



JÖNKÖPING UNIVERSITY

International Business School

Usage of live streaming apps for destination promotion

An empirical study of the behaviour of destination marketing organizations and their adoption of live streaming apps as a new marketing channel.

MASTER thesis

THESIS WITHIN: informatics

NUMBER OF CREDITS: 30

PROGRAMME OF STUDY: IT management and Innovation

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JÖNKÖPING August 2017

Acknowledgements:

My gratitude and appreciation to the Swedish Institute for granting me this great opportunity of attending the IT management and Innovation programme at Jönköping University, in Sweden, and the exchange semester in Bocconi University, Italy. The institute's support is priceless and forever appreciated.

My gratitude and appreciation to our programme director Christina Killer and my supervisor Andrea Resmini for their continues support and guidance not only throughout this research journey but also since the beginning of this programme in August 2014, thank you for making my master studies unforgettable.

I would like to thank all the interviewees for their time, efforts and for their very important input which helped this research to be carried out smoothly. In addition, I want to thank Jönköping Destination for their time and interest to discuss this topic with me.

My friends, family and my Swedish contact family who have been always there providing me with love and support during this journey, I'll be always grateful and happy to be surrounded by such wonderful and caring people like them.

I would like to thank the members who were present in the seminars during last semester and for their valuable input. Jönköping University for creating the best atmosphere for the international students and their efforts for making them feel at home away from home. Jönköping International Business School for their continuing efforts to improve the quality of education and providing me with support during my exchange semester abroad, I'll be forever grateful.

Keywords:

User generated content (UGC), social media, live streaming, Destination Marketing Organizations (DMOs), tourism.

Abstract:

The purpose of this thesis is to explore how Destination Marketing Organizations (DMOs) are using the live streaming apps to promote their destinations, and what are their attitudes towards this new social medium. In order to accomplish this aim, the Technology Acceptance Model (TAM) for social media by Rauniar, R et al. (2014) has been applied, and a qualitative research design has been followed. The data were collected through primary resources such as interviews and observations, and secondary resources through websites, blogs and online articles.

Five DMOs from 3 different countries have been investigated based on Rauniar, R et al. (2014) TAM model for social media which proposes 8 aspects to examine the user attitudes towards using social media. Based on the analysis and the observations, these five DMOs are following different methods in using live streaming in five aspects which are: content, organization, planning, production team and filming style. DMOs are using live streaming because of the immediate communication it provides with followers which make them authentic to the audience. These DMOs are also searching for ways to stand out of the crowd and make them ahead in their market. The DMOs also showed attention to follow latest technologies such as new social medium which make them “technophiles” and eager for using new technologies.

DMOs have expressed that using live streaming give them better engagement and involvement with viewers and helps them building a specific kind of community that concerns and follows what the DMOs do live. Although the live streaming app has been perceived as a streamlined technology by DMOs, there is a learning curve each had to go through when starting using the app, and that is how the experience developed.

The perceived usefulness of the app depends on DMOs various experiences, the live streaming app has made DMOs provide exclusive content to their followers or a sort of back stage filmings which make them seem unique to their audience as an organization, and via live streaming they can diversify the content which made it an effective tool to attract visitors. Besides, the interactivity and sharebility tools and features provided by the live streaming app is the main capability that benefited DMOs, therefore DMOs have gained spread through twitter and get recognition among other media channels. Nevertheless, despite the app playfulness features and simplicity, DMOs have expressed their cautiousness while using the live streaming app, which is expected behavior when using new technology and moreover, when its main function is live broadcasting.

The limitations of this study are that it focused only on DMOs that are using the live streaming app “Periscope”, and while the app was newly launched in March 2015, the video archive feature has been introduced in May 2016. So two of the five destinations in this study did not have any archived live streams but questions about their live streaming activity were covered during the interviews.

DMOs are already using social media to reach more and more audience and livesreatinging is only a new method to reach the same goals. The contribution of this research is that it provides an additional content to literature in e-tourism and social media. Besides, it introduces the user behavior of this new technology by DMOs to researches in this area.

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List of Abbreviations:

ASCAP: American Society of Composers, Authors, and Publishers.

BMI: Broadcast Music, Inc.

CGC: consumer generated content.

DMAI: Destination Marketing Association International.

DMCA : Digital Millennium Copyright Act.

DMOs: Destination Marketing Organizations.

e-WOM: electronic word of mouth.

GWI: global web index.

ICT: Information and Communication Technology.

SESAC: Society of European Stage Authors and Composers.

T2WAM: Travel 2.0 Websites Acceptance Model.

Tbps: TeraBytes Per Second

Travel 2.0:a model of Web 2.0 on tourism industries which provide virtual travel communities, Wikipedia.

UCC: User created content.

UGC: User generated content.

UNWTO: United Nations World Tourism Organization.

Web 2.0: World Wide Web websites that emphasize UCG, Wikipedia.

WOM: word of mouth.

Thesis Disposition

Chapter 1 presents an introduction about the research, its aim followed by the purpose, and research questions, then delimitations of the research are explained, followed by definitions of the key terms and paper disposition.

Chapter 2 exhibits the theoretical framework, which presents a thorough view of tele-tourism technologies and the use of social media in travel and tourism field and present the topics that have been found in the research regarding social media in tourism.

Chapter 3 deals with the methodology, which has been used to conduct this research. This chapter discusses the research philosophy, design and approach, followed by discussion of the methods of data collection and analysis and finally a quality evaluation of the research followed by the research ethics.

Chapter 4 presents the results and data analysis against the theory.

Chapter 5 concludes the research findings, and summarizes the answers to the two proposed research questions.

Chapter 6 discusses the findings, the research method, and the used model. It also presents suggestions for future work.

1. Introduction

The internet has become one of the most important marketing communication channels for private as well as public tourism organizations (Wang & Fesenmaier, 2006). Due to the plentiful possibilities that the internet offers for sharing and finding information, the development of Information & Communication Technology (ICT) and social media has brought significant changes in the behavioral models of tourists as well as in the way users search, assess, produce, purchase and consume information, services and products for various industries. For instance, in the global competitive tourism industry, Internet has become an essential tool for finding information for large number of tourists when planning their holidays. In order to meet customer requirements, tourism companies should be aware of the different options the Internet offers and the factors, which determine its use (Muñoz-Leiva, Hernández-Méndez & Sánchez-Fernández, 2012). There is continuing efforts towards efficient use and development of new technology tools, in order to approach travelers in the most effective way possible, asking for an informal cooperation (Bizirgianni & Dionysopoulou, 2013). A popular viewpoint among analysts of Web 2.0 support that the increased possibility of interaction between the users and the Internet allows a new era of participation and transparency (Qualman, 2009).

This thesis discusses the role of social media in general and live streaming apps in particular in e-tourism. The rapid changes that social media brought to destination marketing has significantly influenced e-tourism. The thesis aims to discuss this change from the point of view of DMOs use of live streaming apps for marketing and their corresponding set of behaviors and attitudes upon using them. This chapter is organized as follows: a background is presented in section 1. Problem definition and purpose of the research are defined in section 2 and 3 respectively. Section 4 presents the research delimitation. Finally, section 5 presents the conclusions drawn from the chapter.

1.1 Background

Kiráľová and Pavlíčka (2015) point out that for many destinations, tourism is one of the important sources of revenue, but due to changes in the technology and the use of media and also the budget cuts, these destinations should change their communication strategies and how they promote themselves in the global market. Implementation of new technologies and new media are crucial for survival. New media provide destinations with a less expensive approach for marketing and offer several opportunities to involve and attract potential visitors. Kiráľová and Pavlíčka (2015) also state that visitors expect a personal approach, intelligent, creative, interactive, communication and messages including empathy and emotions. They want to participate in the creation of tourism products and want to buy based on relationships. Social media can help destinations to remain competitive if they present interesting content, use creativity and support and motivate interactive communication.

The development of mobile technologies and new media increases the possibility of sharing real-time experiences and encourages synchronic communication types (Bødker & Browning, 2012; Litvin et al., 2008; Qualman, 2009; Shih, 2009). Tourists can create and share their experiences online over different time horizons (Berger & Schwartz, 2011).

Sharing experiences enrich the tourism experience of those intending to travel to those destinations. Tung and Ritchie (2011) defined tourism experience as “*an individual’s subjective evaluation and undergoing (i.e., affective, cognitive, and behavioral) of events related to his/her tourist activities that begins before (i.e., planning and preparation), during (i.e., at the destination), and after the trip (i.e., recollection)*”. Technology serves as the mediator of the experience, and it is now going mobile. In the Web 2.0 environment, images, videos, stories and avatars create opportunity for people to share and strengthen the travel experience, pre, during, and post trip (Lange-Faria & Elliot, 2012).

Social media sites offer new tools that contribute to a larger complexity of sociotechnical systems. These platforms can be placed on a continuum. At one extreme are sites that promote self-biographical expressions and focus on the making of virtual identities and personal profiles e.g. Facebook or LinkedIn, and on the opposite pole are those that enhance a communitarian effort and a dilution of individuality in the “commons” focusing on a product or the content of the site e.g. Wikipedia (Munar, 2010). A growing trend is the use of mobile devices, from smart phones to Tablet PCs. With advance in technology, portable devices make blogging, photo sharing, and social networking easier for the traveler. An estimated 40% of smart phone users obtain destination related information with these devices (IPK International, 2010; Travel Trade Magazine, 2011).

The emergence of new business models, social media and empowered consumers worldwide have remarkably changed the global marketplace, fostering new challenges in destination branding. As a result, DMOs need to re-assess existing structures and marketing strategies in order to adapt to the new market trends. With more than one billion tourists travelling to an international destination every year, tourism has become a leading economic sector, contributing 10% of global GDP and 6% of the world’s total exports (UNWTO). According to the UNWTO, tourism has become one of the fastest growing economic sectors in the world and one of the major players in the international commerce. “*This growth goes hand in hand with an increasing diversification and competition among destinations*” (UNWTO). DMOs are thriving to attract more and more visitors every year, and with the increasing development in ICT, DMOs began to adopt such technologies to serve their purposes, yet few of them are achieving remarkable advances through using social media and building large fan bases.

The increasing popularities of the new social medium, live streaming apps, has opened new opportunities to business and tourism organizations to promote themselves and their products and engage in immediate contact with customers, the Twitter’s famous app, Periscope has hit 1 million users in six months after its launch in March 2015. “*Users can now share their experience anytime, anywhere, and unlike with traditional social media, they do not have to capture*

the offline world and recreate it online. They simply record it live and communicate at the same time, which has laid the foundation for the success of online messaging apps with multimedia support.” (Yan, 2015).

1.2 Problem Definition

Although live streaming apps have been there for a while now, they have just become the new trend for social media; they went viral after the launch of Twitter's live streaming app Periscope on March 26th of 2015. Researchers have just become attracted to the significance of investigating user behaviour in such new social mediums and the possible ways for technical and content improvements.

DMOs are exploiting social media in different ways but due to the novelty of these live streaming apps only countable DMOs have adopted these new technologies and their usage behaviour haven't been explored yet in the e-tourism literature. Understanding why these DMOs are using live streaming apps and their attitude towards will provide rooms for future development in these apps and for new apps that can meet the future needs of these organizations and help them meet their goals in promoting their destination in particular and encouraging e-tourism in general.

1.3 Purpose and research questions

This exploratory research aims to explore how DMOs are using live streaming apps as a new marketing medium to promote their destinations, and to discover their behavior and attitudes towards using the livestreaming apps.

Understanding usage behaviour and user attitude is essential in developing future understanding and deployment of these new technologies, one approach to study drivers of social media usage behaviour is the TAM for social media by Rauniar, R et al. (2014).

Buhalis and Law (2008) exhibited the ubiquity and status quo of information technology in tourism marketing and management. Moreover, their work demonstrated that e-tourism research was still in its infancy and a number of issues haven't been addressed in the literature. This research also aims to add to the literature of e-tourism content about the new social media technology "mobile livestreaming apps".

This research attempts to answer the following two questions:

Q1: How DMOs use live streaming apps to promote their destinations?

Q2: What are the behaviors and attitudes of DMOs towards using these apps?

1.4 Delimitations

The novelty of the livestreaming apps and the research in this field made it challenging to find literature that studies livestreaming and DMOs in particular. Walker and Austin (2014)

state that *"The recent emergence of live streaming makes it both a challenging and fruitful object of study. There is a limited pool of information available to support theoretical inquiry: partly because so little quantitative data has been collected by academic researchers thus far, and partly because the major live streaming services restrict access to internal figures"*.

The field of travel and tourism industry is a wide field but this research focuses mainly on DMOs, but literature on travel and tourism have been taken into account as well to discuss the industry usage of social media. This research has focused only on the DMOs which used Twitter's livestreaming app "Periscope" and the interview guide has been designed accordingly.

1.5 Key Terms

live-streaming service

Such as periscope, it enables people to stream and watch videos from around the world at any time (Shontell, 2015).

Social media

Kaplan and Haenlein (2010) define social media as *"a group of Internet-based applications that build on the ideological and technological foundations of Web 2.0 and that allow the creation and exchange of User Generated Content"*.

Another definition by Brake and Safko (2009) who has provided a further explanation of what user generated content could be in web 2.0 platforms, so the authors defined social media as the activities, practices, and behaviors among communities of people who gather online to share information, knowledge, and opinions using conversational media. Conversational media are web-based applications that make it possible to create and easily transmit content in the form of words, pictures, videos, and audios.

User generated content (UGC)

UGC is defined as *"any form of content such as blogs, wikis, discussion forums, posts, chats, tweets, podcasts, digital images, videos, audios files, advertisements and other forms of media that was created by users of an online system or service, often made available via social media websites"* Chua et al. (2014) via Wikipedia.

Lange-Faria & Elliot (2012) defined UGC as the means by which people use social media; the way they share ideas and collaborate.

It is also referred to in researches as user created content (UCC) or consumer generated content (CGC).

Destination marketing organizations (DMOs)

According to Destination Marketing Association International (DMAI): “DMOs *come in many different forms, but all are the principal organization of a given political division or subdivision that is organized to promote its respective destination to attract visitors and/or to solicit and service conventions. It is defined and authorized by its appropriate incorporated government entity as the representative organization exercising those functions.*

These organizations charged with representing a specific destination and helping the long-term development of communities through a travel and tourism strategy.

For visitors, DMOs are like a key to the city. As an unbiased resource, they can serve as a broker or an official point of contact for convention, business and leisure travelers. They assist planners with meeting preparation and encourage business travelers and visitors alike to visit local historic, cultural and recreational sites.”

2. Theoretical Framework

In tourism, consumers' behavior has always been influenced by developments in ICT (Buhalis, 1998; Poon, 1993). For example, lately and driven by various purposes, several technological inventions have attempted to better facilitate travel and tourism for people. The rapid development of ICT coupled with the emergence of telepresence technologies, has made it easier for people to explore places they cannot physically reach. Moreover, the emergence of social apps, such as live streaming mobile applications, has enabled users to view content, collect information about intended destination location, socialize, and exchange information with a community sharing the same interest about their planned destination.

This Chapter includes a description of telepresence technologies and tele-tourism applications provided in order to show the efforts that have been made before, towards facilitating travel without travelling, as presented in section 1. Section 2, presents an overview of the studies which had been conducted so far in regards to the new social media mobile live streaming apps. Research topics of social media in travel and tourism field covering UGC, travel planning process and decisions, trustworthiness in travel 2.0 are presented in Section 2 and 3. The use of social media by DMOs and travel business, and the e-word of mouth are presented at the end of Section 2.

2.1 Telepresence technologies applications in travel and tourism

2.1.1 Telepresence technologies

Draper et al. (1998) referred to telepresence as the perception of presence with physically remote or simulated site. One of the main practices of telepresence nowadays is in tourism, it helps people with mobility restrictions to be somewhere else and discover new places. For instance, one of the prominent users of these technologies is a white American disabled person called Henry Evans who suffered from stroke that completely paralyzed him and deaf-mute. In a TED talk, he explained how robotics technologies enabled him to feel free again. He explained five types of telepresence technologies that he learned to use after his stroke and enabled him to do tourism and visit international museums, they are:

- Museum robots or beams "remote presence device".
- Polly, which is a small robot that sets in the shoulder of the tourist while the users at home can control the robot and see around by themselves.
- Drones.
- Underwater ROV.
- Space: controlling a NASA robot on the web.

2.1.2 Tele-tourism

Other mobile videoconferencing applications have been also used to serve the tele-tourism purpose. Tele-tourist, a system uses video calls to allow people with mobility restrictions to experience visiting other places by the eyes of the sharers, is suggested by de Greefet al. (2016). This system has added more features to video calls in order to personalize the user experience, such as scrapbooking, which enables the tele-tourist to capture an image from the traveler experience. It also allows background replacement that enables the tele-tourist to reflect on the surrounding environment. Unlike the tele-tourist, which allow strangers to connect. Another mobile videoconferencing system for tourism- called the Nomad and the Couch Potato- allows specific group of people to connect. Kim et al. (2014) have suggested such a mobile videoconferencing system for sharing travel experience and activities outside for use among family and friends or people who already know each other. “The Nomad” selects a tourist attraction spot or visit a place while the “couch potato” or the tele-tourist joins from home. Contextual information have been added to this system to make the tele-tourist more involved in the distant environment. For example, the system provides a map of directions, a live video and periodic images for more details. These features aim to give the “couch potato” or the tele-tourist higher level of engagements with the remote environment, by utilizing contextual information through a second smart phone mounted on the nomad’s shoulder and a map of the nomad’s location.

Another application that refers to the growing need of “tele-tourism” platforms is the *Virtual Photo Walks*. Greefet al. (2016) have studied this application, which has been founded by a communication professional called John Butterill in 2012. The application works as follows: by connecting via google hangouts, the tie photographer connect with number of people so that they are able to see what the photographer see. The group then engage in a live conversation while the people take photos allowing them to have access to places they can’t go to. This works by simply attaching a smart phone to the cameras and share experiences with people with disabilities and those who are interested.

Mirk, D., & Hlavacs, H. (2015) have suggested a livestreaming method by using cheap drones. They referred to this approach as “*Live virtual Tourism*”. The system uses premade 3D computer models and is able to provide a real time virtual tourism by using a flying drone in the tourist attraction spot that sends a live video presented in virtual reality visor to a remote user. The user is also able to control the drone orientation by head movements.

2.1 Video live streaming technology

On the 27th of February 2015, Ben Rubin - an entrepreneur based in San Francisco-announced the launch of Meerkat, a live steaming video application, which allows users to upload video footage from smartphones to social media, Edelman, M. (2016). Few weeks after, precisely on March 26, 2015, twitter released its recently acquired livestreaming app, “Periscope”, on the Apple mobile store, Rugg, A., & Burroughs, B (2015). Both applications have been received with big success but Periscope took over the market stage. According to Ward-Bailey, Jeff (2015) in his article about livestreaming apps: Periscope rises to challenge as he relates the current widespread of livestreaming apps to the fact that some smartphones and data networks were not ready enough to allow users to send mobile video broadcasts to

the cloud. Yan, R. (2015) has studied the driving forces behind the success of emergent video applications such as snapchat, Periscope and Meerkat and attributed their success to the authentic and reliable user experience they offer. In those applications, users don't need to recreate offline moments to share it online and the applications are quite simple to use achieving the "record live and communicate" in one simple press of a button.

Many recent research studies and articles have discussed the UGC, user behavior, viewing behavior, system features of these new mobile video social networks platforms, while many of online newspapers have pointed to the usage of the livestreaming apps and how consumer deploy them. The following section present some examples where the user deployment of the app takes place.

2.2.1 UGC and Viewing Behaviour

Juhlinet al. (2015) have conducted a qualitative content analysis to four livestreaming services. The analysis has investigated the topics presented in those livestreaming apps, camera work and coordination in order to investigate the possibilities and barriers of this new social medium and to provide recommendations for better design of the future livestreaming services. The authors examined four popular sites: bambuser.com, qik.com, flixwafon.com and kyte.com. It was concluded that despite the fast growth in the number of users in these platforms, the application area were still immature and users struggle to find interesting topics to broadcast and also face difficulties in managing the cameras in order to make the broadcast more appealing. A total of 254 video streams were studied and Figure

1 shows the topic categories and the number of occurrences for each.

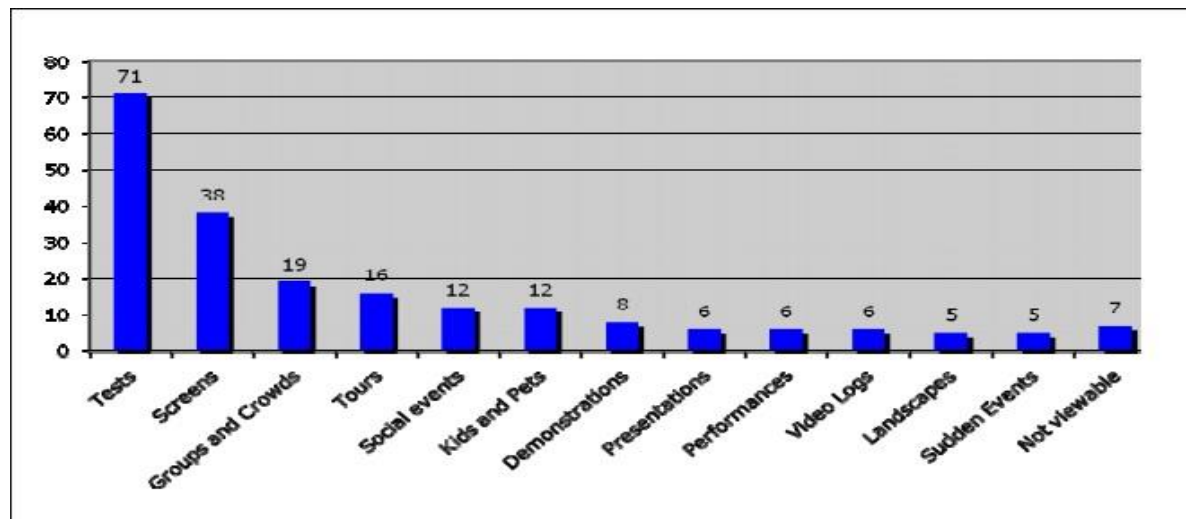


Figure 1 Topic categorization analysis of Four livestreaming services: bambuser.com, qik.com, flixwafon.com and kyte.com Jublinet al. (2015)

Stohret al. (2015) have provided analysis for one of the popular livestreaming platforms: called YouNow. Usage patterns of 85994 users were collected and analyzed. Results showed that only 10% of YouNow broadcasters attract 80% of the view requests. YouNow sessions were found to be much shorter than other video sharing platforms (e.g. Twitch.TV a

livestreaming game application and YouTube). While Twitch.TV sessions last for hours, 93% of the livestreaming sessions in YouNow last less than 100 minutes. Pires and Simon (2015) studied two user generated live video streaming systems, Twitch.TV and YouTube live data and highlighted that a significant traffic is generated by both systems with frequent peaks at more than 1 Tbps of bandwidth. A difference in the uploader behavior between Twitch.TV and YouTube were also shown. Tang et al. (2016) have studied Meerkat and Periscope and examined the streaming and viewing practices of the user (user experience) of the early adopters' frequent streamers of these platforms beside the characteristics of 767 live streams. Some of the crowdsourced responses indicated that more than 60% of streams were indoor. The interviewees' responses have varied according to the platform in use. A common response for the motivation for users broadcasting live streams was personal branding and achieving high popularity. Moreover, dozens of blogs and technology websites have written about using Periscope in building personal branding through "how to" and "top #" articles. For example, some of interviewees mentioned that they don't view other streams, while others who view other streams pointed out to the importance of the live stream title in attracting it to be viewed. All such studies have pointed to that the how the community work shapes the culture of using those applications e.g. "social management of inappropriate material" and have recommended a content discovering feature, as interviewees found it difficult to discover topics of interest. Siekkinen (2016) analyzed the usage pattern of 220K broadcasts from Periscope and examined the quality of experience that Periscope delivers.

