payment. This approach may allow VNOF to negotiate partnerships that align with their budget and the value they provide.		
KPI's 10% engagement rate rise for posts and videos made by affiliated influencers.		

Awareness Phase- Recommendation Four “Blogs/Vlogs”
Actions to be taken: -Do research on what bloggers/vloggers align with the brand and budgeting of NE Friesland. -Make offer to blogger/vlogger, preferably free stay and free activities, rather than a pay. -Post of collaboration Instagram, Facebook, LinkedIn, TikTok, etc.
Parties Involved -Marketing team. -Bloggers/Vloggers
Necessary Organizational Changes

- Appoint one of the entrepreneurs to oversee marketing efforts.
- Hold close contact to bloggers/vloggers.
- Market collaboration on website.

Budget Indication

Moz developed the Domain Authority (DA) score, which assesses a website's potential to rank highly on search engine result pages (SERPs). The DA score ranges from 1 to 100, with higher scores reflecting a stronger ability to achieve higher rankings. This score is calculated by integrating various factors, such as the number of linking root domains and the overall quantity of backlinks. While the DA score is not a precise measure of a website's SEO performance, it serves as a comparative tool for evaluating and benchmarking the relative strength of websites.

Domain Authority	Price av.
1-10	96 Euros
11-20	137.50 Euros
21-30	228 Euros
31-40	311.50 Euros
41-50	374.50 Euros
51-60	212.50 Euros

Table 12 - Table 6- Depicts prices for blog influencers in comparison to DE, (How much do bloggers charge for sponsored posts, social media, and advertising packages? 2023), (Prices converted from USD to Euro,, rounded up to the nearest 0,50 Euros)

VNOF must allocate its budget for featuring or being featured in blogs based on its financial priorities. If the budget is limited, it is advisable to begin with bloggers who have a lower domain authority. It is also crucial to identify bloggers whose content aligns with the company's goals and negotiate terms that may include financial compensation or alternative arrangements, such as offering services in exchange for promotion, as explained above.

KPI's

Within the first three months, increase referral traffic to the official tourism website by 10% by using links from blogs and vlogs.

Consideration Phase- Recommendation Five "Testimonials"

Actions to be taken:

- Attempt to gather previous compliments.
- Send post-visit Emails to gather new compliments.
- Thank users for reviews.

-Display compliments as testimonials on website, either on the front page, or create a separate page for them in the menu.
Parties Involved -Previous Visitors. -Marketing team.
Necessary Organizational Changes -Appoint one of the entrepreneurs to oversee marketing efforts. -Personal interactions with clients. -Creating routine.
Budget Indication Free of charge, as entrepreneurs will take over this job.
KPI's Within the first three months, gather at least 20 new testimonies using social media, email questionnaires, and review websites.

Consideration Phase- Recommendation Six “Sample Itineraries”
Actions to be taken: -Create different itineraries based on the survey results. Examples of these are cultural, relaxation, etc. Furthermore, create categories based on age. -Put itineraries on the website, make them interactive and easy to personalize. -Also post them on social media, to make sure people find them easily.
Parties Involved -Marketing team.
Necessary Organizational Changes -Appoint one of the entrepreneurs to oversee marketing efforts. -Create new menu on webpage.
Budget Indication Free of charge, as entrepreneurs will take over this job.
KPI's An average of 3 minutes spent on pages with itineraries, as this duration suggests a high level of visitor engagement and interest.

Consideration Phase- Recommendation Seven “Sustainability Initiatives”
Actions to be taken: -Gather all of NE Friesland’s initiatives for sustainability. -Create a webpage for the initiatives only, to set them into the foreground. -Also post them on social media, to make sure people find them easily.
Parties Involved -Marketing team. -Stakeholders.
Necessary Organizational Changes -Appoint one of the entrepreneurs to oversee marketing efforts. -Make personal contact with stakeholders, to find out their sustainability actions. -Redesigned webpage.

Budget Indication

Free of charge, as entrepreneurs will take over this job.

KPI's

Gather 5 reviews or testimonials that expressly highlight good experiences with Northeast Friesland's environmentally friendly operations.

Conversion Phase- Recommendation Eight
“Ease of Payment”
Actions to be taken:

-Add links to third-party payment systems to website, such as Booking.com.

Parties Involved

-Website developers.

Necessary Organizational Changes

-Redesign webpage.

Budget Indication

Free of charge, as the hotels and other accommodations are already present on third-party sites.

KPI's

Gather at least 5 positive feedbacks from clients within three months of the new booking procedure's launch.