Li, Z. et al. (2015) studied the viewing behavior and user activity pattern of over 4 million logs collected from the livestreaming system PPTV that is a mobile livestreaming service that run on IOS platforms and Android operating systems. The variations of the time the users access the livestreaming service from mobile or non-mobile terminal were considered with detailed focus on user activity, viewing duration and viewing abandonment rate. High abandonment rate of 3G mobile views because of poor wireless connection performance has been highlighted.

2.2.2 System features

Kluschet al. (2014) examined the system features of MyMedia the mobile livestreaming app, and provided experimental evaluation regarding their performance and energy consumption. Wilk et al. (2015) stated that streamers in mobile broadcasting platforms are suffering from limited duration of streams, and solutions such as gamification features are to be considered in order to increase the streaming durations and influence users' behaviors positively.

2.2.3 Privacy, piracy and legal issues

Edelman (2016) discussed the potential impact of these livestreaming apps such as Meerkat and Periscope on the industry of commercial sports, and analyzed whether the commercial sports enterprises have legal power and intellectual property law to prevent the livestreaming of the events. Ainslie (2015) has also examined the effects of online piracy of livestreaming sports and the burdens sports leagues and organizations face to protect their

rights to live sports broadcasts from piracy. In Mexico city, public official using Periscope against people who violating law, De Conca (2016) analyzed the legal aspects of this issue in relation to the Mexican legislation and provided suggestions on the fundamental right of individuals while allowing public authorities to benefit from such new technologies.

By using legal research methodology, Stewart and Littau (2016) examined the court decision and the work, which has been done by legal scholars, on using legal research methodology to understand the law of privacy surrounding Mobile Streaming Video Technology (MSVT). They also discussed the right of journalists and citizens to record video in public in the United States, where taking photos in public is legally protected.

So it became obvious that the weak point of these apps is piracy as stated by Koh, Yoree. Flint, Joe (5 May 2015) highlighted that the livestreaming platforms may be alerted by copyrights-infringement issue. A spokeswoman from Periscope mentioned that they received 66 take down requests from copyrights holder, and they were able to shut down 30 broadcasts within minutes. While Meerkat CEO Ben Rubin said, he received less than 100 requests from copyrights holders to take down content and his employees removed them. On the other hand, Google, with its longtime experience with user generated video content, has developed a "Content ID system" that detects copyrighted content on YouTube and removes it. The google new livestreaming service "YouTube Now" now requires Google's approval before event broadcasting. Moreover, the well-established livestreaming platform Ustream, founded in 2007, has developed tools that allow it to delete pirated content within 10 seconds.

However, within a few months of its launch, the perils and promise of Periscope were on full display as users found novel and sometimes illegal ways of using it. Rugg and Burroughs (2015) studied the rise of streaming culture and discussed the app vulnerability for piracy, for instance in sports, and other types of live video content such as mobile journalism and crisis reporting. The authors suggested that the Periscope could act as a broader, escalating tension between traditional media industries, informal digital media practices and mobile technologies.

Peoples, Glenn (2015) researched the legal issues of livestreaming issues. Firstly, public performance rights the services need to acquire licenses from ASCAP (American Society of Composers, Authors, and Publishers), BMI (Broadcast Music, Inc.) and SESAC (Society of European Stage Authors and Composers) to allow users to legally stream live music performances. Secondly, DMCA (Digital Millennium Copyright Act) safe harbor, if the livestreaming companies responded promptly to the right of the owners to take down requests, this could protect them from infringing performances and streams. Moreover, Meerkat mentioned that they received less than 100 take down requests and the contents were removed, while Periscope received 66 out of which 30 were removed. Finally, the privacy of people could be captured without their consent or knowledge.

2.2.4 Library

LeSure, Michele (2015) is a library activist who talked about his experience with using Periscope to discuss the library issues. He also gave a detailed explanation of other livestreaming apps such as Meerkat and YouNow from his perspective.

2.2.5 Journalism

Malone, Michael (29 June 2015) conventional TV and media is copying the new trend of using livestream apps from the newsroom or by the reporters in their investigation. Livestreaming apps help engage better with the audience and offer the direct connection with the viewers and newsrooms are increasingly adopting these technologies. For example, investigation reporters from KNTV San Jose are using Periscope while working on their stories. A morning Anchor from KGUN Tucson uses Periscope between and during segments to give viewers a glimpse of the Anchor team. While newsrooms allow employees to use Periscope freely to engage with users, traditional TV broadcasting involves filtering and content protection from failures.

Hence some local TV agencies want to preserve their Periscoped content via adopting usage guidelines for example Meridith, an American Media and marketing company, owning guidelines for producing Periscoped content on its stations. There seem to be a tension/tradeoff in selecting between traditional broadcasting methods and new tech livestreaming apps to best connect with the new generation of consumers and add value to their business. Fichet et al. (2015) conducted an empirical analysis to examine the use of the livestreaming app "Periscope" in order to explore the emerging implications of its use during crisis events. For example, the "Amtrak derailment in Philadelphia, Baltimore protests after Freddie Grey's death, and Hurricane Joaquin flooding in South Carolina" were studied and concluded that livestreaming could become an important source for gathering information because multiple witnesses broadcast the same event increasing the amount of evidence that maybe more credible than image or a textual message.

2.2.6 Education

Cisco Network engineers use social media as asynchronous channel for teaching through the Open University Cisco @OUCisco. They adapted Periscope because it provides an immediate synchronous following and post broadcast viewing up to 24 hours. Smith, A. (2015) mentioned that by marketing the live stream using the pre-existing @OUCisco social media community, the initial sessions reached 900-1200 viewers and each session attracted over 100-140 viewers during the 24 hours after, with 90% of the viewers watching live. Some users engaged through the chat and the remaining observed. Some of them also tweeted, retweeted or liked the sessions. A weekly Periscope is being broadcasted within the existing weekly social media communication of the @OUCisco since October 2015.

2.2.7 Crime

A 23-year-old woman has to pay more than \$1000 fine for live crime she has committed in Florida after broadcasting herself driving while drunk. She has named her scope on Periscope "Driving home drunk. Entertainment please!!!" According to Russia Today news, police officers found this out from the viewers, downloaded the app, located her and were able to arrest her. The police have performed sober tests on the woman and before the arrest; eventually she was sentenced to 12 months' probation, ten days in a weekend work release program, 150 hours of community service, and a six-month suspension of her driver's license.

The crime insider staff (2015) reported two armed men in Sacramento, live streamed a hunting broadcast and showed their intent to harm victims and their acquisition to drugs. Police has arrested them in the next few days after identifying their faces. Interestingly, even from a prison cell, a murderer was able to gather around 3000 followers in Periscope. Alfred ng (2016) reported that Devin Williamson was convicted for life in prison for killing; the family of the victim were outraged to find out that the murderer instead of suffering he was collecting donations through GoFundMe and asking followers to send him money to his PayPal account.

Earlier this year, a teenage girl broadcasted on Periscope, her friend being raped (BBCNews). In France, a teenager has been raped and filmed her suicide on Periscope, when she jumped in front of the train, and ending the message by naming her rapist (the local).

16 years old boys breaking into ice cream semi-trailer, they broadcasted it via Periscope and got caught by the police, Le Trinh (2015).

In India, the police commissioner has asked citizens to Periscope crimes while they happen, so the police can get an opportunity to follow up while they are reaching the crime scene as with Periscope the location can be also defined through the app, Walker (2015).

2.3 Social media in travel and tourism fields

The study of social media in the context of destination entities is evolving as researchers seek to better understand travellers' expectations and behaviour in the environment of Web 2.0, Lange-Faria & Elliot (2012). Regarding the travel planning process and experience, some researchers have performed classification in order to better understand and analyze each phase. Engel et al. (1990) suggested that the travel planning process consist of three phases: pre-trip, during-trip, and post-trip. Milano (2010) has emphasized that the pre-experience is all about and built-upon other peoples' stories, when travelers share real-time experiences through mobile applications while post-experience is more about disseminating comments, emotions and evaluations.

Kim (2013) presented a conceptual model that explains the role of social media in the tourist experience which combines the travel planning processes by Engel et al. (1990) and the phases of travel experiences suggested by Milano (2010).

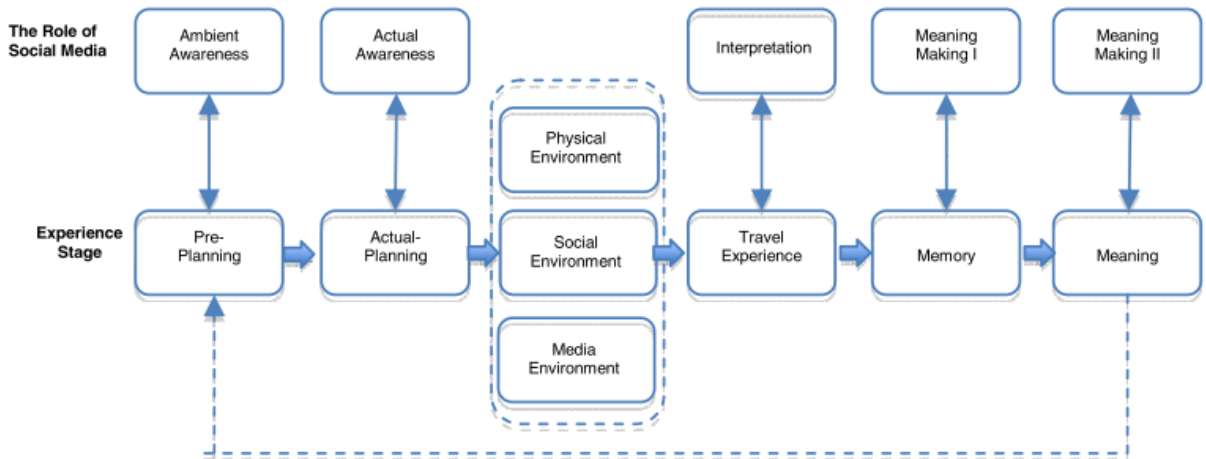


Figure 2 The Role of Social Media in the Touristic Experience J.(J.) Kim, D.R. Fesenmaier, and S.L. Johnson (2013)

2.3.1 UGC for user, travel and tourism organizations and UGC creators

Researchers suggested that tourist choices are more likely to be influenced by UGC sources which are considered trustworthy and more credible than the information provided by the market (Akehurst, 2009; Chung and Buhalis, 2008; Gretzel and Yoo, 2008; Weiss et al., 2008). Akehurst, (2009) investigated the development of virtual communities and UGC content, especially the use of blogs in tourism, and concluded that UGC is a useful source of information for tourism organizations and marketing managers. He pointed to the UGC role in educating tourism consumers and facilitating tourism transactions. Furthermore, the author also notes that the research to date has failed in analyzing and systematically identifying different types of travel bloggers. Bizirgianni and Dionysopoulou (2013) studied the effects of ICT and social media on the field of youth tourism. O'Connor(2008) examines the implications of consumer-generated content for travel businesses, with a focus on hotel reviews on TripAdvisor.com. Del Chiappa (2013) searched the online purchase experiences of 1448 tourists from Italy and investigated their influence by user generated content in their travel final choices. Cheng, M. & Edwards, D. (2015) use a visual analytics approach to examine posts in Chinese social media "Sina Weibo", a microblogging site. Potential tourist interest regions were discovered as well as the life span of travel news and tourists' attitudes towards travel policy changes. Francisco et al. (2012) developed a behavioral model based on the original TAM of Davis et al. (1989). The model is known as Travel 2.0 Websites Acceptance Model (T2WAM) and involves conducting an empirical research to explain tourist behavior and analyzing their intentions in using travel 2.0 websites according to some main determinants. An adaptation of the TAM that incorporates trust is proposed by Davis et al. (1989).

Other researchers went to investigate the users who actually create the content and what that motivates them. Yoo and Gretzel (2011) have found that many American States who produce UGC are mostly motivated by altruistic and hedonic benefits and that there is a significant relationship between tourists' personality types and motivational factors. Munar and Jacobsen (2014) suggested that risk minimization motivates creators to help other tourists in making their decision. Risk minimization is considered particularly crucial to extensive and non-routinized decisions about the acquisition of expensive and complex products (such as certain holiday tours).

2.3.2 Role of social media in travel decisions

Leung et al. (2013) mentioned that travellers have extensively adopted social media to search, organize, share and annotate their travel stories and experiences, through blogs and microblogs, online communities, media sharing sites, social bookmarking sites, social knowledge sharing site, and other tools in a collaborative way. In tourism industry, social media has become an important tool for searching information and for decision-making behaviors (Fotis, Buhalis, & Rossides, 2011). Nowadays, websites containing travelers' comments and feedback are becoming popular. Thus, many researchers have considered the significant role such websites play in the travel planning process (Huang, 2012; Lo, McKercher, Lo, Cheung, & Law, 2011).

Cox et al. (2009) found that social media is used mostly before the trip, while during and after the trip their use was very limited. Nezakati et al. (2015) investigated the role of social media in the pre-trip planning processes as a tool for knowledge sharing. Leung et al. (2013) also pointed out the key role of social media in travel decisions. It has been shown that consumers generally use social media during the research phase of their travel planning process. Lange-Faria & Elliot (2012) provided literature review on the use of social media by DMOs. One of the findings is that there is a growing trend of travelers to use social media to plan their trips, and that social networking sites influence travel decisions.

Parra-López et al. (2011) proposed a theoretical model and conducted a study on a sample of 404 people who are frequent internet users and have traveled on a vacation 12 months prior to the study. The aim is to identify the factors that determine the intentions for using social media when organizing vacation trips. Result revealed that the intentions to use social media are directly influenced by the perceived benefits of that use (functional, psychological, hedonic and social). Huang, Y et al. (2010) explored the underlying motivations and barriers of travel knowledge sharing on social media networks sites among students in the US for obtaining travel information, information dissemination and personal documentation. Leung, D et al. (2013) reviewed and analyzed social media related articles in the tourism and hospitality industry during 2007 to 2011. The study findings demonstrate the strategic importance of social media for tourism competitiveness, and its integration and development in major functions of tourism businesses.

According to Jeng & Fesenmaier (2002), travellers generally collect and review various forms of travel information early in the travel decision-making process in order to minimize the risk of making wrong decision because tourism-related products and services are high-priced, of high-involvement, and well differentiated in nature. While other research studies (Holloway & Robinson, 1995; Mill & Morrison, 2002; Sirakaya & Woodside, 2005) reasoned that travel and taking a holiday is one of the biggest expenditures in the annual budget. Individuals tend to engage in extensive information search when planning to travel, this is because travel products are intangible and cannot be evaluated in advance.

Only few other research studies have focused on the other phases of travel planning process during trip and after. For example, Kim et al. (2013) identified the impact of social media in shaping the traveler experience during the trip. The results confirmed that sharing travel experiences through social media affects the tourist emotions and experiences according to the feedback tourist receives from his/her social network.

Kim et al. (2013) argues that DMOs and tourism-related companies have considered the impact of social media. However, there have been a limited number of studies that have examined how social media shapes one's travel experience. Fotiset al. (2012) studied the role of social media on the travel planning process (before, during and after) and found that social media is used predominantly for sharing experiences after holidays.

Users of social media use the technology to present themselves to others and share their thoughts and emotions. Furthermore, users of social media have become aware of the presence of their audience and their feedback (Miura and Yamashita 2007). Which shows according to Gretzelet al. (2006) that *"tourism experiences are not a singular event, but a continuous creative process"*.

2.3.3 Trustworthiness

The level of trust of the users of the UGC on social media and travel websites have also been examined by a number of researchers. Christou, E. (2015) suggests that trust in social media brand has a high influence on developing brand loyalty and examined the attitudes of tourists in two cities in Greece. Results showed that trust in the social media brand and the company behind it is strongly interconnected. Del Chiappa, G. (2011) investigates the level of trustworthiness that Italian tourists feel towards different types of travel 2.0 applications and their different influence. Burgess et al. (2011) found that greater trust is placed on online travel communities when they are on a specific travel website than when they are on a more generic social networking site because trust is an important driver of travel-related UGC use and creation. Yoo and Gretzel (2010) concluded their study by recommending future research efforts to examine the effect of different underlying dimensions and factors that could enhance the trustworthiness of UGC on social media sites.

2.3.4 Social Media for Operators and DMOs

Traditional operators are facing a new consumer, which can easily access information and easily share his own views, comments and suggestions in an informal and collaborative way, hence, increasing the value and influence power as determinants of choice for other consumers (Miguéns, J. et al., 2008). Dellarocas (2003) suggested that social media provide tourism companies with unprecedented opportunities to understand and respond to consumer preferences. Gulbahar, M. O. & Yildirim, F. (2015) analyzed the role of social media and its effect on marketing and sales in the tourism sector in Turkey. Miguéns, J. et al. (2008) examined the effects of recommendations on the popularity of typical tourism business "hotels in Lisbon", confirming the importance of social media in promoting operators and the destinations. Milano, R et al. (2011) provided quantitative analysis to verify the significant role of online social networks in supporting the efforts of tourism operators to attract visitors, and their impact on the popularity of tourism website. It was stated that the tourism operators have not yet fully understood the new technological world and still many concerns are brought forward.

Kiráľová, A. & Pavlíčka, A. (2015) analyzed activities of number of destinations that do campaigns using social media, and concluded that destinations should use social media to remain competitive and mentioned 11 objectives of using social media campaigns. Those include: 1) increase or create awareness of the destination, 2) reach global publicity, 3) encourage visitors to plan their trips, 4) strengthen the destination image as a favorite destination, 5) target a new specific market, 6) increase the number of visitors, 7) increase the number of facebook fan base, 8) change the position of destination in the mind of visitors, 9) bring back the destination as favorite one for visitors.

Hays et al. (2013) investigated how international destination marketing organizations use social media and concluded that DMOs are in the first stages of understanding how to use social media for destination marketing. Social media allow destinations to contact visitors at a relatively low cost and higher levels of efficiency that can be achieved with more traditional communication tools (Kaplan & Haenlein, 2010). Destinations have used social media as a promotional tool for interactive marketing purposes, but the constant rise of visitors that use social media applications create new challenges for all the industry (Schmallegger & Carson, 2008). However, social media still accounts for less than 1% of an average marketing budget (Divol, Edelman, & Sarrazin, 2012), and research to date suggests that the majority of tourism companies are not engaging consumers in a meaningful way using this platform (Chan & Guillet, 2011).

2.3.4.1 Examples of tourism campaigns on social media

So how are tourism marketers using social media to engage with consumers throughout this new consumer decision journey? At first, the "consider" stage; social media campaigns are increasingly being used to drive traffic to tourism websites (Tussyadiah & Fesenmaier, 2009).

For example, in 2011, VisitBritain launched “Unite the Invite” campaign which aimed to drive traffic to their Facebook page LoveUK. The Campaign targeted audience in Australia, Canada, and United States through Facebook and Twitter pages. Followers were invited to register for a “Unite and Invite” app, then they received photos of other random registrants after he or she uploaded his or her photo. After that, they were asked to upload the photo of the other registrants on their Facebook wall and were encouraged to tell their Facebook friends to share it until they find the match on the platform. The fastest pair who “united their invite” win a trip to the United Kingdom (Hudson & Thal, 2013). According to VisitBritain (Birkner, 2011), Unite and Invite have attracted twelve thousand people, the LoveUK Facebook page gained 25,000 fans during the campaign.

Kiráľová, A. & Pavlíčka, A. (2015) have conducted a research on the development of social media strategies in tourism destinations. The following campaigns were examined: In 2009, the state of Colorado launched the campaign named "snow at first sight" to raise awareness about Colorado as a winter sport destination and started a competition to find three people who have never experienced snow. In 2011, the Canada tourism commission launched a website and application for iPhone or Android smartphones named “Explore Canada like a local”. The aim is to improve the Canadian experience by sharing information on spots of interest, by enabling visitors to plan their journey, and serving as a comprehensive guide during their trip. The idea of this social media trip planner was based on the insight that visitors inherently want to exchange travel information with other visitors. Also in 2011, the Florida State’s official tourism marketing corporation Visit Florida, launched its integrated social media summer marketing campaign named “Sunshine Moments”. The campaign’s focus was on reaching families through geo-targeted digital advertising on Facebook, AOL, Yahoo and several other key social media.

In 2011, Queensland aimed at growing Tourism Queensland's email subscribers, the Facebook fan base and drive competition entries by giving away the ultimate Great Barrier Reef experiences. The campaign “Meet the Reef” personified the great barrier reef in a fun, interesting and new way. Visitors were asked to choose an avatar and create their ultimate reef experience to win a Great Barrier Reef experience worth \$10,000. Over the competition period, the Facebook page received 162,237 new likes; the page reached nearly 50 million users, and 51,086 unique competition entries from 135 countries was received (Reborn, 2012). In 2012, “Your Singapore” interactive campaign, and a top honor winner of best social media campaign R daily awards, focused on attracting Chinese tourists by involving celebrities and online influencers in order to draw visitors to attractions, experiences and tourism hotspots. Visitors were asked to design their travel plans and upload their experiences to yoursingapore.com. An iPhone travel guidebook was created to highlight UGC; the campaign drove 1.1 million Chinese tourists to Singapore by the end of 2012. The campaign reached 12 million online impressions, 437,000-plus online interactions, 180,000-plus social media fans, and 86 articles across leading national, regional and lifestyle media (MSLGROUP & STB, 2013). Finally Etlinger, Owyang & Jones (2012) recommended that the destinations should measure the campaign impact on their revenues.

2.3.5 Electronic Word of Mouth (e-WOM)

Among all available information sources, word of mouth (WOM) has long been recognized as one of the most important external information sources for travel planning because of its high-perceived credibility (Murphy, Moscardo & Benckendorff, 2007). The quote below is used for demonstration:

The power of WOM was not only recognized as far back in time as Aristotle, but has been shown to influence consumer behavior, attitudes, intentions, awareness, expectations and perceptions (Buttle, 1998). Studies have shown WOM to be nine times as effective as advertising in changing consumer perception of a product or service (Buttle, 1998).

Westbrook (1987) defined the e-WOM “*as all informal communications directed at consumers through Internet-based technology related to the usage or characteristics of particular goods and services, or their sellers.*”

Litvinet et al. (2008) noted that the travellers’ travel planning process would be influenced increasingly by e-WOM from social media and also investigated the influence of both positive and negative WOM in tourism products and studied the significant role that WOM has traditionally played as information source in travel and tourism. E-WOM exerts a great influence in stimulating travel, both in the real planning process and even after the travel decision has been made (Gretzel & Yoo, 2008). E-WOM is particularly important for the tourism sector because tourism and hospitality products and services are difficult to evaluate as they are intangible goods (Lewis & Chambers, 2000). Trustworthiness of travel-related UGC on social media is the most researched antecedent in prior studies. Even though UGC or e-WOM on social media is virtually similar to traditional WOM, consumers often perceive e-WOM as less trustworthy than WOM. The reason for this perception results from the difficulty of identifying the message source, since UGC is often created anonymously (Sparks & Browning, 2011; Yoo & Gretzel, 2010). The benefit of social media and their effectiveness to destinations can be seen especially in an increase in brand awareness, brand engagement, WOM, friends/liking, trust and social validation (Pergolino, Rothman, Miller & Miller, 2012; Királ’ová, 2014).

3. Research Methodology

This chapter explains the chosen research philosophy and strategy and the method approach used to conduct the research and details the method for data collection and analysis.

3.1 Research Philosophy

The research philosophy helps construct the methodological choice, research strategy, data collection techniques and tools for analysis and it refers to the system of beliefs and assumptions about the development of knowledge (Saunders, Lewis & Thornhill, 2011). The best philosophical choice depends on these aspects as business and management researchers do not agree on one unique best philosophy (Tsoukas & Knudsen, 2003). According to Saunders et al. (2011), in business and management research, there are five major philosophical positions for research: positivism, critical realism, interpretivism, postmodernism and pragmatism.

This research is following an interpretivist research philosophy, because it is striving to explore and understand the way DMOs adopt the new medium – social mobile video streaming – in order to create further conceptions about the use of social media in travel and tourism sectors. Interpretivism also emphasizes that humans are different from physical phenomena because they create meanings and the purpose of interpretivist research is to create new, richer understandings and interpretations of social worlds and contexts (Saunders et al. 2011). The research design relies of the choice of the research philosophy and vice versa.

3.2 Research Design and Approach

According to Saunders et al. (2011), there are four purposes of research design, they are: exploratory, descriptive, explanatory or evaluative research. According to the current research question and objectives, it has been decided that the research is designed to fulfil an exploratory purpose, because an exploratory study is an appropriate way to discover and gain insights on the research topic and clarify the understanding of phenomenon or problem, where the research question is likely to start with "How" or "What".

There are two researchmethodological approaches: qualitative research method and quantitative research method. Quantitative research is used for data collection techniques (e.g questionnaire) or data analysis (e.g statistics) that generates or uses numerical data, whereas qualitative research methods generates or uses non- numerical form of data in the data collection technique such as interviews and/or observational data and data analysis procedure e.g categorizing data(Saunders, Lewis & Thornhill, 2011). This thesis research is following a qualitative research method, whichis often associated with an interpretive philosophy (Denzin and Lincoln 2011). The reason for this choice can be attributed to the fact that researchers need to make sense of the subjective and socially constructed meanings

expressed by those who take part in research on the phenomenon being studied, (Saunders, Lewis & Thornhill, 2011).

A qualitative research design may also use more than one qualitative data collection technique and corresponding analytical procedure. This is known as a multi-method qualitative study (Saunders et al. 2011). The limitations of previous studies on the motivation for UGC in tourism contexts include the dominance of a single methodological approach (Munar, A. M., & Jacobsen, J. K. S. (2014)). Therefore, this thesis is using multiple data collection methods in order to answer the research questions. This is multi-method research design and demands the usage of either a qualitative or a quantitative research method. In multi-method qualitative study approach, it is more likely that the result can be trusted. As this method includes cross-referencing of data sources, the answer to the research question is more likely to be answered entirely (Tashakkori & Teddlie, 2010). In this thesis, a multi-method qualitative method is used, and findings from the literature review are taken into account in combination with results from semi-structured interviews and observations in order to draw an accurate conclusion after the analysis has been executed.

There are three common theory development approaches on research: deductive, inductive, or abductive. Typical approach in interpretivism is usually an inductive approach. Saunders et al. (2009) stated that if your research starts by collecting data to explore a phenomenon and you generate or build theory (often in the form of a conceptual framework), then you are using an inductive approach. Therefore, this thesis research uses inductive research approach seeking to explore the way DMO interact with customers via livestreaming apps and started by collecting data from secondary and primary resources.

With adopting an inductive approach, all research studies are likely to begin their research with knowledge of relevant literature and the theory it contains. Where a topic is explored and a theoretical explanation is developed as, the data are collected and analysed. When the research makes sense of the collected data from interviews that will help to develop better understanding to the problem and the result of the analysis becomes a formulation of a theory, expressed as a conceptual framework (Saunders et al. 2009).

The inductive approach allows meanings, relationships and pattern identifications to be developed while collecting the data, which eventually leads to theory development. It also allows the use of an existing theory to formulate the research question or to identify concepts that the researcher wish to explore during the research process (Saunders et al. 2009). For these reasons, the theory of TAM for social networks has been adopted to develop the interview questions and concepts which this research wish to explore.

3.3 Research strategy

Yin (2009) has identified three conditions for using a suitable research strategy they are: (a) the type of the research question, (b) the extent of control an examiner has over actual

behavioral events,(c)the degree of focus on contemporary, and each condition is related to the following five major research strategies: excitements, surveys, archival analyses, histories and case studies.

In terms of the type of the research questions, case study research question type is how and why. According to Yin if the study focuses on question the exploratory type of "what" question, any of the previously mentioned five research methods can be used.

Since the focus of this thesis is how DMOs are using livestreaming and what their attitudes, it investigates contemporary events, therefore the case study method is a suitable research strategy to answer the research questions and it satisfies the research purpose.

Yin defines case study as *an empirical inquiry that investigates a contemporary phenomenon in depth and within real world context especially when the boundaries between phenomenon and context may not be clearly evident. A case study inquiry copes with the technically distinctive situation in which there will be many more variables of interest than data points and as one result relies on multiple sources of evidence with data needing to converge in a triangulating fashion and as another result benefits from the prior development of theoretical propositions to guide data collections an analysis.*(Yin, 2009, pp. 18).

According to Yin, when the same study contain more than a single case this approach is called multiple case design. multiple cases studies can be embedded or holistic, embedded design is used when each individual cases study include the collection and analysis of quantitative data, holistic design occurs when the study and analysis of the cases is done in their totality. Therefore, the chosen case study approach for this research is holistic multiple case designs (Yin, 2009). The units of analysis are based on the TAM model; they are the actual use, the intension to use, perceived usefulness, perceived ease of use, perceived playfulness, critical mass, capabilities and trustworthiness.

In order to develop an understanding of the way DMO are using live streaming app, a cross sectional time horizon has been chosen. Therefore, the research is studying a particular phenomenon at a particular time with the aim of studying the adoption of the new social video trends app by DMOs, since the emergence of these apps in 2015 until August 2016.

3.5 Data collection

This multi-method qualitative study applied more than one method of data collection including literature review as secondary data, and observation and interviews as primary data. While quantitative research allows for statistical analysis, qualitative research allows for the collection of 'relatively detailed information about relatively few cases (Veal, 2009, p. 99)

3.5.1 Secondary data:

Secondary data are data which were originally collected for some other purpose, perhaps processed and subsequently stored. According to Saunders et al, (2011) there are three main types of secondary data: document, survey and multiple source. Secondary data include both quantitative (numeric) and qualitative (non-numeric) data and are used principally in both descriptive and explanatory research (Saunders et al, 2011). This exploratory research utilizes qualitative secondary data. The secondary data type of this research is document "text" because it is collected from published articles and online web resources newspapers, tweets and blogs. According to Bulmer et al. (2009) *"once secondary data is obtained, it can be analyzed to provide additional or different knowledge, interpretations or conclusions."*

3.5.1.1 Literature review

In any academic work, reviewing existing literature is necessary in order to establish a solid background for further developing the knowledge in the field. The literature review often relies on secondary research and identifies areas where lots of research exists and where research is needed (Webster & Watson, 2002).

In order to answer the research question, initial secondary data were collected from published research articles and the web: from websites, blogs, magazines articles, through google search and Primo. Regarding these collected secondary data Saunders et al. (2009) state that *"Increasingly researchers are making use of web-based materials generated by online communities as document secondary data. While data stored in the majority of web pages, such as blogs and those set up by social networking sites' user groups, were never intended to be used in this way, they can still provide secondary data for research projects. There are, however, a number of issues related to using such data, including locating it"*.

After the target group were identified via the app” Periscope” and through web articles, further research conducted over google search to find more information about destination marketing organizations using the livestreaming app Periscope.

3.5.2 Primary data:

As the nature of this research is explanatory, its intent is to clarify understanding of the way DMO uses social mobile video to promote their destinations. Observation and interviewing were essential data collection methods to get insights about the issue and provide better understanding in order to answer the research questions.

3.5.2.1 Observation

Target group were selected via searching in the livestreaming app “Periscope”, observation. Given that the research questions and objectives are concerned with what people do on the app, an obvious way in which to discover this is to watch them do it. The observation

involves the systematic viewing, recording, description, analysis and interpretation of people's behavior (Saunders, Lewis & Thornhill, 2009).

The table below illustrates 3 observed and studied DMOs that have been found from our research showcasing the number of hearts which indicates the interaction provided by the viewers, hearts are a method of expression, the symbol "heart" presented in the platform is used to indicate that the viewer liked the content, the table shows as well the number of followers for each organization:

DMO	No of followers	No of Hearts	No of archived broadcasts	location
visitMelbourne	6715	303941	5	Australia
National Mall	3075	233873	24	USA
Visit Philly	2875	31 108	6	USA

Table 1 list of DMO with archived live streams on Periscope

3.5.3 About Periscope

The globalwebindex report (GWI, 2016), has noted the rise of live streaming in year 2016 as one of market trends, according to GWI's Q3 2015 data, about 1.5% of people globally are engaging with Meerkat which is another livestreaming app, and just under 2% are using Periscope. Future consumers will engage more with companies online and on real time. The number of people who access the Internet from phone has increased and have paved the way to such apps to emerge and spread. For instance, in social media, 51% of facebook users are watching video. According to the GWI's report 90% and 91% of Meerkat and Periscope users have accounts on facebook and 75% and 81% have accounts on twitter, respectively.

Periscope is a live-streaming service, which enables people to stream and watch videos from around the world. The idea of the app occurred to one of its two developers and co-founder, Kayvon Beykpour, when he sought information on Twitter about the Taksim Square protests in June 2013, but felt he was missing a real-time visual of the situation (Shontell, 2015).

After its launch, the app announced that 200 million broadcasts have been created and over 110 year of live video are watched every day through the different platforms "IOS and Android". Popularity of Periscope have attracted huge numbers of users including DMOs.

The target group were selected according to their active participation within the app, and their recognition by the media. Reasons for choosing Periscope to conduct this research is attributed to the fact that it is closely connected and integrated with Twitter, which is a feature

not provided by other livestreaming app. Besides this interconnection to twitter might allow access to more material shared on twitter`s pages.

3.5.4 Interviews

According to levels of formality and structure, interviews are categorized to unstructured (in-depth interviews), structured, and semi-structured interviews. This research uses semi-structured interviews. Semi-structured interviews are referred to as qualitative research`s interviews which list some key questions and defined themes to be covered in this kind of interviews and some additional questions have been asked during the interview for more clarifications and insights.

Five different organizations from USA, Canada and Australia have been interviewed in August 2016. These organizations had a quick reponse to the invitations and also responded promptly throughout the planning for the interviews and after for revising their statements in the transcribed interviews.

Interviewees were invited by email, facebook messenger, and telephone calls to participate in semi-structured interview in August 2016 in order to understand their experience with promoting their destinations with livestreaming. Questions and themes of the interviews are available in Appendix A. All the interviews conducted for this thesis are summarized in the following table.

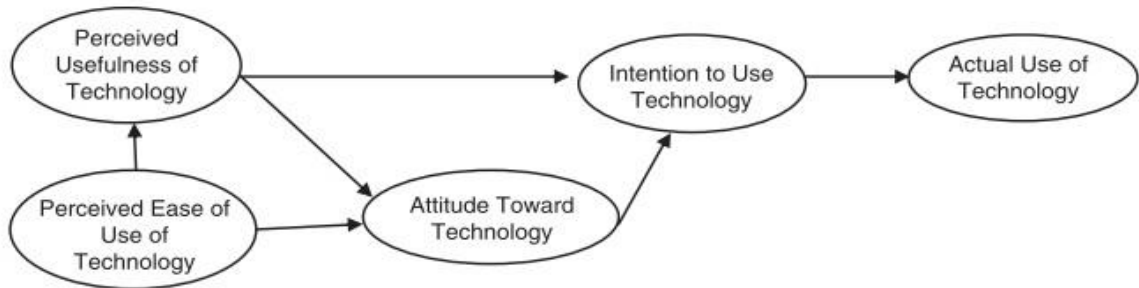
Organization	Type of interview	Position of interviewee	Length (min:sec)	Date
A. VisitNC	Skype (video)	database and social media specialist.	25:51	23 Aug
B. VisitPhilly	Skype (video)	director of social media & social media coordinator and the on-air person.	43:57	24 Aug
C. Destination BC	Skype (video) and email.	Acting Director, Global Marketing Channels and the Content Editor, Touring & Exploring	24:23	26 Aug
D. VisitMelbourne	Email	Manager, Melbourne Marketing	Not applicable	26 Aug
E. National Mall	Skype (video)	media specialist	35:00	30 Aug

Table 2 list of the interviews conducted in August 2016

Interviews questions were build based on the following framework:

3.5.5 TAM framework for social media

The Technology Acceptance Model (TAM) was developed by Davis (1986) in order to explain the usage behavior and attitudes when using a new technology. Rauniar, R., Rawski, G., Yang, J., & Johnson, B. (2014). have built upon previous studies of TAM model and proposed revised TAM model, which add new dimensions of TAM for social media users.



Source: Davis (1986)

Figure 3 Technology Acceptance Model , Davis (1986)

In Davis's TAM model, the actual use of technology (AU) is shaped by the intention to use (IU) which is influenced by two variables the perceived usefulness of technology (PU) and the attitude towards the technologies and both are influenced by the perceived ease of use of the technology. Rauniar, R et al. (2014) have added factors influencing technology acceptance and adoption for social media, and it has been suggested that the Actual Use of technology(AU) is influenced by the following variables:

Perceived ease of use (EU), the user's critical mass (CM), social networking site capability (CP), perceived playfulness (PP), trustworthiness (TW), and perceived usefulness (PU) ,
Intention to use (IU) Actual Use (AU):

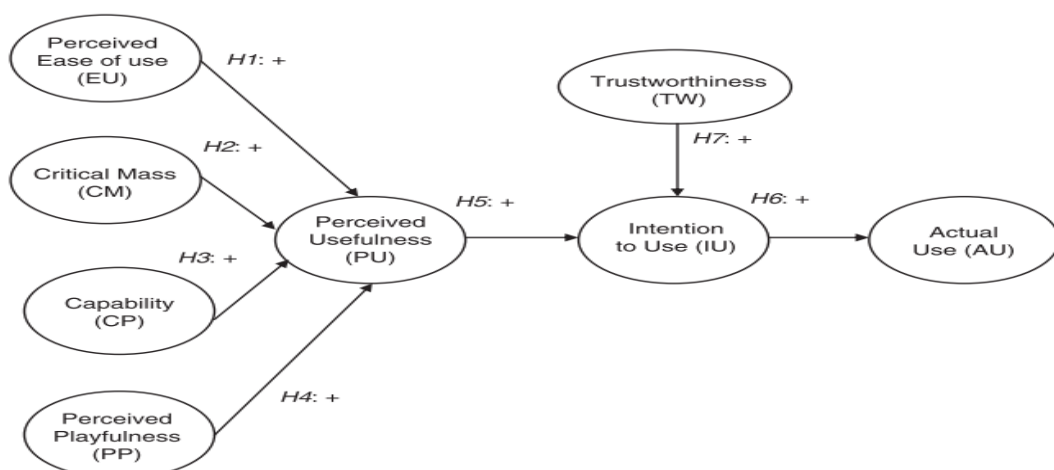


Figure 4 Revised Technology Acceptance Model or Siocial Media, Rauniar, R et al. (2014)

In the modified TAM model for social media by Rauniar, R et al. (2014), it is suggested that the intention to use (IU) the technology is influenced by the trustworthiness, which was defined as *“The extent to which a user is confident of these implicit contracts with the social media site and other users should be important in understanding the activities and behavior of the user including the voluntary exchange of information”*. The authors believe that trustworthiness (TW) of social media site is an important factor to TAM model for social media.

The intention to use (IU) the technology is determined by the user's perceived usefulness (PU) from social media as proposed by Rauniar, R et al. (2014). The perceived Usefulness (PU) is defined as *“the extent to which the social media user believes that using a particular social media site helps to meet the related goal-driven needs of the individual.”*

Rauniar added more related variables to social media, in the following:

Ease of Use EU is *“the degree to which the social media site is free of effort.”*

Critical Mass" CM" *CM of social media users as the extent of the membership of people that matters most in a user's social media network.”* The theory of CM states that once a certain number of users (CM) have been attracted (or achieved), use and usage should spread rapidly throughout the community (Cameron and Webster, 2005).

Social media capabilities (CPs) in terms of the site's features, applications, and social media tools to benefit the user's need for social media activities.

The social media site's CPs coupled with applications serve its users with a greater social presence therefore benefiting its users.

Perceived playfulness (PP) of social media to be *the extent to which the social media-related activities are perceived to be fun and enjoyable apart from any performance consequences that may be anticipated.*

This research examines the motivation and adoption behavior of a number of DMOs in using the new social media form which is livestreamings apps, this study focuses on the Twitter's "Periscope". And uses the revised TAM model as a framework. User engagement is empirically examined with primary data set of five different destination marketing organizations in 3 different countries, using or used Periscope to market their destinations. Qualitative semi-structured interviews were conducted to collect data.

3.5.6 Target Group

As already mentioned above, The target group were selected according to their active participation within the app, and/or their recognition by the media. The target group were selected via searching in the livestreaming app “Periscope”, key words search included: Tourism, Travel, Destination, visit etc. The target group for this research consists of five DMO, the selection criteria were based on the secondary and primary data which were found on the web and from Periscope.

The selected five organizations have either used Periscope for single time after its launch or is using Periscope for continues broadcasting. Both groups being identified as “Active”

because live streams were allowed to be saved only on May 2016, and there are plenty of other DMOs that have accounts on Periscope but they are identified as “inactive” because they neither have saved video nor information in other media that refers to their usage of the app. This research is focusing on the active DMOs which have their live streams saved on the platform or have used Periscope after the launch and usage were documented either on their website or other magazine articles and blogs.

3.6 Data analysis

The qualitatively collected data in this research is analyzed by using an inductive approach, which begins by collecting data and then exploring themes and categories that will provide a structure that helps answering the research question (Saunders et al. 2011). The secondary data and data from observation "primary data" which were collected about each DMO, were organized in table 3.2 to search for patterns and categories and to deduce meanings, analysis were built according to the found results.

Semi-structured and in-depth interviews are used to gather data which are normally analysed qualitatively. Based on the chosen qualitative research approach, two main approaches in analysing qualitative data can be defined; Content Analysis and Grounded Theory (Gray, 2004).

The primary data from interviews which are collected based on TAM framework of social media, are being analyzed qualitatively as well.

Thematic Analysis

According to Saunders et al. (2011) , in an inductive approach the explored themes which derived from the data are related to the research interest.

The interviews were recorded as videos via software and then transcribed, Saunders et al. (2011) stated that when researcher transcribe data him/her self this allows the researcher to develop a familiarity with data which eventually helps the researcher's engagement in the following analytical procedure.

According to Saunders et al. (2011) *“Thematic Analysis involves a researcher coding her or his qualitative data to identify themes or patterns for further analysis, related to his or her research question.”*

This approach has been followed, and the next steps were taken:

- 1- Identifying meaningful units on the transcribed data, the meaningful units were ordered according to the themes of Rauniar, R et al. (2014).
- 2 - identify codes from the meaningful units
- 3 - and then aggregate similar codes into categories, the resulted categories were analysed according to eith themes of Rauniar, R et al. (2014).
- 4 - similer codes in different themes has been aggregated into one category.
- 5 - Finally the conclusion has been drawn from categories.