Conversion Phase- Recommendation Nine
“Trust Badges”
Actions to be taken:

-Do research on which trust badges work best with the website, as well as being in the financial context of the company.

Parties Involved

-Website developers.
-Company's entrepreneurs.

Necessary Organizational Changes

-Redesign webpage.

Budget Indication

Trust Badges:

Type	Price
GlobalSign Trust Badge	263,50 Euros- 1 Year
PayPal, Mastercard, Etc.	Free

Table 13 - Site Badges Pricing, prices converted from USD to Euro, rounded to the next 0,50 Euros

KPI's

A 5% increase in sales within three months following the implementation of trust seals.

Conversion Phase- Recommendation Ten
“Follow-Up Emails”
Actions to be taken:

-Discuss with stakeholders if a standardized follow-up Email can be implemented after booking, to make guests feel more appreciated and secure.

-Add name of client on emails, to make the mail seem more personalized. -Show thankfulness.
Parties Involved -Stakeholders. -Entrepreneurs.
Necessary Organizational Changes -Closer contact with customers. -Standard procedure added.
Budget Indication Free of charge, as entrepreneurs and stakeholders will take care of this.
KPI's 40–50% open rate for follow-up or thank-you emails within first month of deployment.

Loyalty Phase- Recommendation Eleven “Special Deals”
Actions to be taken: -Discuss with stakeholders what deals, coupons or price reductions could be made possible, to still be a beneficial deal for them. -Post trip, to win customers loyalty, an Email with special deals, either from accommodation or activities should be sent, in order for them to be more attracted to make a return.
Parties Involved -Stakeholders -Company's entrepreneurs
Necessary Organizational Changes -Discussions with stakeholders. -Negotiations with stakeholders.
Budget Indication Needs to be discussed with stakeholders.
KPI's Gather feedback from 50% of participating stakeholders, measuring how content they are, regarding offers and impact on their finances and promotions.

Loyalty Phase- Recommendation Twelve “Personalized Invites to Events”
Actions to be taken: -Create a sample email to send amongst past clients, keeping them updated about upcoming festivals/events throughout NE Friesland. -Make sure to mention their names, so the email remains personalized.
Parties Involved -Company's entrepreneurs
Necessary Organizational Changes -Creating sample emails -More personal interaction with clients
Budget Indication Free of charge, as the entrepreneurs would take control of this.
KPI's

20% click-through rate.

Loyalty Phase- Recommendation Thirteen “Feedback”
--

Actions to be taken:

- | |
|---|
| <ul style="list-style-type: none">-Post-trip, send a survey asking for feedback.-Make sure it is anonymous, so guests don't feel pressured to only write compliments.-Also add option to send feedback on main website.-Add a thank-you message after successfully filling out the feedback. |
|---|

Parties Involved

- | |
|--|
| <ul style="list-style-type: none">-Company's entrepreneurs.-Webpage designer. |
|--|

Necessary Organizational Changes

- | |
|---|
| <ul style="list-style-type: none">-Creating sample emails with feedback form.-More personal interaction with clients.-Website designer must add feedback function on website. |
|---|

Budget Indication

Free of charge, as the entrepreneurs would take control of this.
--

KPI's

20% feedback-submission rate for all website visitors who interact with booking or information pages.

Loyalty Phase- Recommendation Fourteen “Thank-You Emails”
--

Actions to be taken:

- | |
|---|
| <ul style="list-style-type: none">-Post-trip, send an email, thanking the customer for visiting NE Friesland. |
|---|

Parties Involved

- | |
|---|
| <ul style="list-style-type: none">-Company's entrepreneurs. |
|---|

Necessary Organizational Changes

- | |
|---|
| <ul style="list-style-type: none">-Creating sample emails with thank-you message.-Add name to keep email personalized. |
|---|

Budget Indication

Free of charge, as the entrepreneurs would take control of this.
--

KPI's

20% open rate.

Advocacy Phase- Recommendation Sixteen “Limited Social Media Platforms”
--

Actions to be taken:

- | |
|---|
| <ul style="list-style-type: none">-Create a TikTok account.-Post more on Instagram, interact and engage with comments and posts more.-Post interactive stories-Keep Facebook updated, to keep in touch with the older customers.-Decide if YouTube should be kept or deleted. If kept, post more. |
|---|

Parties Involved

- | |
|---|
| <ul style="list-style-type: none">-Company's entrepreneurs. |
|---|

-Marketing team.
Necessary Organizational Changes -Appoint someone as marketing team. -Engagement with customers.
Budget Indication Free of charge, as the entrepreneurs would take control of this.
KPI's 100 new followers on TikTok, 50 new followers on existing platforms in 3 months.