3.7 Quality Evaluation of research design

(a) construct validity

according to Yin (2014), construct validity involves using multiple sources of evidence, establishing a chain of evidence and having key informants review draft case study report (Yin, 2014).

“The evidence from multiple cases is often considered more compelling, and the overall study is therefore regarded as being more robust (Herriott & Firestone, 1983).

In this research, data has been collected from multiple resources, primary data, that includes interviews and observation and secondary resources, that includes literature review. After the interviews were conducted, a conventional data analysis were implemented, and finding has been drew out of the resulted categories from the analysis. To validate with participants, a transcription of the interviews has been made and sent via email to all participants to gain their consent, analysis has been conducted after permission.

Observations has been made via Periscope, to three of the five participant organizations because they have a number of archived videos that provided input to the results. Literature review includes data that is collected from websites, blogs, and magazines articles.

The chain of evidence concerns stating the data resources in the research. In this case, resources of secondary data which helped conducting this research are listed under the references. Besides, transcription of the interviews is provided in Appendices section, followed by the content analysis.

In order to increase reliability of the data in case study, resources of information has been mentioned through out the analysis, including citations.

(b) internal and external validity

Internal validity is a concern for explanatory case studies only, as this research follows and exploratory method, internal validity is not of a concern here. Regarding external validity which deals with *the problem of knowing whether a study's findings are generalizable beyond the immediate study, regardless of the research method used.*

As the participants represented 5 different organizations from 3 different countries, results of this research can be generalized to other DMOs which use any other sort of live streaming technologies.

(d) reliability

Yin, (2014) stated " *if a later researcher follows the same procedures as described by an earlier researcher and conducts the same case study over again the the later investigator should arrive at the same findings and conclusions*"

Primary resources, interviews, and secondary resources initial data collections from web articles, destinations websites to help benchmark the activities and the performance of DMOs in using live streaming.

Rauniaret al. (2014) stated that "*the scales for perceived EU, PU, IU, and AU were adapted from prior studies, Many of which have already established their reliability and validity (Davis, 1986, 1989; Mathieson, 1991; Moore and Benbasat, 1991; Taylor and Todd, 1995; Venkatesh and Davis, 1996)*".

3.7.1 Reliability and validity

Primary resources, interviews, and secondary resources initial data collections from " web articles, destinations websites to help benchmark the activities and the performance of DMOs in using live streaming.

Rauniar, R., Rawski, G., Yang, J., & Johnson, B. (2014) stated that "*the scales for perceived EU, PU, IU, and AU were adapted from prior studies, Many of which have already established their reliability and validity (Davis, 1986, 1989; Mathieson, 1991; Moore and Benbasat, 1991; Taylor and Todd, 1995; Venkateshand Davis, 1996)*".

3.8 Research Ethics

After each organization have been selected as suitable for the study, they were contacted either via email, Facebook messaging or phone call "via skype". They were invited to participate in the interview and the purpose of the research were explained, in addition to the themes of the questions were also stated in the email, the email also stated clearly the expected duration of the interview and the possibility of having the interview over VOIP " skype or google hangouts" or email interview. A copy of the email is attached in appendix B.

The recording of the interview has been done with their consent and accord. After each interview an email was sent with transcribed interview to be verified by the interviewees, further questions were asked in the email as well. Analysis has been made after receiving their verification.

3. Analysis

In this chapter analysis and discussion of the thematic content analysis is provided in appendix H. Each theme below is analysed according to Revised Technology Acceptance Model for Social Media, Rauniar, R et al. (2014), and the experiences of each DMO is exhibited as well. Also answers for research questions are discussed in sections 4.1, 4.2, 4.3, 4.4, 4.5, 4.6, 4.7 and 4.8 .

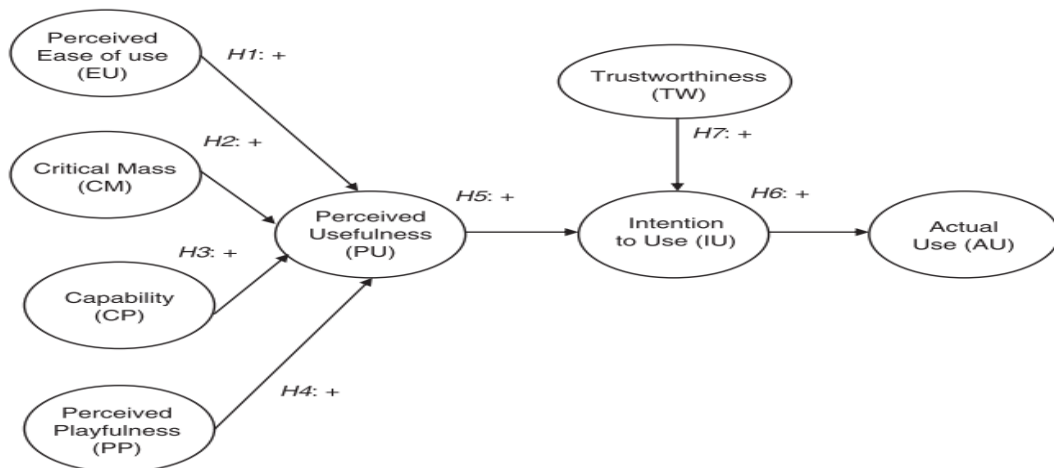


Figure 5 Revised Technology Acceptance Model or Siocial Media, Rauniar, R et al. (2014)

4.1 Actual use

As explained in the previous chapter, in TAM model for social media, the actual use of technology is shaped by the intention to use the technology, which is affected by trustworthiness. In order to understand the actual use of live streaming technology by the DMOs, the target group have been asked in the interviews about the way they are using it besides observing the archived broadcasts on their channel on Periscope app. In the following subsections, the actual use of the technology is explained for each organization and how it became affected by the other variables.

4.1.1 Visit Melbourne

Visit Melbourne has 13 broadcasts throughout the campaign period between November 2015 and June 2016. These broadcasts featured experiences and attractions from Melbourne's and inner city neighborhoods, as well as previews or behind the scenes access to a series of Melbourne events. Broadcasts also profiled Melbourne's unique laneways and coffee culture and presented interviews with local influencers in the tourism industry.

Since the completion of the *Play Melbourne Live* campaign in June 2016, Visit Melbourne didn't have any live streaming activities and they didn't use Periscope as an ongoing social channel.

Nevertheless, Visit Melbourne mentioned that they have a social media team who plan their social media calendars to ensure their channels, across Facebook, Instagram and Twitter, these channels are updated daily. Live-streaming content via apps such as Periscope and Facebook Live may be used in the future on a more frequent basis. During the *Play Melbourne Live* campaign, the internal Tourism Victoria Melbourne Marketing team and the Social Media team managed the channel. They also worked with an external creative agency, Clemenger BBDO who helped them to engage a 'host' for their broadcasts. The host has facilitated each of their broadcasts and provided interesting conversations and interviews with organized talent.

By observing broadcasts in their channel, Visit Melbourne has one host, who is doing all the activities in front of the camera. Viewers call the host with his name, which means that he built relationship with them; he welcomes viewers and tackles activities in professional way. He holds interviews, interacts with viewers and he takes the community of viewers through experiences and participates in activities. Visit Melbourne do not announce events on their website, which makes them dependant on twitter and their Periscope fan base.

4.1.2 Visit NC

Visit NC has used Periscope in four different occasions, the first time was on March 27th 2015 and just one day after the launch of Periscope. Visit NC has partnered with local DMOs across the state and organized one day campaign called VacationBig to virtually invite people to go around North Carolina in one day. The campaign schedule was posted on their website. Visit NC has also used Periscope in 3 other events NationalMuscDay which was live streamed by the social media manager from their ad agency, as well as NationalDogDay. Their last live streaming activity was at the month of April 2016, they broadcasted dozens of live streams of events during Carolina Craft Beer Month which was organized in collaboration with North Carolina Craft brewers' guild and contracted with an agency to fulfil their purposes.

All of these occasions were planned in advanced internally within the live streaming team which consist of around 20-25 people, and some events were publicized via twitter posts while they were live and broadcasted. The team have all shared together the login credentials of the Periscope account. Visit NC have used the app in first person style, the live streamers didn't show him/her self and only directing the camera towards a scenery or a person they are interviewing. They depend on the number of viewership and the activity of viewers to measure the success of their live streams

4.1.3 Visit Philly

VisitPhilly has used Periscope in July and August, the idea was to host Philadelphia based people who were doing events with the democratic national convention, they have used Q&A style for 5 broadcasts series where they held interviews with creative leaders and organizers of the DNC event. The interview length ranges from 5 to 10 minutes and more depending on the guest.

The team who is working on that consists only of 3 people, one who is hosting the interviewees in front of the camera, one who is behind the camera, holding it and passing the questions that comes from the viewers via Periscope and other watching twitter's feed and answer questions from audience. The host uses a microphone with the mobile phone to increase the quality of the voice, and when they have received complaints about the quality of the sound they have listened and changed the phone.

The 6th broadcast was also an interview with a Philadelphia based individual who was hosting an event and VisitPhilly had the opportunity to showcase "what's going on in Philadelphia". All of these live streams were planned and publicized via twitter either when it's live or sometime before.

4.1.4 Destination BC

Destination British Columbia has chosen a specific time of a year when the FIFA world's women cup (2015) was hosted in Vancouver, British Columbia.

Directly after the launch of the app, destination BC took the opportunity of holding a campaign while the city is hosting an international sport event. Destination BC took this opportunity to grab the football fans attention as well as international attention to promote sports and sightseeing that is worth visiting, their strategy was to increase their followers base on Periscope by targeting the audience of FiFA Women World Cup 2015, according to their case study on twitter.

The organization have planned this event and scheduled it on their website. The organizers have recruited local influencers to conduct the interviews and the broadcasting activities on the ground. Others are supporting by monitoring the feeds and in particular questions from viewers "engaging with the viewers". Destination BC has also organized this campaign together with their social media ad agency.

Broadcasts were not available but the case study made and published by twitter provided further insights about the results of their usage. Destination BC has also revealed their strategy in twitter case study, which was explained in three steps:

Building the campaign about an international event: in this case was the FIFA World Women Cup 2015, its aim was to provide mass awareness of tourist attractions in British Columbia, and to encourage the football fans to explore around during their time there.

Maximize engagement with live video streaming: this was the second tip in their strategy, they have achieved it by partnering with local influencers who were able to provide broadcasts from variety of locations out side the city.

Maximize awareness with a Promoted Account and relevant targeting; the third tip of their strategy were achieved by using a promoted account and using keywords (#FIFAWWC, #CAN, #USA, #JPN), interest targeting ("travel," "soccer"), and relevant @username targeting (@CanadaSoccerEN, @coachherdman, @TripAdvisor, @lonelyplanet)

Topics and planning: Destination BC have posted a schedule on their website, it included date, time and place where the live stream is going to be initiated. Broadcasts were 7 in total and they have captured attention of 2,500 real-time viewers, and an increase of 2000 followers (Twitter). The campaign had a big marketing plan, it has been mentioned in many websites and blogs such as: yahoo finance Canada, business Vancouver and hello BC blog, and live streams were pre announced in Twitter. At same day the schedule was provided in the website.

4.1.5 National Mall and Memorial Parks

National Mall has produced so far 24 archived broadcasts on Periscope and they are also active onfacebook live to produce broadcasts which is heavily an event based live streams. According to national mall around 75% of their live streaming activities are pre-planned.

By observing their broadcasts on Periscope, National mall NPS uses hashtags and also a normal text describes what is the broadcast is about. From looking to their websites events are usually announced in the website so visitors can “ plan their trips” , Periscope events are not announced in the website, which means that they are depending on Twitter which is integrated with Periscope.

In their latest broadcasts july 4th celebrations the broadcast attracted thousands of live and reply viewers. It Is noticed the longer is the broadcast the more are the viewers, but viewers number also depends of the content sometimes. The broadcaster gives a detailed feebdback about the scope, broadcaster welcomes the viewers and shows gratitude. Viewers send hearts and share the scope, and invite other viewers and followers, and this way the channel is receiving active participation. Broadcaster doesn't show himself, He makes interviews (first person view).

4.2 Intention To Use

In order to understand the intension of DMO's to use the live streaming app “Periscope”, they had been asked of why did they decide to use it? and if they will still use it in the future?or

would they try something else?, to examine their behaviors towards using the live streaming apps. The thematic content analysis of this theme have showed 3 main categories, they are: innovation or out of the box, authenticity/immediacy, and technophilia.

Authenticity/Immediacy: The selected group of DMOs agreed that using the live streaming app, allowed them to provide authentic experiences to the viewers, and added realness to the content, according to Visit Melbourne *“Live-streaming provides an authentic and real-time communication tool and allows viewers to experience real ‘moments-in-time’”*.

Providing real-time content allows the DMO to speak directly to the people, it also shortens the distance and communication between the DMO and the viewers from around the world, as VisitMelbourne also stated *“Play Melbourne Live invited audiences globally and within Australia to experience the real Melbourne in an unfiltered and authentic manner”*.

A real time content can also provide instant engagements with viewers, and provides them with direct access to the DMO representatives, according to Destination BC who was describing their experience with live streaming *“it was authentic, something is actually happening I think it compels the people to react a little bit more”*.

Live streaming allows an immediate showcase of events and interviews, It also gives viewers a lively image of the destination; they can see with their own eyes that this is the destination now, this is how it looks, and this is what happening in this moment, as VisitPhilly explained *“We’re actually showing why you should visit Philadelphia in real time”*. VisitPhilly also explained why is it significant to them to introduce live broadcasts to their followers *“i think by doing the live streams and by Periscope it's showing people that we care more about the everyday authenticity of the city then people have thought..... it gives you a lot more credibility when you're showing real Philadelphians invite other people to experience what they do.....”*.

Live streaming also allows DMOs to show people places that they have not seen in a real-time, as VisitNC mentioned:

“just let people see that in action where they might not know or otherwise get to see it, they got to see some other people of North Carolina too in our different partners across the state, which has been great i think people really liked that real-time feel to it”.

For NationalMall, broadcasting the place in a specific date its important due to historical value the memorial parks have, they explained that it is important to them to research big amount of people to remind them of their history in a specific time and location, they sated *“I think it's because we have so many events happening and there is something about being in real time, to bring visitors from around the country around the world to that moment in that place I think it's important”*.

Innovation or out of the box: The other reason for DMOs to use live streaming was of their desire to promote their destination in an unconventional way, and to stand out of the crowd. According to VisitPhilly *“Because it's definitely a way of showing Philadelphia in a light that probably hasn't been shown from other organization.”* They have also described the content

produced by them that *“its not something you'd see on the six o'clock news and not something you see polished on your television as a commercial”*.

Visit NC referred to the content provided by live streaming as a different experience, as explained in the following statement:

“it show the state in action and let us show also the people of the state as well, so let us show a different side where you might not see from just a picture. so it's a different experience that were usually able to offer for our social”

Technophilia: The third category, which has appeared in this theme, is “Technophilia”, according to The Free Dictionary the word Technophile means *“One who has a love of or enthusiasm for technology, especially computers and high technology”*. DMO`s have showed an interest of using the app because it was new. So using a new app has been an opportunity for them to precede their counterparts, Visit NC mentioned *“I think we`re one of the first state demo's here in the US to use Periscope so we wanted to be able to get in on the ground floor.”* And try out something new and different as DestinationBC stated *“I think the main reason that it was a new tool at that time and we are trying as much as possible to always test new things out. I think it was really great opportunity for us to test something new.”*

Beside using Periscope app, many other live streaming services such as Facebook live or instant video sharing apps such as snapchat and Instagram are being also used and exploited by these DMOs, which means that these organizations are using what is ever popular in social media technologies not only to reach larger audiences but also to get the privilege of precedence in using new technologies.

In addition, according to visitMelbourne *“another objective of the campaign was to reinforce Melbourne's innovative credentials by trying new channels and being the first tourism body to live-stream a city via the new app, Periscope”*. But the novelty of the social live streaming service made them even more curious to discover its potential in this field how is it going to help them meeting their objectives. So being technophile is one of the attitudes that allow these organization to explore and take advantage of what's new in the market. For instance, VisitPhilly has developed a common sense of what content is suitable to be produced by which channel *“I think as we do more and more with video or starting to define what each channel is best at and really Instagram stories just launched just basically like snapchat”*.

4.3 Building Communities LIVE: (critical mass)

The thematic content analysis of this theme have showed 4 main categories: Engagement, Involvement, Community, and Struggles.

It has been noticed that the level of viewers' interaction and engagement depends on three major points first the quality of the live streams and the frequency of live streams produced by the DMO`s channel, and the specific time of which these DMO has used the app was

also a key component. At first people were still not familiar directly after its launch and they were just curious about using the app , the sense of community was still developing. Destination BC has used the app single time for a campaign but directly after its launch, according to Destination BC:

“I didn’t get the sense as much they were engaged with each other, they were more reacting of kind of what they saw, but I don’t know if that’s the result of people still be unfairly unfamiliar with the tool at that time, because we haven’t used it recently I don’t know if probably engagement has changed on the platform may be as users get more active on it and maybe be there is a sense of community there”.

A level of engagement has occurred but because the live streams were for a short period of specific time and the channel has been used only once for this campaign, the sense of community hasn’t been reached yet but a certain level of engagement has been achieved according to Destination BC:

“a lot of people were just saying things like wow that’s cool or you know just generally commenting”.

However, engaging the viewers in the broadcasts is also related to the extend of which these organizations involve with the viewers and eventually reach the “sense of community” as visit Melbourne mentioned ” *Periscope allowed for two-way engagement”.*

The following examples show for what extend viewers were engaged with the DMO and how DMO were involving with them:

Engagement:

VisitNC “we did see folks inviting each other and tell each other about it after the streams..... we saw a couple folks tweeting to each other and saying hey this is the cool thing you should check this out, which was awesome.”

Visit Philly “what we’re seeing is more people sharing it on Twitter when we go live.”

Involvement:

VisitNC “we try to open all of our scopes for questions. We try to answer them in the course of the stream and we have got some really good questions really cool interactions. We try to be as responsive as possible in that regard.”

Visit Philly “we tend to take comments that are appropriate yeah and we listen to what people are saying”.

Visit Melbourne “Our host was a regular Periscope user and had built his own community of followers. We would ensure to communicate with our followers during the Periscope broadcasts.”

Community:

Visit Melbourne have been regularly using this app before and after May 2016, and they have 5 archived broadcasts so far, they also have got this sense of community by recognizing the behavior of their viewers “Our host was a regular Periscope user and had built his own community of

followers. We gained a number of regular viewers who would tune in to most of our broadcasts and did like to comment to each other and if new users tuned in, they would help answer questions”.

Visit Philly has felt this sense of community and they have figured it out when some people tend to text offensive or inappropriate comments and the other members in the broadcast speak out and react to them and ask the account manager to remove them or block them out of the live streaming channel. According to Visit Philly *”I actually saw that last video we did that there were comments were inappropriate then there were people that were commenting about like you need to stop what will get like they need is the person commenting needs to stop the more you build a strong loyal following they will start to defend the content before you even get a chance to comment on it”.*

In one of their broadcasts, VisitPhilly stated *“actually had a higher level of engagement on Twitter the Chris Matthews celebrity the nightscape Bob tweet where we went live on the specific this is our video now watch it here that had over six thousand impressions or it was the new 6,000 thousand impressions.”*

“I think the consistency is what equals success on Periscope I don't think it's so much who you have and what the celebrity is I think it's the consistency, the more people realize that every other week or every couple weeks every three weeks whatever there's going to be a live Periscope stream from visit Philly people are looking for it regardless of who it is”.

NationalMall mentioned that they started to recognize viewers attending their different broadcasts which meant that they have built a dedicated fan base who are ready to watch livestreams by National Mall.

4.4 Perceived ease of use

Regarding this theme, the main two categories are Streamliness and experience. Although the interviewees DMOs have confirmed the functionality of the app and how it was easy to use but the learning factor was still very important at first when they started to use it, each of the interviewees who has used the app, has to go through the technology learning curve, for instance, destination BC and visit Philly mentioned an example of this, they stated *”It took a few tries to nail down the app features – turning comments on/off”.* And for Visitphilly as well *” I think after you use it once or twice everything in it becomes second nature”.*

But there is also many levels of experiences, which develop with frequent use of the app. In the case of visit Philly as they have produced fewer live streams than visit Melbourne, their experience is still developing, they have not experienced any trouble with using the app and it has been *“extremely easy to use and extremely functional”.* However, the advanced experience of visit Melbourne helped them to discover the following according to their words *“There were a number of times when the Periscope network would crash and live broadcasts would not load”.*

While National Mall mentioned that, *“The technology is fairly intuitive.”* They admitted that at the beginning, basic mistakes have occurred, and they have explained the nerve-wracking

feeling of going live and talk to people on broadcast. However, all this happens at the beginning and when people start to get used to the app, it becomes easier to handle, as explained by Visit Philly *“I've gotten to a point now with having done seven of them now I think that the nervousness of being live on something doesn't bother me anymore”*.

For Visit NC, the difficulty was in planning the campaign in very short time frame
visitNC *“The very first time it was tricky just because we put everything together in such a short time frame”*.

4.5 Perceived usefulness

It has been noticed from the thematic content analysis that the live streaming has served different DMOs and different ways, because they have also different experiences with using the app, the thematic content analysis has showed the following categories: exclusiveness, expansion, effectiveness, inspiration, heterogeneity and interactivity.

Exclusiveness:

When using the live streaming app, DMOs sought that the broadcasts are exclusive for two reasons, first it is a planned original content and it is also different from what people are used to watch on TV and other conventional visual media, according to visit Philly *“That was a really awesome opportunity for us to have an exclusive interviews,you definitely get more inside access to talk to people that you probably wouldn't see on the news you wouldn't see in a business I mean we can really go to just real Philadelphians”*.

The second reason that because it is broadcasted to a specific and interested audience who is curious about the content and engaged as well, according to the statements below from the interviewed DMOs:

- **Visit Philly** *“I think we're meeting a more specific group of people but also a different group of people then we've met on other social platforms”*
- **Vist Melbourne** *“Periscope was the ideal engagement tool, allowing us to both capture exclusive live film content.”*
- **Destination BC** *“I think the nature of live streaming apps they are really well suited to things that happen in a specific time like events like this”*
- **VisitNC** *“I think that really helped get out our message in a different way which is really cool.”*
- **National Mall** *“it enables people who are not here to experience part of the park and I think it also allows people to experience things that fewer people would be able to. what it does is enables people to get into places that they would never have access to. like a government institution I think that's really important because you know there's probably a lot of places United States has a fair number of people who are skeptical of government.”*

The second usefulness of live streaming it provided:Expansion. For DMOs, using livestreaming was also useful in spreading awareness about the DMO locally and internationally:

- **Visit NC** “we definitely got some cool recognition from the industry there were some folks to you know work in the tourism marketing space.it definitely increased some people's awareness of what we're doing on social.”
- **Visit Melbourne**”*Reaching a wider international audience was made easy via Periscope*”.
- **DestinationBC**“*it gave, a boost on following and gave us a boost in engagement*”
- **National mall** “*it's a matter of bringing as many people to the park experience as possible putting it on social media allows people that are not physically here to experience the events*”.

The third usefulness DMOs found through live streaming is “attainment” because Live streaming helped them to meet their goals, therefore as they have explained below

- **VisitMelbourne** ”*One of the main goals of the Play Melbourne Live campaign was to create and maintain aspiration to visit Melbourne by showcasing Melbourne’s breadth of amazing cultural experiences and events on offer.*”
- **visitNC** “I think that really helped get out our message in a different way which is really cool.”

The immediacy in communicating with viewers and answer their questions made live streaming effective communication tool, according to Destination BC “*I think just the concept of being able to answer people question in real time*”. And it is also effective in providing easier way to measure accruing to visit Melbourne “*Digital marketing is also more easily measurable than traditional marketing/ advertising channels.*”

Inspiration: Visit NC experience with using live streaming has also inspired them to think differently about their activities in social media, as they mentioned ”*it forced us to think a little bit differently about what we're doing in social and it kind of reoriented our thinking around the idea*”

Heterogeneity and interactivity: Visit Philly mentioned that live streaming allowed them to provide not only a diverse content but also interactive on the way they host interviewees and ask them questions and engaging viewers on what they say and do in a real time. “*we can diversify the host, we can diversify what people are see and you can put a personality to it.....actually being there and talking to a human who works there and see you know engaging the reactions of everyone else is there experiencing it with you a huge we're trying to do with social media right now is emphasized the human experience so really putting faces to these attractions and Periscope snapchat Facebook live all of our complaints have been really, really great for that.*”

4.6 Capabilities

Rauniar, R et al. (2014) defined Social media capabilities (CPs) *in terms of the site’s features, applications, and social media tools to benefit the user’s need for social media activities. The social media site’s CPs coupled with applications serve its users with a greater social presence therefore benefiting its users.*

Social presence degree in tourism content provided via video live streaming is high,

because it increases the feeling of the viewer of being there, therefore it increases interactivity.

The thematic content analysis for this theme showed that Periscopes capabilities benefits DMO with its interactivity tools and features. In the live streaming app "Periscop" viewers have the possibility to communicate directly with the live streamer through text, while live streamer can answer directly vocally, visit Melbourne explained what are the features that benefit them while using Periscope *"For our Play Melbourne Live campaign, the two-way conversation and interaction it allowed between our host and the viewers was an effective engagement tool. The ability to save your broadcasts now is a good feature. The shareability via Twitter was great for our wider @Melbourne followers as well."*

VisitNC and Destination BC have also explained how "interactivity" has improved their experience with the app.

- **Visit NC** *"I think the interaction features have been solved from the beginning, I love the clean interactivity between it and Twitter"*
- **Destination BC** *"The direct interaction with interested viewers' drives relevance since the viewer steers the focus of the broadcast"*
- **Visit philly** has explained that Periscope is "a very streamlined system" which means that it is efficient and simple.
- **National mall** *"being an organization that's all about communication and working with the Public, live streaming is just a natural extension of that foundational goal"*

4.7 Perceived playfulness

Based on Reunaret al. (2014) definition of perceived playfulness of social media which is *"the extent to which the social media-related activities are perceived to be fun and enjoyable apart from any performance consequences that may be anticipated."* They have suggested that *"the intention to use social media is determined by the user's perceived benefit from social media"*. To explore this theme, the interviewees were asked to explain their feeling while they were using it and if it was enjoyable or exhausting, therefore the thematic content analysis have showed three categories, they are: streamlined and excitement.

The perceived benefit of using the live streaming app Periscope for VisitMelbourne that it was live and unfiltered which reflects their message to audience that they are providing "real" content as was explained in their intension to use, section 5.1. Beside that it was easy and helped gain their purpose as they stated *"Periscope was fairly easy to use and for the purpose of our Play Melbourne Live campaign did serve 'live-streaming' to a wide audience and create aspiration to visit our city."* As well as Destination BC who felt that it was enjoyable and exciting to be live and connected through engaging with people from around the world in real-time.

The perceived benefit of using Periscope by VisitNC was doing things differently which explains their excitement about it *" I felt kind of like now this is the future like this is you know this*

is the next thing. It just felt really cool to be honest, it was nice to be able to do something very different aside from what we usually do in social". For visit Philly the perceived benefit that it is a new tool to showcase new content frequently, as they stated : "well I absolutely love Periscope I'm kind of a nerd when it comes to it I found that I seriously have a weird obsession with checking all the analytics for every video. Because I absolutely love everything about it, I think it's a brilliant way to showcase something that hasn't been used ever before."

National Mall *"that's incredibly gratifying because you know that somebody's actually interested in what you're doing and they're taking the time to watch it and they're letting you know that they're paying attention with their questions"*

4.8 Trustworthiness

Reuniaret all (2014) has suggested that the intention to use IU social media is influenced by the extent to which the user finds social media site trustworthy. So in this case and with this type of social media, using live streaming is associated with not only feeling secure while interacting with the app itself or while involving with viewers there, but also with provided content, the quality of the content is unpredictable, as well as the reaction of viewers, which cannot be controlled neither monitored, but the content can be planned in advance to ensure some level of quality.

In order to explore this theme, Interviewees were asked if they feel if it was completely secure to use the live streaming app or if they have any concerns about public privacy issues while live streaming. The thematic content analysis showed the category "cautiousness" which means that they had concerns about the security while using the app and public privacy issues but they have found way in order to address that. For instance, in one of its broadcast visitPhilly has hosted a celebrity who writes political news, and that has created a concern about viewer's reactions. Although they have prepared for the interview content and what information they were going to provide LIVE but they also had to be careful about people reactions, weather they were viewers or at the interview site, regarding this case Visit Philly stated *"we have people in place to make sure that they weren't saying in any inappropriate they weren't yelling out anything appropriate, I think it's secure in the sense that the only time you could ever mess anything up as if you say something wrong or the person you're interviewing says something wrong"*.

DestinationBC had prepared a plan for the campaign before its start to ensure quality for their content *"I think as long as you have plan in place, it's secure, and I think the thing with this live broadcast if something went really wrong you can always stop broadcasting."* Their plan had also addressed public piracy issues which they have been concerned about *"we were concerned about like public privacy but I think in this case again because it was so planned in advanced so we were able to address that."*

For DMOs, being outdoor is essential while doing the live streaming, but they can be faced with limited resources issues or bad weather issues. Visit Melbourne has prepared their plan to face this as they have stated *"With live-streaming there is always the risk of the 'unknown' and uncontrollable situations, We did have a Risk Register and contingency plans in place for our broadcasts such as alternative locations due to bad weather, back up phones to record in case of battery issues"*.

Visit NC which has used the live streaming app few times directly after it's launch have struggled with inappropriate comments from some viewers which were perceived as a threat, as it has been stated by them *"I think it's secure in the sense that I'm not worried about being hacked like I said I wish there was some better content moderation options but as far as just basic security and so"*.

But for visit Melbourne which has longer experience than the latter, they have experienced technical issues with the app, they explained according to their words that *"Periscope is not completely secure as we still experienced technical issues with broadcasts not starting, or broadcasts dropping out mid live-stream"* Visit Melbourne were very critical with the app, I think because they have previous experience with live streaming, and they have experienced sing live stream before the appearance of this app at 2014 for their campaign PlayMelbourne.

4. Conclusion

The aim of this master thesis was to explore how destination marketing organizations are using live streaming apps as a new marketing medium to promote their destinations, in this chapter a summarized response to each question is provided

Q1: How destination-marketing organizations use live streaming apps to promote their destinations?

Destination Marketing Organizations have adopted different ways in using live streaming to promote their destination, from planning the event until producing it and measuring it. According to several categories or facets it has been found that DMO is seeking to meet their organizational objective through adopting different approaches while using live streaming. The five organizations which has been interviewed 3 of them have archived broadcasts, these broadcasts have been observed to analyze the way they are broadcasting, and the other two organizations have been asked in the interview about the way they have produced their broadcasts to gain an understanding of how it worked. Therefore, the facet taxonomy has been created according to the results from the observation and interviews, and the following conclusion has been addressed from the taxonomy. Each organization has adopted a different way of producing a live streaming broadcasts according to the following description:

Methods followed by DMO to produce live stream

As the revised TAM model for social media by Rauniar et al (2014), aims to explain the usage behaviours and attitudes for using a new technology, it has been crucial to investigate the way in which these organizations have used the livestreaming app Periscope, to produce their content.

This way DMOs can combine many methods to produce a live stream. In this case, facets or categories were identified to specify the way different DMO is using live streaming app technology.

Based on the content analysis, here is a classification of the way these DMO uses live streaming. The identified categories and their sub-categories are:

1. Content: The content refers to what do these DMOs show through their live streaming channels and in what occasions they livestream.

- a. Campaign: refers to if the DMO is livestreaming for a time-limited marketing campaign.
- b. Activity: refers to if the DMO livestreaming an activity in the destination to bring attention to happenings in the city or initiating an activity such as interviews with restaurants owners!.
- C. Event: refers to a time-defined public gathering in the destination, such as music festivals!

2. Organization: This refers to how these DMOs organize and market their content.

- a. Scheduled: The livestream has been scheduled to be recorded in a certain time.
- b. Not scheduled: The livestream has been recorded spontaneously.
- c. Publicized: in twitter (T) or other (O): The livestream has been announced on the internet.

3. Planning: it refers to if these DMO plan for the content or is it spontaneous.

- a. Planned: The content has been planned in advance.
- b. not planned: The content has not been planned in advance.

4. Production team: this refers to who are the team who produce the livestreaming content.

- a. Employees from the DMO
- b. Partnerships: other DMO or ad agency
- c. Influencers: local (L) or international (I).

5. Filming style: Refers to how the content is being filmed by DMOs.

- a. Selfie based: is when the broadcaster is the one who is holding the phone camera and recording him/her self.
- b. TV like based: when someone is holding the camera, and the broadcaster and the guest are in front of the cam, when 3 persons involved to take photos
- c. First person based: It is when two people are involved in the photos, basically when the first person is shooting and showing around and the second is talking.

DMO	Content			Organization			Planning		Production team				Filming style			
	Campaign	Event	Activity	Scheduled	Not-scheduled	Publicized		planned	Not planned	Employees	partnership	influencers		selfie	TV like	First person
						T	O					L	I			
visit Melbourne			X		X	X		X		X	X			X		X
National mall		X			X	x		x		X						X
Visit <u>philly</u>			X		X			X		X					X	
Visit NC	X	X		X	X	X		X		X	X	X			X	
Destination BC	X			X		x	x	X		X		X			X	

Table 3 Facet Classification for DMO different methods in Live streaming

Visit Melbourne: Not scheduled activity based broadcasts that publicized on twitter and planned. The production team consist of employees and partners; the filming style is selfie style and first person view.

VisitNC: scheduled campaign based publicized on twitter and their website and not scheduled event based that publicized in twitter and planned. The production team consist of employees, partners and local influencers, the filming style is TV like based.

VisitPhilly: not scheduled activity based broadcasts that publicized on twitter and planned. The production team consist of employees only and the filming style is TV like based.

Destination BC: scheduled campaign based broadcasts that publicized on twitter and their website and planned. The production team is employees and local influencers the filming style is TV like based.

National Mall: not scheduled event based broadcasts that publicized on twitter and planned. The production team is employees and the filming style is first person view.

Q2: what are their behaviors and attitudes towards using these app

In order to answer this question and explore the attitudes of the DMOs regarding the use of live streaming TAM model for social media by Rauniar, R et al. (2014), has been applied, and a qualitative content analysis has been conducted as well, the following results has been deduced from the analysis:

Regarding the theme of intention to use, and based on the content analysis the categories that have been showed are: Authenticity, immediacy, innovation, technophilia.

DMOs have expressed their need to be innovative in order to be competitive in this field, DMOs are seeking to do things in different way, interviewees have showed their willingness to stay competitive that's why they are curious and eager into trying a new technology and explore its potentials to their business, the interviewees have showed that they are following new technologies and they have presence in other trended social media apps as well.

DMOs have expressed that being true to the audience and producing real time broadcasts is one of the main reasons that derived them to use live streaming. Moreover, live streaming helps to provide a real image of the DMO and real content that makes people to get into real time experience. Besides being authentic, DMOs have also found that live streaming provide them with immediate contact with viewers from around the world, immediacy adds more value for the produced content especially when the produced content is related to the time and the place at the same time as historical events.

Regarding the Critical mass theme the categories, which have emerged, were Engagement, Involvement and Community.

Real time engagement provided an immediate reaction from the audience, which includes asking questions, sending hearts or giving positive comments and feedback from viewers, and also inviting their friends to join them and watch the live broadcast and share on and retweet it on Twitter. This shows that the viewers are interested in what they are watching, and it's a curious kind of viewers that is paying attention to the content.

Organizations have also grasped the potentials that live streaming provides when it comes to involvement with the audience. Unlike television where viewers only watch, this allowed two way of communication where the host is communicating with the audience at the same

time, paying attention to their question and answering their requests. This provided the means of communicating directly with their audience.

DMOs were also able to build a community who is watching whenever and wherever they are live. It has been noticed from the observed broadcasts that the viewers greet the host with its name and the host greet back by mentioning their usernames as well. Therefore, that gave a sense of a previous communication, that has been already established between them, so they became familiar with each other. When involvement between the broadcaster and the audience continues to increase the community is developed gradually.

In live streaming, community is built when the organization has more frequent appearances in their live streaming channel, it happens in a dynamic sense, for instance this category has been showed for Visit Melbourne, NationalMall and visit philly because they are active on producing live streams while VisitNC and DestinationBC has used the app only for few specific times for instance a campaign, hence, not able to build a community. For organizations Visit Melbourne, NationalMall and visit philly, who have developed their own communities, they have noticed that they have a loyal followers who are watching them frequently and they became familiar with their community members as well in the way that they are remembering their user names, which means that they developed a dedicated group of people who are interested in their broadcasts.

Regarding the theme of the perceived ease of use, the interviewees have described the usage of live streaming app as intuitive, user friendly, simple and functional. These descriptions were combined under one category which is “*Streamlined*”, it refers to both the simplicity and functionality of the live streaming app.

The other category that appeared within this theme was “*Experience*”. As any other technology, DMOs has been through the learning curve which first starts with testing, until they mastered using this new app. Interviewees explained that they have faced small issues and made basic mistakes at the beginning when they have first started to use the app. Interviewees mentioned that being live is a “*nerve-wracking*” feeling, “*the main reason for this feeling is because of the liveness nature, and there are people who are watching, tens, hundreds and maybe thousands*” Visit Philly, described using the app for the first time. But for DMOs such as visitMelbourne and Destination BC, who partnered with social media agency or ad agency, they haven’t been through this issue

Regarding the theme of perceived usefulness, the emerged categories were the following: exclusiveness, expansion, attainment, heterogeneity.

Exclusiveness and heterogeneity: the same as having own TV channel, live streaming helped DMO to provide an authentic heterogenous content, which could be the reason of attracting those number of loyal viewers. Live streaming also allow the DMOs to provide an exclusive content to a specific group of audience, which makes it unique. Through live streaming, the

public can have access to special events and watch exclusive interviewees that they wouldn't see through other traditional media channels.

Expansion: live streaming increased awareness of people about the activities of DMO on social media it has also provided DMOs with the tools to expand and reach bigger audience circles, this happens in the sense of variety not the numbers, there could be for instance 20 viewers but these people could be from different cities and countries around the world who just got an insider look of a remote location and specific interesting information that they didn't know about or sense that they have never seen before, based on the following statement from visit Melbourne "*Reaching a wider international audience was made easy via Periscope*".

In terms of the fulfillment of the organizational goals that these DMOs are willing to achieve, live streaming was found to help attaining these goals, A DMO "visit Melbourne" explained that their goal of a campaign was to show events and provide cultural experiences of the city and live streaming has served their aim, another "visit Philly" their aim was to stand out of other DMOs, and live streaming helped them to create an exclusive content that delivered their message in an unconventional way.

In terms of capability, DMOs find that the live streaming app feature, which benefits them, is interactivity. Interactivity helps providing a dynamic content and the two ways of communication and engagement between the DMO and the viewers allowed DMO to get an immediate feedback from viewers and get immediate reactions, besides the interactivity of the app with Twitter, has made it easier to reach more audience quickly.

Regarding the perceived playfulness, and regardless other matters that occurs while using live streaming, DMOs find using the live streaming app enjoyable and exciting. At the same time, DMOs found that it is "nerve racking" because unpredictable incidents might happen any time and negative reactions from viewers

And the final theme in TAM model for social media is trustworthiness, the emerged categories here were cautiousness and trustworthy.

Before producing the broadcasts, DMOs have been planning them before going live! Planning includes contacting interviewees, stakeholders, and the way the content will be handled as the conversation which are going to be held during the live streams as well besides ensuring the consent of all engaged people in that they will be on live streaming to avoid issues related to public privacy.

5. Discussion

Although TAM model for social media by Rauniar, R et al. (2014) focuses only on the positive side while interacting with the technology, while interviewing DMOs, they have mentioned the difficulties and struggles they encountered while using the service. Three out of five interviewees have complained about the offensive or an inappropriate comments from viewers while they are broadcasting. Despite of the blocking feature provided by the app, it is still annoying to the broadcasters to have such negative viewers and this is what led Visit NC to mention many time their wish of having “*content moderation options or filtering*”. While visitPhilly saw that the community itself can solve this issue.

Regrading the theme ease of use, some participants complained about Connectivity. Connectivity here is not an issue with the app itself but it is one of the main things that affects its usage, and had make it difficult sometime to use the app.

Visit NC stated that “*the biggest difficulty I ran into was my live streams kind of a very quick tour of a very large museum, and so staying connected to Wi-Fi or even getting a cell signal that's a huge concrete building was a little tough but that's not necessarily the apps fault that's just you know the price of doing business on a mobile phone*”.

When asked about the app capabilities, every participant has answered according to their experience. For instance VisitMelbourne has long experience with live streaming even before the emergence of the live streaming app, in 2014, visitMelbourne has organized live and online tourism campaign using conventional live streaming tools, the campaign was successful and have met their goals, they have continued the same campaign “playmelbourne” but with the new technology, so they were able to compare between both experiences. Visit Melbourne shared issues they faced with the app, with the app network that it would crash while broadcasting also broadcasts that don't load, or notifications wouldn't be received by followers, and auto-tweets wouldn't publish through twitter platform. Moreover, according to visitMelbourne, the app provides limited analytics, visit Melbourne stated “*The lack of Periscope broadcast data was also limiting such as access to number of live viewers, replays, duration viewed and where viewers came from (countries). You could only view these stats during the 24 hour broadcast replay period so getting a final total number for each broadcast wasn't very accurate.*”

Developments in the app features and robustness was continuing while people are using it, for instance the archiving feature has been only introduced in May 2016, couple of months after publishing the app, being an early adopter of a technology allow users to go through such difficulties, but definitely a live streaming that meet DMO needs is going to catch their satisfaction.

Another issue was discussed during the interviews is that As the app itself provides limited analytics:

"There were a number of times when the Periscope network would crash and live

broadcasts would not load or when the broadcast was successful, followers did not receive any notifications and the auto-tweets would not publish through to Twitter."

Visit NC

"when it first came out you know there are definitely some things to be worked although one thing that we would really like is a little more options as far as filtering. love a little bit more maybe content moderation ability but that's I know that's really tough for a live streaming app that's kind of a wish list."

When questions were asked about the perceived playfulness of the using live streaming app, participants who used the app themselves for their DMO, they had a clear idea about how it felt when they used it, and they have expressed their feeling using expressions such as "wow, amazing" or if they felt nervous or not. But for some DMO they interviewed was not the same person who used the app for broadcasting so they have answered according to other team member experience. For example visit Melbourne when asked about perceived playfulness mention "live and unfiltered" this answer is described the app rather than the feeling while using the app because the person who has answered it is not the same person who was broadcasting to this DMO, who was recruited by other social media agency.

Trustworthiness

Some DMOs have used the app only one time for a campaign or few times after the technology was published, so their broadcasts were not archived, and questions regarding these broadcasts were asked to gain understanding of how they were, this would affect the results "facet taxonomy" because a specific answer might not have been provided.

The examined variables which provided by the revised social media TAM model by Runar et al. (2014), allowed user behaviour and engagement with the social media site to be explained properly. It examined the usability of the live streaming and the experiences of DMO, which made it suitable approach to follow in this study and helped answering the research questions.

The original number of DMO that has been found to use the live streaming app is 30 in total, 16 has archived videos and 14 didn't, the 14 DMO were eliminated because they didn't have archived videos but they have used the app, this was noticed from their high number of hearts which a feature can only be used while there is a live broadcast.

From the set of 14 DMOs, 9 were eliminated because they were not interviewed therefore it wasn't clear the way they have used live streaming, so only the results were derived from the 5 DMOs which were interviewed, and the observation has been done on only 3 of them because they had archived videos while the other two did not.

Future work could be to investigate the 14 of DMO who didn't have archived videos in addition to the two who have been interviewed of why they haven't used the app after May 2016, and what hinder their continuity of using such technologies.