Advocacy Phase- Recommendation Seventeen “Exclusive Pricing”
Actions to be taken: -Discuss with other stakeholders what exclusive pricing is financially viable, to benefit the buyer but still the stakeholders. -Reward clients if they advocate for the destination by sending them exclusive deals.
Parties Involved -Company’s entrepreneurs. -Marketing team. -Stakeholders.
Necessary Organizational Changes -Appoint someone as marketing team. -Engagement with customers. -Negotiation with stakeholders.
Budget Indication Prices will need to be discussed with stakeholders.
KPI's Obtain involvement in providing exclusive discounts from a minimum of 20% of stakeholders at the starting phase.

Advocacy Phase- Recommendation Eighteen “Loyalty program”
Actions to be taken: -Customers earn points for specific actions, such as making a purchase, engaging in activities, advocating, etc. -Discussions with stakeholders will need to be held, what the points can be swapped for and what is financially viable for all parties involved.
Parties Involved -Company’s entrepreneurs. -Marketing team. -Stakeholders.
Necessary Organizational Changes -Appoint someone as marketing team. -Engagement with customers. -Negotiation with stakeholders.
Budget Indication Prices will need to be discussed with stakeholders.

KPI's

20% sign-up rate with previous visitors, within the first 5 months of the loyalty program's launch.

Timeline

Phase	Timeline
Awareness	3-4 months
Consideration	1-2 months
Conversion	1 month
Loyalty	3 months
Advocacy	1-2 months

Table 14 - Timeline

Northeast Friesland's current promotional efforts are significantly lacking; although the awareness phase is regarded as "dynamic" and frequently produces initial results in a matter of weeks, a longer duration of three to four months is advised in order to make significant progress (Chaffey & Smith, page 133, 2017). Studies suggest that the ideal time frame for consideration campaign advertisements is between six and eight weeks as it allows enough exposure without overwhelming clients (Hollingsworth, 2024). "Quick wins" like special promotions can yield immediate results during the conversion phase, indicating that one month is sufficient for this period (Kotler & Keller, 2016, pp. 163-175). On the other hand, loyalty is a crucial stage that calls for months of effort to reach full potential, needing three months (McKinsey, n.d).

According to McKinsey & Company, brand loyalty and ongoing engagement can have an impact on advocacy; however, a precise timing is frequently determined by how successfully a company engages with its target audience throughout the loyalty phase. Accelerating advocacy could require focused work for up to two month (McKinsey,n.d).

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Basic Project Plan

Week	Skills	Budget
1 17.06.2024	Finish business analysis	0
2 24.6.2024	Send consultancy ageement and receive feedback and improve	0
3 1.07.2024	Send survey to personas	0
4 08.07.2024	Finish theoretical framework	0
5 15.07.2024	Finish marketing advice	0
6 22.07.2024	Improve thesis and round up results	0
7 29.07.2024	Round up thesis	0
8 05.08.2024	Wait for results and feedback	0
11.26.08.2024	Send final draft and receive feedback	0
12 02.09.2024	Improve results	0

Appendix 1-

The region of Northeast Friesland boasts a multitude of strengths that position it as a premier destination for tourists. It offers a diverse range of attractions, including restaurants, hotels, and a variety of activities that cater to different interests. The area is rich in local charm and scenic beauty, which are further enhanced by a team of dedicated entrepreneurs committed to the continuous improvement of the region. The presence of a modern and visually appealing website, complemented by active social media accounts on Instagram, Facebook, LinkedIn, and YouTube, ensures robust digital engagement and outreach. Community support plays a crucial role in bolstering tourism initiatives, while the province's established reputation for its bike and walking paths and natural landscapes adds to its allure. UNESCO heritage sites provide cultural and historical depth, attracting a diverse range of tourists seeking authentic experiences. Additionally, the multilingual capabilities of the workforce ensure a welcoming environment for international visitors. The comprehensive offerings that cater to children, young adults, and adults further enhance the region's appeal as a family-friendly destination.