As the mobile live streaming technology is new, all DMOs are still in the test phase, a futurework idea could be after these DMOs develop a strategy for using live streaming, what kind of strategies they adopt and how it relate business value and the impact of this technology on their organizational culture and goals

And despite of the wide varieties of social media sites and apps nowadays, DMOs who has adopted this new type of social media has also developed an understanding of its usage, which means that they know in which circumstances they should use which app and what content is suitable to be presented by which

A future study could be also in the role of livesreaming in the tourism experience, in which stage do users use it exactly, pre, during or after, and how such technologies affect the tourist experience.

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4. Appendices

Appendix A- Interview Questions

Interview questions are based on the Technology Acceptance Model framework for Social Media.

Intention to use (Motivations of using live streaming app)

- Why do you use the live streaming app? Or why did you decided to use Periscope?
- How is it managed? How many people are engaged in live streaming? Is there a team "how many" ? How is it arranged?
- Do you use more than one live streaming services or only Periscope? If yes, Please specify?
- Do you plan to continue to use it in the future? Or would you change? Why?

Perceived ease of use: (The extent to which DMO feels it is easy to use live streaming)

- How did you find interacting with the live streaming app "Periscope" regarding its features and tools?
- What are the difficulties of using this live streaming app?

Perceived usefulness: (The extent to which live streaming helps DMO to meet its goals and needs)

- What were the benefits of using it?
- How does it help you to do your work "to meet your goal"?
- Explain how live streaming app/tools help to meet your organizational objectives?
- What might be helpful for maximizing the benefits of video social networking?
"What did you miss or what more tools did you need"!

Critical Mass CU "social presence theory"! "The extent to which viewers engage and the increasing number of followers

- how do you sustain your relationship with fans and followers through the live streaming app?
- How is the interaction happens? Do they invite other friends? Do they talk to each other while u broadcast?
- Do you think live streaming increases the credibility of DMO? Why?

Capability CP "capabilities of Periscope? The extent to which live streaming tools and features benefits DMO

- How did you find the features provided by the app? Explain how did they benefit you?
- Why do you think it is important to communicate with people through live streaming?
- Do you give attention to their feedback if they provided it? How?

Perceived playfulness: The extent to which DMO feels using live streaming is fun and enjoyable

- Did you enjoy using the app? Or was it exhausting? Why?
- Explain your feeling when you use live streaming in a couple of words?

Trustworthiness The extent to which DMO feels using live streaming apps it trustworthy

- Do you think is it completely secure to use it? Why?
- Do you have any concerns about public privacy issues? Explain why?

Actual Use AU (The way DMO is using live streaming)

- How often per week do you use Periscope?
- How long does it take?
- How do you plan your broadcast? Do you post the schedule? Use social media? Please explain

.Appendix B – Email Invitation

Dear (by name if it was mentioned I the website or by addressing the receiver as representative of the selected organization),

I hope this finds you well.

My name is Iram and I'm currently working towards my master degree of IT management and Innovation from Jönköping University, Sweden, and I'm researching the destination marketing organizations which use the live streaming app "Periscope" to promote their destinations.

(In next paragraph I mention what the organization have done so far in using Periscope and I explain why they have been selected to be in my target group , For example:)

Visit Benidorm is one of my target group because it has used Twitter's live streaming app on several occasions and produced 15 archived broadcast so far.

The research is about how DMO uses Periscope and their attitudes towards the app, and I'd like to invite you for an interview to answer couple of questions under each of the following themes:

- Motivations of using live streaming app
- The extent to which DMO feels it is easy to use live streaming.
- The extent to which live streaming helps DMO to meet its goals and needs
- The extent to which viewers engage and the increasing number of followers.
- The extent to which live streaming tools and features benefits DMO
- The extent to which DMO feels using live streaming is fun and enjoyable
- The extent to which DMO feels using live streaming apps it trustworthy
- The way DMO using live streaming

The interview "by Skype" will not take longer than 20-30 minutes, but if an email interview is preferred I can send the questions of each theme but further communications might be needed if there is something missing or needs a clarification.

Your contribution is valuable for this research and future research in this field, and results will be sent to you after it's finished so you can also benefit from them. Please tell me if you are willing to participate in this research.

Looking forward to hearing from you soon,

Your time and effort are appreciated,
Thank you,
Iram Aloshari

Appendix C Interview I, VisitNC

Greetings and introduction.

IA: can you start by introducing yourself and your position please

NC: sure so I'm Nick Parker I'm the database and social media specialist at visit North Carolina I've been there for almost two years now.

IA: Mhm ok and as far as I know that you have used the Periscope for vacation big which was a campaign and the National Music day I think it was an event

NC: Yes

IA: and the national dog day

NC: yeah we did "laughed and looked up to his left side as if he was trying to remember"

IA: yeah okay and do you have more than that or that's all because what I found here to turn the website

NC: Sure, the only other periscoping that we've done was we toast sponsor North Carolina craft beer month along with the North Carolina craft brewers guild and beer month is every April and so this April we used some Periscopes from like for example for brewery tours or four brewery events, am so visit NC people only did a few of them but are we can add a little group between us and the brewers guild that carried out quite a few pair of stuff that we did a few dozen over the course of April yeah.

Actual use

IA: okay so-so for vacation big I saw it was scheduled on the website and it was really short time after the after the the app was produced so your planned it or it was like plan really quickly or how do you manage it?

NC: so it was the idea of one of our social media managers at our ad agency we are at agency is LGA out of Charlotte and the social media team there came up with a pretty quick plan that I worked with

them on to basically do kind of a statewide relay of Periscopes so we had several different partners across the state who each did their own stream and we kind of did one hour for leader was five or six hours so hmmm you did areally did five or six hours on that first day and yeah that was

either, I think that have been the week the Periscope came out so a couple days of accurate list

IA: yeah and the next event did you plant them for it was just like suddenly live streamed ! National Music day and national dog day where they plan because there was there was no schedule on the website so i would like to know if they were planned in advance or just the person who is using!are you the same person, was a streaming guard another person?

NC: for for music day I was not I wasn't able to make it to that was one of our managers from the agency but that was it was planned in advance i don't know, i think we might have publicized by social but not necessarily on the website itself

IA: so now i can see that that like you used first go four and four different occasions ok and so it was that the team while using the livestream is actually you who was working with you?

NC: I'm so for each of the event it's been a little bit different for that first event for vacation bed we had a few different people across the state help us out you know we had some local DMO partners there's in the outer banks for example or in the mountains who are in across the state who helped out although i did I also did one of them from the natural science museum here in Raleigh where I live so for that one there are a lot of different folks we kind of had to pass the login information for the account along to a few different people. For Musicday it was all in the hands of our social media manager from the agency who did that and I believe the same is true for dog day and then for the for the beer months streaming it was again a kind of a collection of people and that one was much more there was a schedule but it was a little more ad hoc it was kind of if you're at a brewery or at a brewery event just go ahead and Periscope it so did everyone kinda share the login credentials

IA: and the collection of people who were recruited also or were employees?

NC: there were a couple of us from visitNC and see there were a couple of folks from the craft brewers guild and then the proper is guilt but also contracted with an agency for beer month this year so they had a couple of folks from that agency working with them.

Intention to use

IA: ok ok so now it starts with the first theme was the motivation of using the live stream so why did you decide from the beginning to use first Periscope?

NC: for one thing was just trying to stay on top of trends and you know to kind of be in this case we have the chance to be kind of on the cutting edge i think we were one of the first state demo's here in the US to use Periscope so we wanted to be able to get in on the ground floor if you will but we also really like the

idea of you know we do a lot of still shots and our advertising a lot and it's a lot of natural scenic beauty and we like to think we have a very beautiful state and so we like to show it off that way but this kind of let it show the state in action and let us show and also the people of the state as well so let us show have a different side where you might not see from just a picture even a quick Instagram video you get to see a much more in depth for example one of the videos that we did was a some guys on the outer banks went looking for wild horses we have wild mustangs on the outer banks so they were driving on the beach in searching for the wild horses and kind of narrating and talking about the horses they went so it's a different experience that were usually able to offer for our social

IA: sorry I just forgot to mention that I you I wouldn't I i need to record the interview so i can analyze later, thank you so much as I told him I think about the team which is your

worked though partnership and also the manager of social media which is you and also other managers right.

NC: correct

Intention to use:

IA: Do use other services live streaming services are only Periscope?

NC: thus far we've only use Periscope we haven't gotten into facebook library the other wide video services yet

IA: if something new you appeared you plan to use to use it like you plan to use first club in the future would you share of something new app came up?

NC: I think we'd be open to exploring and trying new apps but we definitely like Periscope and we feel like we have a pretty good foothold there so i think we'll use Periscope in the future but if something new came up and it was a really cool or had a different approach than we were definitely interested,for example we just started our snapchat account a few weeks ago so we're using snapchat.

Perceived ease of use

IA: while you use the app yourself when you were streaming how did you find interacting with the app itself?

NC well the first time I used it was that first week when it was out and to be honest it was a little rough because you know i mean it was the App has just been released, they've really sought updates since then that have added some functionality and have improved connection and things like that but I'm so the app itself, the user interface i think has been great from the start and I've liked it a lot it's just the experience of using it and you staying connected or like you mentioned on that first video archives that made things a little bit tougher

IA: but did you experience any difficulties while using the app itself?

NC: the biggest difficulty I ran into was my live streams kind of a very quick tour of a very large museum and so staying connected to Wi-Fi or even getting a cell signal that's a huge concrete building was a little tough but that's not necessarily the apps fault that's just you know the price of doing business on a mobile phone.

Perceived usefulness

IA: what do you think the benefits of using it after now you have done these scopes before what do you think that benefit you gained?

NC: Sure, i think it was twofold for one we definitely got some good exposure great engagement and we had a lot of a lot more comments, retweets, likes and shares of our Periscope activity than we have on some of our other a social content which has been great i think people really liked that real-time feel to it and kinda you know i mean it was unplanned it wasn't necessarily a it was in the moment it was a little bit improvised and people like that feel you know there's a lot of our stuff is very much produced which is what we want but it's a nice different date to it but the other thing that I think it did was it forced us to think a little bit differently about what we're doing in social and it kind of reoriented are thinking around the idea of you know for first of all that the importance of video which we've known for a while but it really drove home that this is how people are going to be using social and the not-too-distant future and also made us think about this looks great in the picture but

how does that translate to a video you know kind of added a different dimension to our thinking about a lot of what we do on social.

IA: how do you think that tools of the live streaming or how do they help you to meet your goals of to meet them organizational objectives?

NC: um I think you are our overall objective visit NC is to attract especially out-of-state visitors to North Carolina and I think what it did to help achieve that is it showed as i mentioned have a different side of North Carolina you know people can see you search for us on google for example hopefully get a

lot of pretty pictures and a lot of you know, interesting things to do but I'm just let people see that in action where they might not know or otherwise get to see it they got to see some other people of North Carolina too in our different partners across the state or thing like that ok so it's kind of a different side that you might not get to see otherwise and I think that really helped get out our message in a different way which is really cool yeah.

Critical Mass

IA: per broadcast what is the range of number of viewers?

NC: some of those early ones were in the middle of the day on Thursday so we didn't get a lot of a viewership although i think even then we i mean i don't have ever had a broadcast that had less than maybe 20 or so viewers average throughout the stream but a couple of our streams I believe got over 200 viewers in the moment which I mean for us for the following and at the time we thought it was great so that's a pretty solid ring after i can check our numbers but I feel comfortable using that as a kind of a baseline.

IA: how is the interaction slammed interaction how does it happen? for example with you and with the viewers do you were like for most of all this not only you, also the other people who use used Periscope to promote visit NC, like what are they using like a first-person perspective or the selfie or did you have interviews in the middle? How is the Scopes themselves?

NC: for the most part are still have been third person so we've been a usually shooting either the scenery or maybe we've had a guide or somebody that we are interviewing I'm like for example when I tour the museum we have a friend there who is the director of education at the Museum and she was kind of the guide to the museum so I was just shooting her the whole way and I was I don't think that was on camera at all and she was kind of the star of the show if you will, and then as far as **interaction from Viewers** we open we try to open all of our scopes the questions so if folks have questions that can just type them in as we don't we try to answer them in the course of the stream and we've got some really good questions really cool interactions and even some folks asking for further information on a place which is of course exactly what we want so that was really cool.

IA: Were viewers interacting with each other or inviting other friends did they have interaction between themselves like comments, chat, etc?!

NC: a lot of our livestreams pretty short I'm so we didn't necessarily see folks inviting each other in the screenshot what's happening for the for that first day especially we try to keep them to no

more than 10 minutes and a lot of them were five or six minutes, so they were very short.

NC: but we did see folks inviting each other and tell each other about it after the streams because that day we did you know we did six streams over the course of the day and so after maybe the first or second stream we saw a couple folks tweeting to each other and saying hey this is the cool thing you should check this out hmm which was awesome.

IA: Do you think that live streaming “Periscope” increase your credibility as the DMO?

NC: i think we definitely got some cool recognition from the industry there were some folks to you know work in the tourism marketing space here in the states to definitely noticed us doing this and made mention of us on Twitter on Facebook we've got to mention i'm forgetting which publication I have it somewhere but you know we got this little write-up in a publication about it as well so i think I don't know about credibility necessarily but it definitely increased some people's awareness of what we're doing on social.

IA: you were you able to measure it somehow are only by the number of the followers are only by the interaction?

NC: especially on the early streams we didn't have a whole lot of metrics aside from just the basic number of followers and things like that so we definitely noticed some tweets and posts about our Periscope activities but i don't think there was a whole lot of measurement we could do aside from just

the basics so you know people mentioned yet specifically and/or the viewership in the moment.

Critical Mass

IA: so you told me that people who are asking you questions and give feedback do you how do you give attention to what do they provide, do you put it in mind and consider that if someone give a feedback, how do you give attention?

NC: sure if they ask the question we always try to answer them as quickly as possible or if there's a chance to answer in the course of maybe the interview or whatever else we definitely answer them and I think and one of our rules was that if we're going to answer a question we try to recognize the user who asked it, for example okay Jay Parker asked such and such and then we give the answer so we try to be as responsive as possible in that regard a couple of the streams that we've done like for interviews haven't necessarily facilitated that because it's been kind of a one-on-one interaction we don't interrupt our speaker and it's like that but I'm like one of the ones that I did in April was at a brewery with the head brewer and i was able to kind of set aside some time to take questions from the crowd if you will and we asked a couple of those questions in the course of the interview which was really cool.

Capabilities CP

IA: how do you find the features provided by the app?

NC: I think at the beginning when it first came out you know there are definitely some things to be worked out like this but the latest version i think has been really great you know the archiving has been pretty smooth and pretty easy to use, i think the app the camera especially is down steadier little less choppy I think the interaction features have been solved from the beginning although one thing that we would really like is a little more options as far as filtering we did have some folks to you as always happens on the internet you're gonna have some folks to maybe try and say some things that are not nice or whatever else um so

we love a little bit more maybe content moderation ability but that's I know that's really tough for a live streaming app that's kind of a wish list but other than that it's a great app and it's been really well-constructed and I love the clean interactivity between it and Twitter, the scene with the fact that you just click on it and go right over has made it really easy for folks to join we love that.

IA: but I wonder why didn't you try to use it after May because archiving I think it started since May, and the last time use it was in April so use it according to campaigns, events because i see now is for couple of months you didn't use it so how do you how do you decide that ok we should do Periscope now?

NC: well I'm the other the kind of factors that influence that more than anything is I don't know if you followed North Carolina state politics but we had a very controversial bill passed in March that has caused a very large outcry from a lot of different votes on both sides of the issue and for a while there we actually went dark on social we actually didn't even post on business see for several weeks and so as a part of that we've got we had to scale back our social activities mostly because we were getting a lot of for whatever reason folks chose visitNC of their outlet to express their emotions about the bill and so that kind of restricted a lot of our social activities for a while so we've only recently has steel back up to full social media operations, so we'll definitely be looking to do some Periscopes in the future but it's it's been a difficult time the past few months that's I think the biggest factor and why we haven't gone back.

Perceived playfulness

IA: when you used the app did you enjoy using it or was it exhausting and tell me why?

NC: the very first time it was tricky just because we put everything together in such a short time frame and I was literally running around the museum chasing this lady who was nice enough to do the guide for us, that was tricky that was that was a tough one just because that was a big plan that we and I think we executed it well it's just that was very ambitious that day it it was pretty intense since then though that the live streams we did from breweries in April were great i mean it was pretty easy the biggest thing was just find a way to keep my hands steady so I wasn't shaking the video so much but other than that yeah.

IA: in couple of words to explain me that you're feeling while you were using the app? I thought it was innovative, I thought it was I felt very much be honest I felt kind of like wow this is the future like this is you know this is the next thing. you're impressed by the technology!

NC: yeah oh yeah and it just felt really cool to be honest it was a it was nice to be able to do something very different aside from what we usually do in social ok

Trustworthiness:

IA: do you think that is secured to use it

NC: I think it's secure in the sense that i'm not worried about being hacked like I said I wish there was some better content moderation options but as far as just basic security and so

IA: how content moderation options?

NC: mostly just as i mentioned we've had just a couple of folks commenting you know and maybe saying friends that we wish they wouldn't say on a new tourism live stream but if we found some ways to deal with that it's just you know it would be nice if there were a little

more in a moment and I understand that's really tough to do it so that's kind of the one the one wish that we have.

IA: when you told me you were using the app third person from first person so are you were you worried about your own like secure security or privacy or anything

NC: I wasn't but we did worry a little bit about of our social media managers just because they seem to get some more comments than maybe I did or some of the other folks have, I won't speculate that's why but just say that yeah I think that's where this comes from is and I'm not really worried about like you know some creep tracking them down it's just to be nice if they didn't have to deal with that.

IA: and do you have any concerns about the public privacy issues? For example like a lot of people refused to be you know like life seems or something! know when the app was now started there's a lot of issues started regarding public privacy or everything so how is the state regulation and they think it's okay to just to go live stream and what is this people doing a BBQ!!

NC: sure we were very sensitive to that and I think for anybody who was especially going to be focused on and speak on the live streams we kind of made clear to them hey this is what's happening this is you

know it's you actually open anybody and got their consent there and they're nearby and from the start for the most part these people are in marketing in some regards so there you know it's an opportunity for them and they're comfortable with it, no one's ever said oh no I don't want to do this and as far as the general public we try not to you know we've never liked went around followed anybody anything like that so I know we I think we kind of started around any sort of issues with that I'm any time we've done photography in the past were always careful that it releases and everything else and I think you're going to maybe say stream and an event with a lot of people at it we might try to obtain some sort of release that maybe from the event itself or what have you but for the most part are our streams have not really focused on the general public so we haven't been to worry about it

Actual Use

IA:mhm okay and i just want to get back to something you told me many people who are using the like live streaming as you working you are working as a team and with partners so how many where were they like the whole team of Periscope and live streaming but also visual are engaged with planning and everything!

NC: so the social team between me and our ad agency is for people there's two managers and their boss of the agency and me and then as far as just getting signed up what we're doing my boss or director of marketing has to sign off on things but for the most part I mean he's not actively involved in planning it's more just saying yeah that sounds good go ahead and do it, there's 4 or 5 folks involved from our end and then we partnered on vacation big there were six DMO's across the state and I couldn't tell you the exact number of people but i consider if you're at least 2 or 3 people at each place across the state so I mean they were probably at least 20 people if not 25 working on that.

End of interview.

IA: Thank you so much

NC: thank you

Appendix D – Interview II– Visit Philadelphia

Greetings

Comment from Matthew: Periscope is kind of a lot of fun so I'm like excited when people asked about it.

Introduce yourself in positions please?

Dana: sure I'm Dana Schmidt and the director of social media here and visit Philadelphia we have 15 platforms I believe now of social media platforms with over a million fans and followers periscope is one of them and periscope.

Matt: I'm matt smith. I am the social media coordinator of visit Philly and I'm also the on-air personality for our periscope live streaming.

So I would like to understand first until now you so far you have produced seven broadcast and six were I think series of broadcast about the DNC the Democratic National Convention and I so one that you have a live stream that the like 6 days ago it was also an interview with the Longwood Gardens yes yeah so tell me about it?

Matt: They host an event there for seasons and we were doing an Instagram press event and Instagram meetup event, at the event was happening Longwoodgardens so we did a periscope interview with the marketing manager there to kind of give an overview of what it was is and what Longwood Gardens was and things like that.

What about the six broadcast about of the above the DNC like how did you decide to use the App?

Matt: Well when I came on I started visitPhilly in July and we had two previous periscopes that were really short and they were kind of just showing off one was an art opening and one was a Christmas tree lighting and didn't do very well, we had a lot of views and a lot of replays but we didn't have the engagement rate or the retention rate that we wanted.

So that was before May because they are not archived!

Matt: yeah this was back in December and January, I believe this is even before Dana was brought on as well as before both of us were even here so when I came on in July I really wanted to try to focus on periscope because I knew it was something that people would be interested in watching and he would be interested in the information that would come out of it so we came up with the idea of trying to do some Philadelphia-based people that were also doing events or speaking or some form of happenings with the DNC so they were all there all Philadelphia-based either organizations, individuals, whatever and they were all taking part in the DNC and that was kind of how we decided we were going to try to revamp periscope and it worked, so i think that moving forward Q&A style videos were probably gonna be the style we're going to stick with, with our periscope live streaming.

Intention to use

From an organizational perspective like why didn't visit Philly decided to use first goal from the beginning?

Matt: Because it's definitely a way of showing Philadelphia in a light that probably hasn't been shown from other organizations, with doing the live streaming stuff you definitely get more inside access to talk to people that you probably wouldn't see on the news you wouldn't see in a business I mean we can really go to just real Philadelphians and broadcast live what Philadelphia is to our visitors that we want them to come see.

Dana: as Matt mentioned i'm really new but my predecessor had been in this role for just over 10 years and when she first started she launched social media platforms for visit Philly and they were the first DMO destination marketing organization to have social media properties so the team is kind of led that charge and always been an early adopter of social media and we tried to be the first on platforms it's something really pride ourselves in and we're not afraid to take risks and I think periscope like other streaming platforms a little bit of a risk because it is live and like many thing you know it's an authentic view of the city and not something you'd see on the six o'clock news and not something you see polished on your television as a commercial it's really honest live and it's all that taken we have so much to offer you're in the city and it's a great lens to show real Philadelphia signals talking about.

Do you use other live streaming services or only Periscope?

Matt: so we've used mainly periscope we have done a live stream on Facebook live we've kind of done some research in the sense that we feel the periscope is way more inviting to viewers for small personal informal events and Facebook live is more for larger scale events and more exciting things are happening.

Dana: and we're also on snapchat which is a different type of streaming really but it is live and makes it great to the world for 24 hours atopic.

Actual Use

How is it managed? Do you do partnership collaboration! How many are you working on Periscope?

Matt: so for periscope it's mainly just us three of us in social media team and our video producer here visit Philly and it's mainly just us we come up with the people we want to interview ourselves we go out we reach out to them we set up the interviews and then we go and interview from our vide producer cellphone so it's just it's just the four of us.

Dana: we didn't have a one-person hosting on screen one person producing from behind the camera and what are the duties of others??

So I didn't see any schedule on the website so do you schedule it in other applications or you just start the scopes without any schedule?

Matt: so the most scheduling we do is we tweet out either if we know we're going to be doing a periscope we'll tweet out a day before that like: stay tuned for tomorrow we're gonna be doing a live stream then and then we'll tweet out in the morning and then we go live that's pretty much the extent of our scheduling. All of our scheduling for periscope is more internal and not so much showing who are going to talk to where we gonna talk to them and what we're going to talk to them ok I've kind of found and I mean Dana can agree or disagree on this but I've kind of found that the very last minute nature of periscope makes it feel more real, it giving the day heads-up gives people enough time on our Twitter feed or other social media feeds which we have over a million followers now in total it gives them enough time to say man I really care about that I don't wanna watch it or I'll i really want to watch that whereas if we're posting things on a schedule then when people feel that they're gonna have to plan their days around it things like that we give these people the option to look at it and say whether or not they want to actually watch it and then trying in and we've had a we've had major success with the number of views in the retention rate that we had on our videos so far.

Dana: I think with the DNC series that Matt launched it made sense it was part of a series we could announce like almost like the next episode of king yes tomorrow but now that we're outside of the DNC we don't have a structured series and place for periscope like Matt said the content just has to stand on his own and if it's if we announced that is going live right there was actually going live whatever we're doing right then that moment has to be good enough to engage people are it's not worth doing frankly so it's ok

So as I understood from the scopes that it was planned also internally like when you contact these people and say oh I have an interview so of course, you have contacted them in advance right?

right so I except for the Longwood Gardens ones everything for the DC because they were we were probably we're talking to people about something that they were doing around the DNC I'm and a lot of people we had to go through their press we got in touch with them for Chris Matthews, he was the one we got in touch with the earliest we probably got in touch with him the beginning of June and his interview wasn't until the last week of June he was also the last week in July party think it's celebrity by yeah he was also the biggest tool ever had to go through like two different levels of press people to get in touch with him and then finally set up the interview but for everyone else was normally like a week in advance we emailed them or their press people I told them i gave them an outline of the questions we were going to ask because they were influential people and then we showed up on the day of hope that we can questions from the viewers for the Longwood Gardens one the one we just did it was kind of very impromptu we just got a brand new microphone that we're trying out we weren't sure we were actually going to do the interview and then we got there we asked the marketing manager Nickey if you would be interested in doing it he said yes I told him I came up with five or six questions on the spot to set these were going to ask you these are the questions are gonna get real softball promoting the event promoting Philadelphia type of questions and then we're gonna wait for some viewer questions and see what comes in and that was very last minute very impromptu we just went with it okay. planned

When you explain them that the interview will be through Periscope were they familiar with it?

For every everyone that they have any ever we've talked to is as at least heard of it if not used it, it's still relatively new enough which is one of the things I really like about it is that we in my opinion I feel like we're spearheading this social media revolution with periscope because it's still relatively new that not many people are using it on a consistent basis like we are but enough people have heard of it they know what it is.

Do you have a certain strategy for using first group or still like in test phase?

well I think the DNC was our main test phase ok we saw the Q&A style, periscopes worked really well will probably throw in some event-based periscopes when things come up like a Christmas tree

lighting did really well when we did that before, so we'll probably do something like that again but will still try to incorporate some form of a Q&A into it and I feel that the more people feel that they can engage in the livestream themselves the more engagement we get out of a video so anytime you give a viewer the opportunity to feel like they're part of a

livestream I feel like that gives people more engagement more incentive to watch our live streams.

Do you have like a plan for the length of the videos because for example this restaurant guy video was really long compared to other ones!?

Matt: I think is anywhere from five to ten minutes for a periscope video I think that gives enough people time to jump into a video comment on what they want to comment on it and it also gives them enough time to stay into the video for people like Tony Luke who was the restaurant guy and people like Chris Matthews they were people that I kind of just ask questions and then they were so great at talking that I just kind of let him go, those videos did run longer than I would have liked those two videos both ran around 16 minutes but they still weren't so long that they were uncomfortable, I think anything higher than 15 or 16 minutes would be way too much and anything less than five wouldn't give people enough time to jump in, our night sky video we actually got lucky a nice video was around four minutes and 42 seconds but we asked everything we need to ask him and then we had a couple questions in put it in, I think the length of the videos is dictated by the person you're talking to and whether or not you get enough comments into your feed live from viewers if you're doing a feed the person is talking two answers their questions the simplest form possible and then you only get one or two questions you're gonna get a five minute video if the person you're talking to answer their questions and long-form and there's one or two comments you're going to get a 10 minute video it may go overboard on their comments and the guy talks for too long you're gonna get a 15-minute video I think that range is pretty good five is the low-end 15 the high-end 10 would be ideally the sweet spot for periscope video mm sometimes you don't give someone that's talking long enough so you're at you end up on the lower side.

so you measure it through your page on Twitter ?

Matt: yes we do both, I measure the comments the hearts and the views on periscope and also the number of followers we gained after a broadcast and then I also go back and look at the number of impressions we got off of the tweet on Twitter.

Intention to Use

Do you plan to continue use it in the future or reduce changes into something new came up and why?

Matt: I think we would be open to something that was getting more like I think we'd be open to using something else if we thought that was gonna get us more views and more engagement of it, but I think the numbers were seeing right now for us I mean our retention rate right now is hovering around average

40-45% for engagement and are for retention and I think the average that Twitter was looking at was something like thirty to forty percent retention rate so we're hovering around Top end of average to above average for our retention so (satisfaction) it shows that the people that are watching us are really engaged in what we're saying and really care about what we're doing and on top of that periscope is a really good platform to get that engagement.

Dana :hmm so I think a case-by-case basis to select the Chris Matthews interview he's so big that we did Facebook live and periscope because we just wanted to reach as many people as we could with that that was a really awesome opportunity for us to have an exclusive interview and periscope is great like you're saying for those like local Philadelphians authentic

experience but Chris Mathews isn't and I wouldn't say he's like an average Philadelphian, he's a celebrity, but I think as we do more and more with video or starting to define what each channel is best at and really Instagram stories just launched just basically like snapchat(fitting the purpose of the technology) huh and so now we have an event like the Longwood Gardens event where you have a periscope from for that at that very same event we did a separate Instagram story we did a separate snapchat story and we were hosting 25 Instagramers and other social media influencers who are taking their own photos and sharing them on their own platforms so we were producing content all across the board on every channel we took a video to upload to Facebook later but nothing overlapped style-wise which was so cool that we could be doing so much at the same event and have so many different style so that the periscope interview we didn't do an interview a Q&A on any other platform good thing will find people turn but they know what they're getting when they turn to certain platforms(understands customer behaviours) they just want to see a pretty picture they'll go to Instagram if they want to meet a person at the event they go to Periscope. Does the success of the scope itself depends on the content? Because you said that the Chris Matthews was a celebrity! Or what how do you think the content can be successful?

Matt: I think the content happy I think if you start to compare a celebrity verse a marketing manager for an event versus the success of the periscope I think you start to get a little confused and a little disheartened about what's going on if you look at the periscope by itself are Longwood Gardens Periscope had the highest amount of replay views of any periscope that we've done so far it had the second highest amount of Hearts given to any periscope we've had so far and it had the third-highest retention rate of it any periscope we've done so Far, the Chris Matthews obviously had the highest number of views because of who he was I had highest number of hearts because of who he was and it had a higher retention rate because of who it was but i don't think the success can be judged based on who's in the video i think it has to be judged on the quality of the video the quality of the questions and that it will look at the number of views that you got I think that the more you do periscope will find that will start to get more views for little-known people because people are starting to realize that we're live on periscope we are actually aware, active? not only active by our informative we're always consistent and I think the consistency is what equals success on periscope I don't think it's so much who you have and what the celebrity is I think it's the consistent the consistency I think that the more than people realize that every other week or every couple weeks every three weeks whatever there's going to be a live periscope stream from visit Philly people are looking for it regardless of who it is.

Perceived ease of use

How did you find interacting with the left wing up with the first club itself its tools and it's features

Matt: I I feel periscope is extremely easy to use uh I I've joked multiple times that I think if someone had the financial stability they could make their own news channel on periscope and become their own Nugent news agency for like half the cost it is extremely easy to use is extremely functional I think after you use it once or twice everything in it becomes second nature I said that like very easy if you did.

Did you experience any difficulties while using Periscope?

Matt : I think our hardest thing was in the beginning we were having trouble with microphones and that wasn't specifically periscope related that was just we did some research we found some mikes we thought were going to work and then when we really didn't work but we for the longwood gardens when we ordered a new microphone and it worked better than I could have ever expected it cut out a lot of background noise you just heard the two people talking me and the marketing manager Andrew um I actually found that at times that work too well because i was holding it too close to my face yeah so when we found the microphone at work i think that worked well,

Critical Mass I think you're always going to have people that are watching it that are commenting in that are you're always gonna have that one person that's going to be destructive or inappropriate or what have you but uh we found and i actually saw that last video we did that there were comments were inappropriate then there were people that were commenting about like you need to stop what will get like they need is the person commenting needs to stop the more you build a strong loyal following they will start to defend the content before you even get a chance to comment on it and i found in previous experience using periscope I did periscope for the world meeting of families when it was here when the Pope came to Philadelphia and we had the same experience of people doing inappropriate comments and we wouldn't have to say anything the viewers would be the ones commenting in like this person is not appropriate they need to be blocked on the law like they were defending the stream and we I saw a little bit on our last video but I think we're just getting to the point now we're starting to build that loyal following of they're going to defend us before we even have to say anything. "loyal viewers, building community"

Dana: and that's not unique to periscope we have that problem on all platforms are saying is there's always one meaning no matter what you pose it could be the most beautiful happy story the entire world there will always be one person who comment something negative or said something but we have done such a good job of building communities online that mom people come to the defense they work as a police the communities themselves we and we have a really strict transparent policy where we don't delete negative comments unless they're using really faun language or you know something is that would break those guidelines but people are definitely allowed to express their opinions and we don't comment on them but we don't remove them, so when people are being rude on periscope it is such a blessing to have the rest of the community come to the defense and so you can see that because we technically can't get involved but it's like to have that built-in loyal base.

Perceived usefulness

yeah exactly yeah uh I get back to the usefulness of the of the of the app so what do you think the benefits you gained from using it?

Matt: i think we're reaching different people then we are on any other social platform I know that periscope uses the Twitter followers but there's a different select group of people that are primarily interested in just seeing live video and there's also a group of people that were reaching that are interested in hearing Philadelphians talk about Philadelphia and then we're reaching Philadelphia influencers and things like that so I think we're meeting a more specific

group of people but also a different group of people than we've met on other social platforms.

Explain me how Periscope helps you to meet your organizational objectives and what is your organizational objective?

Matt: Our organization objective is to get people to visit Philadelphia, we are visit Philly we are a destination marketing organization so primarily the more people we get to visit Philly the happier we are as a company, and i think by doing the live streams and by periscope it's showing people that we care more about the everyday authenticity of the city then people have thought, I think we will be posted on Twitter we post on Facebook were authentic but at the same time we're scheduled not when we do a live stream I mean these are real life Philadelphians in the moment talking about why they love this city and it's giving people more behind-the-scenes look at the city and just us telling you come look at Philadelphia we have great cheese steaks or we have great sandwiches or we have great dog parks or whatever we're letting the people of Philadelphia speak for themselves and then invite other people to come experience what they experience. Specific show!

Dana: that's yeah that's a huge benefit of periscope is that we can diversify the host we can diversify what people are see and you can put a personality to it so it's not just a faceless account that's posting we're actually showing why you should visit Philadelphia in real time from the attractions or restaurants or retail locations and it's just totally different layer as opposed to just putting a status up on facebook with the beautiful photo of an exhibit and actually being there and talking to a human who works there and see you know engaging the reactions of everyone else is there experiencing it with you a huge we're trying to do with social media right now is emphasized the human experience so really putting faces to these attractions and periscope snapchat Facebook live all of our complaints have been really, really great for that.

Capabilities

Did you feel that there's something missing or you need something like a tool or feature that you really wanted?

Matt: no I don't think so, I think by the nature of itself the simplicity of periscope is what makes it so appealing it's a very streamlined system you plug a microphone you turn it on you post a tweet and you start asking questions restart video showing an event or you allow people to tweet in questions I think the way we have it setup is very good we have me talking we have someone behind watching the tweets coming in on the periscope feed and then we also have someone watching our twitter feed to see if there's any questions coming in on their arm so i think the setup we have is really a really good I think that's really the only thing that was missing from any previous periscope experience was that they probably didn't have that setup to go through that process but now we do and I think that's a

Key component is the way we have it set up to answer everyone's questions show everyone we're doing and to get the best video that we can.

Critical Mass

was any other form of engagement between people themselves? He mentioned that someone was saying bad things and other ask him to stop so how is the people engagement? Do they invited other friends hey come with the score how did that happen?

Matt: well I think that what we're seeing is more people sharing it on Twitter when we go live with other people I didn't pull those members but the night scape and even the Chris that the night video actually had a higher level of engagement on Twitter the Chris Matthews celebrity the nightscape Bob tweet where we went live on the specific this is our video now watch it here that had over six thousand impressions or it was the new 6,000 thousand impressions and the Chris Matthews one had only 5 thousand so the night skate video had more impressions on it in the Christmas Matthews one and that means that it is reaching more people now than it was two weeks ago.

And did you'll get any mentions?

we did we have retweets we had I think the engagement on the tweet for the night scape one was like a hundred and ninety-two was our engagement so that counts as mentions retweets clicks everything like

I want to ask you about the yeah they could be the do you think using Periscope increase your credibility as a DMO?

Matt: yeah tenfold if i had to guess I i think that when DMOs look at trying to get people to come to their City and this is just from an outside perspective if I started working here and looking at different cities that I wanted to visit I think a lot of the problem that they have is as we were saying showcasing real residents of the city there's only so much you can do when you have a restaurant opening with posting a picture of the restaurant and then talking about the restaurant from the DMO's personal accounts it gives you a lot more credibility when you're showing real Philadelphians invite other people to experience what they do because now it's almost like getting out of the way of the city to broadcast itself and I i think that something that is extremely beneficial.

So when people give you feedback do you do you pay attention for that how do you thank you for that like a feedback or comments and so on?

Matt: we tend to take comments that are appropriate yeah and we listen to what people are saying we tend to try to make our things if people are complaining they can't hear something because we've had that complaint a couple times that's why we got the microphone know if people were complaining they couldn't see something or the video was off or something like that what we'll look at those and say well obviously this is a problem we need to find a way to fix this but if their comments that are just like I was really nice or oh I hated that video or even associations for example really we really haven't received any suggestions aside from the suggestion of the audio quality not being okay and that's what we got the new microphone for ya saw along with Gardens video.

Perceived Playfulness

How did they enjoy using the app or was it exhausting?

Matt: i well I absolutely love periscope I'm kind of a nerd when it comes to it I found that I seriously have a weird obsession with checking al the analytics for every video that we do like every day just because I absolutely love everything about i think it's a brilliant way to showcase something that hasn't been used ever before and I think it's something that a lot of people lot of DMO should be taking advantage of that I don't think a lot of gotten on the bad way and yet not exactly what we have and its work exceptionally well for us to showcase what we are more do.

In couple of four words explain me how is your feeling while you are using Periscope?

Matt: it's always a little nerve-racking when you go live on anything in my case I always think man just don't make any weird noises while you're alive I just because it's your life and if you make one mistake and you say a wrong word or something like that that could be it but I think I've gotten to a point now with having done seven of them now I think I that the nervousness of being live on something doesn't bother me anymore because I know what I'm saying I know their messaging is and I know what we're doing but the first video I did I was terrified of going live on a video and I was I was like sweating and it also didn't help that we were outside 90-degree weather (critical mass) but it was extremely different experience to be okay we're live right now there's potentially 2,000 people watching us right now because that we have to we have 2,900 followers on periscope now so at any given time we could have two thousand nine hundred people seeing me and I i think that that's looking but you start to get comfortable with it you start to the more you do it the more you get comfortable with it you know what you're saying you know you're not supposed to say and you start to get into a rhythm with it and it gets pretty it's a lot easier.

Trustworthiness

Do you think is it completely secure to use it?

Matt: yeah I mean we I think the most the hardest thing we had was with the Chris Matthews interview because Matthews is a celebrity on like a political side because he's a political analyst for news company there were people standing around that knew him from sight because he was a celebrity that we're trying to voice their questions but we knew that we were going to have things like that happening so we have people in place to make sure that they weren't saying in any inappropriate they weren't yelling out anything appropriate, I think it's secure in the sense that the only time you could ever mess anything up as if you say something wrong or the person you're interviewing says something wrong, I don't think they'll ever think we might have occasionally at some point our life have someone that runs through the background of the speed or something like that and i think that will only happen when we get more popular but I don't think we've gotten to a point yet where we have random stragglers trying to run through our feed but again it's like any news broadcast you're always going to have someone in the background doing something weird you're always going to have someone in the background running through your video but our standpoint I think it's extremely secure. Acceptance.

Do you have any concerns about the public privacy issues?

Matt: No, because I think all the public areas were doing our periscopes in our areas of secure locations or areas of locations where the people there are enjoying we're doing just as much as we're enjoying what we're doing so I don't think I mean the first video we did was at the art museum the second video it was in a woman's office the third video we did was in a comic book store the fourth video was at a huge market place here reading terminal market and then we did our Chris Matthews video in a hotel room and then our Longwood Gardens one was at an open space restaurant type an area at Longwood gardens so everyone there was experience they were watching live music they were eating they were talking to their friends so it wasn't like they were looking out to do anything to make us feel uncomfortable or anything like that because they were enjoying that scenery as much as we were. Comfort, no worries!

End of interview.

Appendix E – Interview III– Destination BC

Actual use

The campaign of FIFA woman world cup, was it the only scope you did there were others? This is the only time we've done it, we really wanted to test it out that it was so kind of new at that point and we're also looking for a way to trying to engage visitors to Vancouver for the events, that something was a little bit new and unusual in that would maybe cut through some of the other noise online.

Did you partner with local influencers to do this?

Yeah, We found a local radio DJ and then also a guy who had recently won a contest that the airport had put, on where he actually lived in the airport for short period of time and created a content everyday so we bring them locally and we knew they were good on the camera they were from the areas where we know that they knew Vancouver well so we worked hard with them we actually got them as live host the streaming for us, so again it was kind of long but the system we had was for one was one of them to be on the camera and other one was monitoring the feeds and the questions were coming in, so the person was kind of concentrating on the interview or what they were doing or talking about the place.

Was it first person view?

yeah, they would be and talking generally for example, we were at the top of Cross mountain and we were talking to the about bees there, so she was interviewing the keeper on camera and the other host was actually monitoring the feed to see what questions viewers were asking around the world so he would pass them to her so she didn't have to do both at the same time.

How many people were all engaged in this the planning executing of this camping?

there was probably about five people on our side and then our social media agency was also involved in the actual logistics and planning so they helped us find the influencers and helped us setting up the logistics around the locations and times as well as working on twitter to kind of take advantage of their ad channels and promote the feeds.

Did you partner with only influencers?

Yeah we had our social media agency

Intension to use

Why did you decide to use Periscope?

I think the main reason that it was a new tool at that time and we are trying as much as possible to always test new things out, and I think we knew there's gonna be a bunch of people in Vancouver for this event and we knew really good way to find them through social media, we do a lot of social listening on twitter so we thought that in addition to that you can actually create some content that value to these visitors and give them information about local attractions that they could go and visit while they in town for the event but they cannot believe that you like they were in town for an event so we focused on attractions that close enough that people would visit them quiet easily, while in the events and I think it's all kind of lined up in terms of an opportunity to test something new, a technology that allowed us

to show and in real time how incredible some of these places are around the city close to the city but people didn't have to drive for hours to get out into the wilderness, I think it was really great opportunity for us to test something new.

Did you use other live streaming services as well or only Periscope?

we have only used periscope so far I think one of the biggest challenges for us is British Columbia is so big, we are all kind of in offices in Vancouver, so it's hard for us to maintain an ongoing presence through the livestreaming app because we don't have the ability to cover the whole province, so something we are doing now is just a strategy around, to have a long-term approach to using this technology, whether creating influencers around the province or partnering with some of the tourism marketing organization from the community or city organizations to do that. Yeah but now we have just done this test.

Would you continue to use it in the future or if something like new camera would you also go interested?

Yeah I think we will definitely try something else out we were looking into maybe in testing live video on facebook, i think just because we have a pretty large following there and obviously facebook have the most saturation in terms of easy base around world, so it gives us a good opportunity to reach people globally but i think the nature of livestreaming apps they are really well suited to things that happen in a specific time like events like this where there is kind of motivator for people to tune in I guess, so the urgency or the time witness of an event like this it gives you a good platform I guess to promote through livestreaming capabilities

How did you find interaction with the app itself like its tools its features what do you think about them?

um maybe more involved from one of people that was on the ground when they were broadcasting i think it was, i'm trying to remember what their biggest challenges were I know one of the bigger ones getting strong enough wifi because live streaming obviously you need a pretty strong connection to keep the video going so more important you know going to the top of mountains and stuff like that so that was one of our concerns going into the campaign, I think we actually ended up we tested everything and connected with the location beforehand to make sure but that's definitely a potential challenge with it.