Appendix 2-

Northeast Friesland faces several challenges that may hinder its potential as a prominent tourist destination. One significant issue is its seasonal dependency, with the cool season lasting for approximately 3.8 months, from November 22 to March 17, during which average daily high temperatures remain below 8°C (Weatherspark, n.d.). The coldest month, January, experiences temperatures ranging from an average low of 1°C to a high of 5°C (Weatherspark, n.d.). Additionally, the region is not traditionally considered a tourist hotspot, as highlighted in the report "Land waar je landt; eropuit in de regio Noordoost-Fryslân" by Netwerk Noordoost, which outlines a shared vision for tourism and recreation in Northeast Friesland for 2020-2030. The area's offerings are predominantly centred around nature and active pursuits, with limited fame and popularity. Moreover, there are no year-round attractions to draw continuous visitor engagement. Accessibility is another concern, with no direct transport routes to Northeast Friesland, requiring considerable travel time (NS trains, n.d.). The region is also not fully accessible for disabled individuals. Social media engagement on platforms like Instagram remains low, as observed on the eropuitinfriesland account. Marketing efforts are constrained by budget limitations (Henk Rigter, n.d.), and overall promotion is insufficient, contributing to low tourism numbers and limited recognition.

Appendix 3-

Northeast Friesland is well positioned to capitalize on several promising opportunities that can significantly boost its tourism sector. The potential for tourism growth is substantial, with increasing interest in culinary tourism providing a unique angle to attract food enthusiasts. Promoting local products aligns with the rising trend of eco-conscious tourism, appealing to visitors who prioritize sustainability and authentic local experiences. Marketing efforts can also be tailored to engage teenagers and young adults, tapping into a demographic that is highly active on social media and keen on discovering new destinations. The region's designation as a Cultural Capital and its recognition by Lonely Planet offer invaluable publicity that can be leveraged to enhance its appeal. Additionally, the UNESCO World Heritage status of certain sites in Northeast Friesland adds a layer of prestige and cultural significance that can draw international tourists. The growing popularity of water and nature tourism, exemplified by the trend of tiny houses, could position Northeast Friesland as an attractive destination for those

seeking immersive natural experiences. Expanding presence on social media platforms will further enable targeted marketing campaigns, fostering greater engagement and awareness among potential visitors (*Land waar je landt; eropuit in de regio Noordoost-Fryslân* 2019).

Appendix 4-

Economic fluctuations, political unrest, competitive travel pricing, and technological advancements present significant challenges to the tourism industry in NE Friesland. The rise in the cost of living, highlighted by a PwC survey, has led 69% of consumers to reduce non-essential spending, including vacations, due to inflation and economic uncertainty (PwC, 2023). Political instability throughout Europe further deters travel by creating safety concerns that make destinations less attractive (UNWTO, 2016). Additionally, the affordability of international travel, driven by cheap flights, encourages Dutch residents to opt for foreign destinations over local ones, although specific data on current pricing trends was not retrieved (OECD, 2020). Established tourist cities like Amsterdam and Utrecht attract significant attention, making it challenging for smaller regions to gain recognition. The tourism sector must also navigate fast-changing trends and competition from various destinations, compounded by rapid technological advancements that reshape the industry landscape. Lastly, accessibility issues remain a critical barrier, as many destinations lack adequate facilities and services for disabled travellers, impacting the inclusivity and appeal of the region. Addressing these challenges through strategic planning and targeted marketing can help NE Friesland enhance its tourism potential (*Land waar je landt; eropuit in de regio Noordoost-Fryslân* 2019).

Appendix 5-

Northeast Friesland, a region known for its rich cultural heritage and picturesque landscapes, attracts tourists with its unique blend of historical sites, culinary experiences, and natural beauty. This region in the northern Netherlands is celebrated for its authentic rural charm, making it an ideal destination for travellers seeking a peaceful retreat immersed in local traditions and scenic countryside (Eropuit in Friesland, n.d.).

Historical landmarks such as the iconic Martini Church in Dokkum and Sint-Maartenskerk in Kollum offer visitors glimpses into centuries-old architecture and religious heritage (Eropuit in Friesland, n.d.). The region also boasts a wealth of cultural sites and activities, from traditional festivals like Skûtsjesilen (Traditional Frisian Boat Sailing) to visiting over 30 museums that showcase local art, history, and maritime traditions (Eropuit in Friesland, n.d.).

In the digital era, social media platforms play a pivotal role in shaping travel decisions. Studies indicate that a significant number of travellers are influenced by social media when choosing their destinations (Samuel, 2023). Northeast Friesland leverages this trend by promoting its scenic landscapes, cycling trails (acclaimed as the best in the Netherlands), and unique cultural experiences through vibrant online campaigns. These efforts not only enhance the region's visibility but also attract travellers seeking authentic and off-the-beaten-path destinations.

The natural allure of Northeast Friesland is exemplified by its expansive nature reserves, including Nationaal Park Lauwersmeer and De Alde Feanen National Park, which offer opportunities for hiking, birdwatching, and exploring diverse ecosystems. Nationaal Park Lauwersmeer, located on the border of Friesland and Groningen provinces, spans over 60 square kilometres and is renowned for its birdlife and serene landscapes (Nationaal Park Lauwersmeer,

n.d.). Visitors can enjoy cycling routes around the lake or take guided tours to learn about the park's biodiversity and conservation efforts.

The UNESCO World Heritage-listed Wadden Sea, which includes the Noardlike Fryske Wâlden area in Northeast Friesland, is the largest tidal flats system in the world. It stretches over 500 kilometres along the coasts of the Netherlands, Germany, and Denmark, encompassing a diverse range of habitats crucial for migratory birds and marine life (Wadden Sea World Heritage, n.d.). In Northeast Friesland, visitors can experience guided mudflat hiking tours, boat trips to explore the islands, and birdwatching expeditions that highlight the region's ecological significance.

For those seeking culinary delights, Northeast Friesland delights with its array of local produce markets, farm-to-table dining experiences, and traditional Frisian cuisine. From cosy cafes serving freshly baked goods to farm campsite restaurants offering organic fare, the region caters to food enthusiasts eager to savour authentic flavours amidst scenic rural settings (Eropuit in Friesland, n.d.).

In addition to its natural and cultural attractions, Northeast Friesland offers vibrant markets, events, and unique shopping experiences. Weekly markets in towns like Dokkum and Kollum showcase local crafts, fresh produce, and traditional goods, providing visitors with opportunities to immerse themselves in the region's community life (Eropuit in Friesland, n.d.). Many towns also host special events throughout the year, from cultural festivals celebrating music and arts to food fairs highlighting regional cuisine and specialties (Eropuit in Friesland, n.d.).

Moreover, shopping enthusiasts can enjoy Sunday shopping in various towns and occasional late-night shopping events, where shops extend their opening hours to accommodate visitors and locals alike (Eropuit in Friesland, n.d.). This allows travellers to leisurely explore local boutiques, artisanal shops, and specialty stores while experiencing the relaxed pace and hospitality of Northeast Friesland's towns and villages.

Appendix 6-

Northeast Friesland offers a range of essential amenities to enhance the visitor experience and ensure comfort throughout their stay. According to Strikers Uganda (n.d.), amenities include transport, WIFI, water, tourist information centres, roads, and sidewalks. The region boasts a network of visitor centres and tourist information points strategically located in key destinations, providing maps, brochures, and personalized assistance to help visitors plan their itineraries and explore local attractions (Eropuit in Friesland, n.d.).

Public transportation in Northeast Friesland is efficiently managed by Arriva, a reliable and safe provider offering comprehensive bus and train services throughout the region (Arriva, n.d.). Arriva ensures convenient connections between major towns and tourist attractions, making it easy for visitors to explore the scenic landscapes and cultural sites of Friesland. Their well-maintained fleet and punctual schedules enhance the overall travel experience, providing tourists with a hassle-free means to navigate Northeast Friesland and beyond.

The Netherlands is renowned for its excellent drinking water quality, meeting stringent European standards (Government of the Netherlands, n.d.). This ensures that visitors in Northeast Friesland have access to safe and clean drinking water throughout their stay, contributing to a pleasant and worry-free experience.

In Dokkum, a prominent town in Northeast Friesland, free WIFI is available in the city centre, enhancing connectivity for tourists and locals alike (Facebook - Noordoost Friesland,

n.d.). This amenity allows visitors to stay connected, access online maps, and share their experiences in real-time.

Roads and sidewalks in the Netherlands are well-maintained, facilitating easy navigation and accessibility for pedestrians and vehicles alike (Government of the Netherlands, n.d.). In Northeast Friesland, visitors can expect well-paved roads and well-marked sidewalks, ensuring safe and convenient travel between attractions, accommodations, and dining establishments.

Appendix 7-

Accessibility refers to the extent to which a destination, facility, or service can be easily accessed and utilized by individuals with diverse abilities, including those with mobility impairments or disabilities. In tourism, accessibility includes various aspects such as wheelchair-accessible accommodations, barrier-free environments, accessible transportation options, and inclusive tourist attractions and amenities. Ensuring robust accessibility infrastructure is essential as it promotes inclusivity, enhances the travel experience for all visitors, and supports economic growth by catering to a wider range of tourists.

Appendix 8-

In Northeast Friesland, efforts are underway to enhance accessibility across tourism sectors. Wheelchair-friendly accommodations are increasingly available, offering accessible rooms equipped with necessary features such as widened doorways, grab bars, and accessible bathrooms. For instance, facilities like Camping De 4 Elementen in Stroobos provide wheelchair-friendly camping pitches and accessible toilets within their heated facilities (Eropuit in Friesland, n.d.).

Public transport in Friesland, particularly through services like Arriva, is recognized for its reliability and safety, making it a preferred choice for travellers seeking accessible transportation options throughout the region (Arriva, n.d.). This network ensures that visitors, including those with mobility challenges, can navigate Northeast Friesland conveniently and independently.

Moreover, the region boasts a network of visitor centres, that serve as hubs for tourist information and assistance, catering to the diverse needs of visitors. These centres provide resources and support to ensure that travellers, including those with disabilities, have access to up-to-date information and assistance during their stay (Eropuit in Friesland, n.d.).

Northeast Friesland is also committed to enhancing shopping amenities and experiences for all visitors. The Netherlands is renowned for its well-maintained roads and sidewalks, ensuring safe and accessible pedestrian pathways throughout the region, further facilitating mobility for all travellers (Government of the Netherlands, n.d.).

Appendix 9-

Northeast Friesland offers a diverse range of activities catering to cultural exploration, outdoor adventures, water sports, and family entertainment. Activities encompass everything from visiting museums and exploring cultural sites to enjoying outdoor pursuits such as cycling through scenic routes and exploring nature reserves like the Alde Feanen National Park (Eropuit in Friesland, n.d.).

Northeast Friesland offers a diverse range of activities catering to cultural exploration, outdoor adventures, water sports, and family entertainment. Cultural enthusiasts can explore

Museum It Fiskershúske in Moddergat, which showcases historic fishermen's houses, providing insights into the region's rich maritime heritage (Eropuit in Friesland, n.d.).

Outdoor enthusiasts can enjoy Friesland's extensive network of cycling routes, known for their scenic beauty and suitability for cyclists of all abilities (Doortrappen.frl - Friesland Beweegt, n.d.). The region's proximity to the Wadden Sea presents opportunities for boat trips, cruises, and sailing adventures, complemented by serene nature reserves like the Alde Feanen National Park, ideal for hiking and birdwatching.

Families visiting Northeast Friesland can engage in a variety of activities such as visiting indoor playgrounds, exploring petting zoos, and participating in themed festivals that highlight local culture and traditions. Regular markets and cultural events offer opportunities to sample regional delicacies, crafts, and entertainment, adding a lively atmosphere to the visitor experience.

Appendix 10- Inventory

Activities and Events

Water Activities	Cultural and Historical Sites	Outdoor Activities	Family-Friendly Activities	Local Experiences	Teen and Young Adult Activities	Festivals and Events
Skûtsjesilen (Traditional Frisian Boat Sailing)	Over 24 Historical Churches including: Martinuskerk, Dokkum, Michael's Church, Anjum, Sint-Maartenskerk, Kollum	Cycling Tours (Friesland acclaimed as the best biking area in the Netherlands)	Water Playgrounds	Weekly Markets	SUP Boarding	Open Days for monuments
Boat trips (Guided tours and excursions)	Around 30 museums such as: The Clog Museum, Fiskerhuske Museum, The Observatory	Walking Tours (Rated as the top walking province by Stichting Wandelnet)	Indoor Playgrounds	Sundays Open for Shopping	Star Watching Platforms	Open Days for Churches

Cruises	Buddhist Temple	Nature Reserves (2 of 21 of Dutch National Parks are in NE Friesland, Nationaal Park Lauwersmeer and De Alde Feanen)	Petting Zoo	Evening Shopping every few weeks (Shops opened longer)	Group Raft Building	Wadden Dag
Praamsailing (Sailing on flat-bottom boats)		Mudflat Hiking At UNESCO World Heritage Wadden Sea or De Noardlike Fryske Wâlden	Sanjes Safari		Canoe Trails	Hobbyfairs
Night Cruises		Fierljeppolder (Pole Vaulting over Water)	Beach and Playground d		Scooter Expeditions	Jaarmarkt
Charters		Indoor and Outdoor Swimming Pools			Escape Rooms	Seedykstermerk
SUP Boarding		Swimming Beaches			VR Experiences	Twirre Streekmarkt
Canoe Trail		Star Watching Platforms			Boat Sailing	Brocante Markt
Raft Building		Rafting through Water Labyrinth			Fishing	
					Safari	

					Aventoe Climbing Experienc e	
					Indoor Activities at Aventour (Glow-in- the-dark Golfing, Bowling, 7D Cinema)	

Restaurants, Pubs, Catering:

Pubs	Catering and Food Trucks	Drinks	Regional Produce	Dinner	Brasseries	Cafés
Lunchroom Adema	Jan Cooks 4 You	Wadden pavilion De Former Noorman	Simmerfruit nursery and picking garden	Grutte Pier Brewery	Brasserie Om de dobben	Farm campsite Old Huysra State
Interior cafe by Pilat&Pilat	Hotel Eetcafé 't Dûke Lûk	Grand Café WALD	Sparkberry	Van der Valk Hotel Hardegarijp	B&B and dining gallery De Zandloper	City brewery and museum Bonifatius754
Kafee It weapon fân Fryslân		City brewery and museum Bonifatius754	't Ailand Lauwersoog	Princenhof, Hotel & Restaurant	The Ferbining	Hotel Café Restaurant de Posthoorn
Eetcafé De Kalkman		Regional shop Op 'e Stâl	Our Green Cow		Brasserie De Waegh, Landal Esonstad	Café "de Sluys" Cafeteria/canoe rental
't Red Deer		Grutte Pier Brewery	The Low North	Kafee It weapon fân Fryslân	Field view Metslawier	The Taperij Burgum
Art café de Dream		Just at 'e Dyk BBQ & Grill	Greengrocer Leistra	Wadden pavilion De Former Noorman	Lunchroom 't Luifeltje	Dockum Brewery

The Babbler		Dockum Brewery	Farm shop Wâldpleats	KB Food & Drinks	Lunchroom De Koffiepot	Field view Metslawier
Hotel Eetcafé 't Dûke Lûk			City brewery and museum Bonifatius754	Restaurant De Pleats	Stania State	Kafee It weapon fân Fryslân
Just at 'e Dyk BBQ & Grill			Grutte Pier Brewery	Grand Café WALD	Pavilion de Leyen	Hotel Eetcafé 't Dûke Lûk
Gasterij Manjefiek			Aldemolkfabryk	Just at 'e Dyk BBQ & Grill		
			The Branch Gardens	Italian restaurant Porto Casa		
			Organic fruit company Lauwershof	City café Artisante		
			Oan 'e Dyk	Hotel Eetcafé 't Dûke Lûk		
			Regional shop Op 'e Stâl			
			Summer shed			
			Picking and tea garden Vreedebest			
			Butchery Menno Hoekstra			
			Bonaventura			
			Klaaske de Groot sheep farm			
			Kloosterman natural food			
			Oer de Wiel			
			Organic arable farm Timpelsteed			
			Potato trader De Jong			
			Flower paradise			
			Cheese shop Damwoude			

			It Griene Libben			
			Mill 'De Zwaluw'			
			Wad'n Wolletje			
			Hotel de ABBIJ Dokkum& Restaurant Proef			
			Cheese farm De Marlannen			
			Teetún De Hollen			
			Vineyard De Frysling			
			De Vries Goat Farm			
			Tea garden Kleine-Lijn			
			Frisian Angus			
			Picking garden de Beiketún			
			At De Pastorie Boutique Hotel			
			The Jersey Molery			
			Coach House & Organic Farm de Hoop			
			Ice cream parlor and pastry shop W'iis			
			Anno 1832			

(Regiomarketing Toerisme noordoost friesland, n.d.)

Appendix 11-

1. Visual: This picture collection from Northeast Friesland emphasizes the region's landscapes and points of interest.
Details: To highlight the dynamic and captivating quality of the information, the photographs will be shown rapidly and in time with the background music of choice. Every picture change occurs in time with the music, which should keep viewers interested and provide a seamless flow.
2. Visual: A film of individuals enjoying various activities in Northeast Friesland is played.
Details: With motions and transitions timed to the music, the video aims to be visually

appealing. It will feature a variety of age-appropriate activities, increasing its appeal to a wide audience.

3. Visual: The screen displays a mosaic made up of several tiny pictures or movies.
Details: As the camera moves away from these pictures, the "VNOF" emblem finally forms. By using this strategy, brand identification is strengthened by visually connecting the information to the brand.
4. Visual: The company's logo, or a picture of it, shows up on the screen.
Details: The logo appears at the end of the video and stays visible until the music stops. This image highlights brand identification and makes sure the audience is aware of where the material originated. The video's duration is optimized to fit various social media platforms' time constraint.

Appendix 12- Survey

1. Travel Preferences and Needs

- How often do you travel within the Netherlands?
 - Frequently (more than 5 times a year)
 - Occasionally (2-5 times a year)
 - Rarely (once a year or less)
- What factors influence your decision to travel to a new destination within the Netherlands? (Select all that apply)
 - Cost
 - Distance/Travel Time
 - Activities/Attractions
 - Recommendations from others
 - Availability of accommodation
 - Other (please specify)
- What mode of transportation do you typically use for travel within the Netherlands? (Select all that apply)
 - Car
 - Train
 - Bus
 - Bicycle
 - Other (please specify)

2. Interest in Activities

- What types of activities are you most interested in when traveling? (Select all that apply)
 - Outdoor Activities (hiking, cycling, etc.)
 - Cultural Experiences (museums, historical sites, etc.)
 - Food and Drink (restaurants, local cuisine, etc.)
 - Relaxation (spas, nature retreats, etc.)
 - Adventure Sports (water sports, climbing, etc.)
 - Other (please specify)

3. Awareness and Knowledge

- Have you ever heard of Northeast Friesland?

- Yes
- No

- If yes, how did you first learn about Northeast Friesland? (Select all that apply)

- Friends/Family
- Social Media
- Travel Blogs/Websites
- News Articles
- Other (please specify)

4. Perception and Promotion

- How familiar are you with the attractions and activities available in Northeast Friesland?

- Very familiar
- Somewhat familiar
- Not familiar at all

- What would make you more likely to consider visiting Northeast Friesland? (Select all that apply)

- Better promotion/advertising
- More information on activities and attractions
- Discounts or special offers
- Personal recommendations
- Better transportation options
- Other (please specify)

- In your opinion, what are the best ways to promote a lesser-known destination within the Netherlands? (Select all that apply)

- Social Media Campaigns
- Travel Blogs/Vlogs
- TV/Radio Advertisements
- Collaborations with Travel Influencers
- Tourism Fairs/Events
- Other (please specify)

5. Social Media Usage

- What social media do you use the most? (Select all that apply)

- TikTok
- YouTube
- Instagram
- Facebook
- Pinterest
- Other (please specify)

6. Demographic Information

- What is your age?

- What is your place of residence? (Open-ended response)

7. Previous Visits

- Have you ever visited Northeast Friesland before?
 - Yes
 - No

8. Experience Feedback

- If you have visited Northeast Friesland before, how would you rate your overall experience?
 - Excellent
 - Good
 - Average
 - Poor
 - Very Poor
- What aspects did you enjoy the most about Northeast Friesland? (Open-ended response)
- What aspects do you think could be improved? (Open-ended response)

9. Accommodation Preferences

- What type of accommodation do you prefer when traveling? (Select all that apply)
 - Hotels
 - Bed & Breakfasts
 - Vacation Rentals (e.g., Airbnb)
 - Hostels
 - Camping
 - Other (please specify)

10. Event Interests

- Are you interested in attending local events or festivals when traveling?
 - Yes
 - No
- If yes, what types of events are you interested in? (Select all that apply)
 - Music Festivals
 - Food Festivals
 - Cultural Events
 - Sports Events
 - Other (please specify)

11. Information Sources

- Where do you usually find information when planning a trip? (Select all that apply)
 - Travel websites

- Social media
- Friends/Family
- Travel agencies
- Guidebooks
- Other (please specify)

12. Preferred Marketing Materials

- What types of marketing materials are most likely to catch your attention when considering a new travel destination? (Select all that apply)
 - Promotional Videos
 - Social Media Posts
 - Blog Articles
 - Email Newsletters
 - Online Advertisements
 - Print Advertisements (magazines, newspapers)
 - TV Commercials
 - Radio Advertisements
 - Brochures/Pamphlets
 - Other (please specify)

13. Decision Factors for Friesland

- What factors influence your decision to book a trip to Friesland? (Select all that apply)
 - Availability of activities/attractions
 - Positive reviews/recommendations
 - Travel deals/discounts
 - Ease of transportation
 - Previous positive experiences
 - Other (please specify)

14. Post-Visit Engagement

- What post-visit engagement strategies would foster loyalty and encourage advocacy among visitors to Friesland? (Select all that apply)
 - Follow-up emails with special offers
 - Invitations to exclusive events or promotions
 - Social media engagement (sharing visitor stories, photos, etc.)
 - Loyalty programs or rewards
 - Surveys to gather feedback and suggestions
 - Other (please specify)

Appendix 13- Feedback

After a 12-minute presentation, positive feedback was obtained. I was told that the team was impressed by the amount of research done, but that they would need to read the full report to give further feedback.