Do you think live streaming increases the credibility of the DMO? Why?

It can certainly increase authenticity which in turn increases credibility. The live nature of live streaming reduces the chances of delivering an 'over produced message' and the direct interaction with interested viewers drives relevance since the viewer steers the focus of the broadcast

Perceived usefulness

So what do you think the benefits of using it?

I think it gave the basics steps it gave were, a boost on following and gave us a boost in engagement, think because again at the time that app was so new and then we have pretty good following based on twitter, when you see people go live when you following them on twitter you get that notification on phone

so i think because I'm still pretty new and people were curious about what it was, we got a good number of people tuning in even though the app was really new, and i think it allowed us to showcase of our tourism partners as well in a different way, we definitely worked with them in multiple different ways through marketing program but this gave us the ability to actually had actually broadcast live on location almost feels like bringing a news crew to them and just showing what's actually happening on the ground it's really authentic and not flited and not edited, so it was actually there what it what really looks like visitors so I think it was really exciting for us. I think just the concept of being able to answer people question in real time, it kind of get a scene of what people around the world want to know, it was really interesting to see everybody question myself and also people were kind of admitted how beautiful it was and yeah I think it was, I think really interesting.

Do you feel it help you to meet your organizational objective?

yeah definitely, this is a test in particular was focused around an event and you know that there's lots of big sports events in Vancouver I think this allowed us to be really innovative and to kind of breakthrough of a bit of that noise around but this allowed us to breakthrough and talk about the event in a different way

Didn't you feel like that there was anything missing that you need the tool or feature that it wasn't there?

I'm trying to remember however now, there was something about the commenting functionality like depending from probably related equipment for communion you want that we're finding completing a time when I have to follow up with the on the ground team to see exactly what was about but I remember them saying something about it was tough to manage comments in some way.

Ease of use

Howdid you find interacting with the app itself, regarding its tools and features? Did you experience any difficulty while using it?

It took a few tries to nail down the app features – turning comments on/off. The quality of the video feed was not strong and is dependent on cell connectivity. This was especially true when we started to go farther from the city. The live feed was at times grainy and cut in and out during broadcasts.

Critical Mass

How do you think how was the interaction with the people like the viewers?

I think it was good a lot I mean a lot of people were just saying things like wow that's cool or you know just generally commenting but there was quiet few people that were asking you know where are you where is that it kind of tried just establish that context of what we're doing I think something we realized pretty quickly is that because people can kind of tune in and out, they don't need to start from the beginning, right! We had to get the host to say constantly who they were and what they are doing, so every 30 seconds or something they say oh were are here on cross mountain so the new viewers knew actually going on, yeah again it was really cool to see people from all over the world and these and there were people not necessarily following us and or maybe never heard of Destination BC before when I so they're kind of initial reactions were really interesting, and i think it's more compelling than

seeing a photo on facebook it's got that sense of real time, it was authentic, something is actually happening I think it compels the people to react a little bit more.

How much people who are engaged like this what they talking with each other or sharing on Twitter during the broadcast?

I'm trying to remember, I didn't get the sense as much they were engaged with each other, they were more reacting of kind of what they saw, but again I don't know if that's the result of people still be unfairly unfamiliar with the tool at that time, because we haven't used it recently I don't know if probably engagement has changed on the platform may be as users get more active on it and maybe be there is a sense of community there, but i'm not sure.

how did you deal with that, if you get attention to their feedback or suggestion?

again we have a like and they're like really cool or I wanna see more and stuffs like that again the host was kind of addressed that, we had because of the logistics of it we had certain ability to change things in real time because we had all the interview and stuffs planned out, but on the ground, the host was great it was a key success for us that the host was quick thinking and was able to respond people quickly and manage the online engagement and the on ground interviews that were happening at the same time.

I wonder why do you think it was important to communicate with people be like streaming?

I think we've always, especially with our social media efforts people that kind of a big focus of being really authentic and creating an actual conversation with people, twitter especially we really use it for visitors servicing than for marketing, yeah we always try to position ourselves on these channels as approachable and very conversational, I think it's kind of aligned approach for us it's like putting ourselves there in real time and answering people in real time having that actual conversation is opposed to just have broadcast approach.

I wonder why you didn't do it again!

I think again the challenge for us that we are such a big destination, just coordinating the logistics of having someone create the content for us, we just haven't come up with sustainable way to do that yet. I think its defiantly on our list to figure it out, I think again because this is a specific event allowed us to focus on specific geographical area, a lot easier, the province is thousands of square kilometers, so just for us is kind of come with a sustainable strategy to showcasing that , and we wanna make sure that we gonna have presence on the channel that contributing constantly, we don't wanna just do little campaign like that all the time , I think this is probably the biggest challenges with this technology right now, we ill probably come up with a way to create content for this channels.

Although its live but it also has to be planned?

I think as official tourism organization people expect certain level of quality, even if it is live and it was through phone I think people expect something new, they are probably looking for insider info or access to somewhere they never seen before so yeah I think it requires certain amount of planning,as supposed to say somebody broadcasting from their desk or something like that.

Perceived Playfulness

Tammy Gagne, who was on the ground during the broadcasts. Her current title is Content Editor, Touring & Exploring

- Do you think broadcasting via Periscope was enjoyable or exhausting ?

For the most part it was enjoyable. There were, of course, those people that were commenting negatively to cause disruption. It would have been better if there was an easier way to block offending users without disrupting the broadcast. It's a lot to ask the host to do – film and interview, monitor comment feed, and block offenders (all without looking overwhelmed).

- Explain your feelings while you were broadcasting, in a couple of words!

Exciting (being live anything can happen and did) and connected (engaging with people from all over the world).

ok and the people who were like that mean they explained anything about like was it fun or was it exhausting or do they will enjoy it or how did they feel while using the live streaming?

They really seems to enjoy it i mean it's a little bit nerve-racking because you're kind of putting yourself in there live and anything could happen but I think once the first couple went through and everyone got a little bit comfortable of how it worked how so everyone got really excited about it.

Trustworthiness

Do you think is it completely secure to use it?

In any social media there always an element of, you have to have plan just in case something happens, somebody starts doing some sort of targeted attack on what you're trying to do, I think as long as you have plan in place, its secure, and I think the thing with this live broadcast if something went really wrong you can always stop broadcasting.

Did you have any concerns about the public privacy issues?

No, I think again because it was planned it gave us the ability to make sure that everybody was going to be camera was aware of that they were on camera, and to get the proper releases and make sure that everyone was comfortable to certain extent, again I think there probably be more concerns around that if we were filming in the event or something, we were concerned about like public privacy but I think in this case again because it was so planned in advanced so we were able to address that.

Appendix F – Interview IV– NationalMall

Actual Use

ok so I checked your periscope account and I see that you have 27 videos and that's a really big number compared to other DMOs I am researching with so I was wondering like were they planned were they scheduled or how do you manage it?

I think it was a combination really i mean 27 set may sound like a lot but I don't think it's that many for us basically i think we been using it for that long i'm not sure exactly what history you might know better than I based on looking at the videos but they're generally centered around big events at the park so for instance we had fourth of July, American independence day and we had several associated with that and I don't think those were

scheduled per se I think they were a combination of there was an event on going so for instance we had people reading the declaration of independence and we filmed at as a periscope video so that was not announced it was sporadic and then we had other things or even more sporadic where it might have been somebody standing and when the fireworks were going off yes I don't I really don't think we've scheduled to many if any at all.

but are they planned internally or you just do the periscope use the periscope as a side activity just to reach more people?

They are generally planned I would say 75-percent of them are planned maybe the other 25 or more spontaneous but you're right we usually go into events with a strategy about what we want to put out there on the platforms you know we'll look at twitter, facebook, facebook live and Periscope, as well as our website you know it's sort of a coordinated effort.

I read also at your website that the national parks consist of 413 areas so do you use periscope For all the areas or only one specific area?

yeah, so talking to me I just work for one of the parks and it's a confusing organization i think that you know as of wednesday we have 414 within the National Mall and memorial parks that's sort of a conglomeration of my guess is about 20 different Park units but then there might be other things like a KD a national park in the state of Maine so that's a single unit and they basically do their own social media program like I said I work for 1 entity but then there is probably hundreds of other entities within the parks service out there who do their own thing and we are all internally coordinated to some degree so for instance there's a list of approved social media platforms that people in the united states government can use and then we also have a guideline so for instance the identity you know you will always see the arrowhead the National Park Service Arrowhead with a color background like the colors are already selected for so it's just a matter of picking one and going with it and it is you know more loose guidance on how to do it but in terms of the National Park Service coordinating all periscope videos, no way, we are fairly independent of each other.

Okay but how is it managed, who is using the account? is it co-shared or only one person?

i think at the moments it's just one person here at the park that uses periscope.

ok because I thought maybe it's shared between the parks because it's also with your official name you know national mall and memorial parks

right that I believe that account is just used by one person

ok so it's one person using the account okay because I wanted also to understand how is it managed

If there is many people are using it and so on? ok I give an example of say Facebook where are we do have probably about six or eight different users and in that case that's an interesting one because again I know we all work together we're in relative close proximity with each other but we don't have a really coordinated plan, its kind of spur of the moment so it all depends on people's

interest so for instance we have our public information officer who uses facebook and they will talk about when they do a press release for an event they also put it on facebook, they also might throw in like this day in history kind of thing if there's a significant anniversary happening they will put

something on there but then there's other people who just might you know I've seen some Rangers put something about nature so for instance the squirrels that live in our Park that

was asked about that was kind of random, i put in like these 360-degree photographs on occasion but it's at the moment it's not very well coordinated we're kind of waiting we need to fill a position that's the social media manager and presumably that person will be the sort of one place where all the social media comes from but there'll be multiple entities within the part talking to that person and coordinating with that person.

Intension to use

So I would like to know your motivations, as you told me now that you have already activity on social media, Facebook maybe twitter so why did you decide to use the live streaming app periscope?

I think it's because we have so many events happening and there is something about being in real time so we've got a bunch of sites here and let's see if i can give some example so like the am going back to the fourth of July we had people that were reading the declaration of independence on the steps of the Jefferson Memorial, Jefferson wrote the Declaration so to bring visitors from around the country around the world to that moment in that place I think it's important you know if the parks we stress that we're all about places you know so to be even if you're not physically there to be able to see it through your screen is important and I think with us that there's a whole lot

of history associated with our sites the time element is also important so to see Jefferson Memorial on july 4th is an important thing and too see like the other day on facebook to see a picture of where Martin Luther King Junior's stood to deliver the I have a dream speech you know that was put on on

facebook i could totally see live streaming we have an event where we have school kids come out to the Lincoln Memorial and they read the speech so it's a live stream that i think would make sense too because there is an element like I said you want to see it on the right day on the right time

So you feel it's important to connect people or to grab their attention about This, this is something important happening in this days to remind them that this is fourth of july and this is what happened

Right yes connecting more with a place at a time

ok that's interesting and do you use the other live streaming services or only periscope?

We use facebook live as well

facebook live are you also active there?

it's hard to tell i I personally have done probably about five facebook live videos and four of those five were associated with fourth of July so again heavily event-based and then we also participated in a, I don't remember what they called it now but it was an event associated with the Park Service's

hundredth birthday which happened last week and there was an event where they had i think it was about 20 or 30 different parks and each park would take five minutes and talk about innovation within the park so we participated in that we talked about we have a brand new hydrogen vehicle here at the park so we talked about that for five minutes and that was very much a pre-planned activity.

Do you plan to continue to use the live streaming in the future or would you change?

No absolutely we want to use more of it i think and again we're kind of waiting to develop a strategy so we can use more of it, just two things we want to do, we don't want to

overburden like over use the technology so that it's no longer a special thing I also want to use it you know at the right moment we want to make sure people are not missing out on some important event that they would expect to see from us.

Perceived ease of use

ok so you said that you have used it many times you have the livestreamed yourself right? Correct.

so i would like to know how did you find it was it easy to deal with the features and the tools of the app

Yes I made some basic mistakes at first so for instance you know what i think i was filming this way with my phone and then one of the people watching that said turn your phone around

so that was a good feedback and i think the other thing I struggle with is sound now the microphone on the phone is not the best so I recently purchased a microphone that you can have a speaker you know a lavalier type click to you and those were the let's see at the moment we were very much in

our infancy of using it so those are the basics that we dealt with so far I think of the future you know striving for better and better production quality and also finding the right speakers who can speak about events without too much pre-planning you know we in the Park Service we value being able to

verbal communications what's a matter of finding the right person who can speak somewhat spontaneously to a device and yet be you know as if they're talking to a human being

Don't you feel that you had any difficulties with dealing with the app itself like its features, the tools provided by periscope?

very into it really and do you remember here in the United States we had a it was like a sit-down protest at the at the Congress but so what happened is the Congress was not in session and 1 political party decided they wanted to force, so seeing that and knowing that you know it's probably Congress people who are using the technology or their staffs I think it really opened up in my mind to say hey I can do this to you know if these guys can do it who you know I would think Congress people they're not that technically savvy because you know generally older yeah it may be thinking oh this you know what's the worst that can happen so it really you know freed me up and in the technology is fairly intuitive.

Perceived usefulness

so I would like to ask about the usefulness of the app why do you think it was useful for you?

what's the benefits of using it let's see I mean it's probably gonna be a bit of a repeat of the previous

answers i think it's it's a matter of bringing as many people to the park experience as possible putting it on social media allows people that are not physically here to experience the events i think that's the biggest advantage really I mean it's some what can I say more about that yeah i mean that's just leave it there.

Did you feel that if there was something missing I want know how the benefits can be maximized to meet the goals of for promoting your destination?

right yeah let's see I guess I could talk about this one of the challenges we would have when we were we typically have like I was holding a phone and filming somebody and you know

they were on camera talking about something like you could if you could look at our facebook and look at the we

had two videos associated with the fireworks the preparation for the fireworks one of them was just looking just walking along where the fireworks were set up and the next day we had one was basically interview with the head fireworks technician and that interview plus the one we did about the hydrogen car in both cases I would get questions on the phone and I would have to speak them to the person i was interviewing and that that was a little awkward yeah it'd be nice if the person being interviewed could see the questions rather than having to have them spoken to them and I guess with the hydrogen car interview we had we had a strict time limit and having the person doing the talking to see a countdown timer that would have been helpful as well because instead it was like me trying to mouth you know one minute one minute you know and they're not necessarily understanding yeah so he is either the technology or it's you know us the user you know holding up a card indicating about 15 seconds something like that but I think that's just part of the learning curve.

Critical Mass

While you were using the app, you had of course a lot of viewers that were watching you and sending you so i would like to know how was the interaction with them, how this happened, like they answered your question?

yeah I enjoyed that part the most and I think in most of our videos we didn't get a whole lot of interaction you would get you know like likes or that sort of thing on facebook live and I guess whatever the equivalent is on periscope for the hydrogen car livestream I guess because it was pre-planned we got a whole lot more questions and nothing offensive you know all very much on topic and people were genuinely curious about the subject so there's a lot of fun because you could go get the answer right then and there from people, from expert standing in front of you and you could also go back later on and you know if you missed a question you could take the answer in the video later on so that was really gratifying (FacebookLive)I think we can do more of that because that's about what we're all about is engaging with people you know it's not just you know throwing out information that people consume, its really bouncing ideas off people

ok and do you measure the success of your livestream after that or how would you know that this was successful and this is all we got?

I think it is basically we look at two things we look at the number of viewers like sort of an average number or maybe the peak number of viewers and then at the end we see how many total

viewers there were so for instance for the fireworks at fourth of July I think we had several thousand viewers watching that so that was our most successful video and that's exactly what you know the person filming that's what they could say we have three thousand viewers for the fireworks you know

that's very tangible thing.

okay and do you think that using the ive-streaming, does it increases the credibility of your yes I think so yeah I mean what it does I think it makes us relevant to different audiences and that's why we use multipl platforms we have just sort of a rule of thumb that like periscope is probably

more geared towards younger folks whereas Facebook lives is an older Audience. I think it shows that we are willing to try new things you know that we're with the technology and that we are making a genuine effort to bring people in to see you know things behind the scenes of the park, for events we are just willing to share you know with a wider audience so yeah I think you know its credibility I'm sure exactly how it that's addressed but you know being inclusive I think will help our credibility

okay and do you have regular users that like they're always there just following you

Yes, I think for the Facebook crowd I think we recognize people who are there a lot, i'm not so sure about periscope itself but I would imagine it is yeah we certainly do have you know oh I'm still fairly new with this job but i will show comments to my colleagues and I'm like oh yeah he's always on facebook yeah definitely have a dedicated group of folks.

Capabilities

ok now i would like to know more about the capabilities of live streaming what do you think about them? the capabilities of livestreaming?

Yes, like this technology that Facebook live and Periscope

well let's say like I said before you know it enables people who are not here to experience part of the park and I think it also allows people to experience things that fewer people would be able to so I'm looking back at the fourth of July for instance where the fireworks are only a handful of

people can go there because it's a huge safety concern you know if you can imagine just having tons and tons of explosives in an area we have to fence it off and you know police have to be stationed there so people don't try to get in but by using live streaming we can bring people in And in that case like no visitor would ever be able to get in there without livestreaming so what it does is enables people to get into places that they would never have access to. like a government institution I think that's really important because you know there's probably a lot of places United States has a fair number of people who are skeptical of government think you know there's a conspiracy is happening or government hiding things and you know within a democracy is like you can't hide things number one and number two you have to dispel that the idea that there is you know things are happening behind the publics back, so by using live streaming you can literally show them the inner workings of the government and maybe that's you know just address the credibility question that people can see that there is effort you know there actually people putting these fireworks together, it just doesn't happen yeah so seeing the inner workings of our operation I think lets people understand what the government is doing that lets people understand what we do every day

so do you think it helps you to meet your organizational objectives

yeah absolutely and I don't have objectives offhand to share but being an organization that's all about communication and working with the Public, live streaming is just a natural extension of that foundational goal

Perceived playfulness

ok so I'd like you to explain your feelings while you were using these apps so was it enjoyable, exhausting?

yeah it is a combination of feelings I think for me it's it's nerve-racking because I want to be able to put something out thats professional-looking that people that people can get

something out of it's not just a use of technology, like this we are genuinely trying to show people something and so that's the nerve wracking feeling when people interact and ask you questions that's incredibly gratifying because you know that somebody's actually interested in what you're doing and they're taking the time to watch it and they're letting you know that they're paying attention with their

Questions. For me that's pretty much the two options there.

Critical Mass

and **you answer your questions and listened to your feedback or how do you deal with the viewers?** yeah in two ways we either answer the question right there on camera or like for instance the hydrogen car video question we had a bunch of questions coming really quickly so we answered what we could and we went back later and answered the ones we didn't. we weren't able to answer on camera Just through a text response

ok this is in the Facebook live because Periscope they don't have this

yeah that was in Facebook live which is one of the advantages that you can go back in the video it's not just a live one time thing but it stays there on your page and you can see the comments people are making during the video and you can respond to them say two days later

uh-huh ok so I think this is one advantage for Facebook over Periscope because I think in Periscope you can't go back and answer the questions if you missed anything right?

I think so I'm not real familiar with that but that seems to be right, it seems like people can ask questions on periscope and you'll see them on the screen but the only way to answer them is for the person operating the camera or the phone to answer them you know verbally.

Trustworthiness

Okay so do you think it's a completely secure to use the app?

No idea like secure to use the because you use a first club or a lot of Facebook life is secure for you i don't i really don't know i mean what i do know is that measure which organization within the government but you know there are list of approved social media platforms you can use a look at their terms of service etc and because you know periscope facebook twitter etc are on that list i feel secure it's somewhat somebody has looked at this and understand that you know that this can be used within the government and you know within all these social media platforms there's no like what we call personal identifying information in there so you know as far as i know you can't you know go from face our car facebook account to get into our servers for instance you know

yeah

but i also know artist for example and personal I never seen the the broadcaster for example like he's taking of first person pradesh my first person view yet so he's showing us what he's seeing we never seemed so just like do you have any concerns about that or was the reason what's the reason for not showing the person filming yes like not telling himself it's nothing yet we're not trying to hide that person per se i think it in my face personally I'm a little uncomfortable being on camera i'd rather be behind the camera and be you know pointing it at somebody.

so **when you record yourself you were also behind the camera!** Yeah.

that's right why was your recording somebody you know there was either a person talking into the camera over there was you know in the case of the fireworks i was just looking at it

the role of fireworks there's no talking um yeah I so that yes I don't think it's necessary i think it's just a matter of being comfortable with the technology being able to you know hold the phone you know and be talking to it yeah you know operating the device while talking i personally wouldn't feel comfortable doing that I just don't like my brain can't process doing things like that ok but it's and other ppl cant would have a problem with it but if we don't do that because we're trying to hide the person behind the camera I guess that's not on purpose it is but it's but the package yeah i mean it's it's on purpose because we want to separate the jobs you want one person to pay attention to how the picture looks and another person to communicate to the audience but it's the purpose isn't to hide one person hi okay yeah because I so i think is also interview with someone but I I still didn't see the one behind the camera it's always just like a first-person view all right because that are you think not at not know but i have i think i'm finding different approaches ok like the reserve zation that they have a person always you know show himself in building like regular contact with the audience and this is your approach so i was trying to find that if there's something behind it but yeah yeah that's it it's not like although something it also there's another organization i used that same as you but they also have different reasons right okay got it

do you have any concerns about the public privacy issues because I also there were people and maybe it's yeah dark or something but there were some crowd around so don't you have any concerns about privacy

no I mean with the way we operate on here in United States is goes back to a Supreme Court ruling about privacy and so usually when we're filming is in a public place so our understanding is if you're filming for taking a picture in a public place that there's no people do not expect to have a right to privacy in a public place so that's where we don't have any hesitation I don't think we you know maybe you have a better understanding of looking at our videos but typically our videos are focusing on either you know a park, employee or a feature, I don't think you ever tried to just film random people in the public you know because i think that's it you know I feel like we can do that we have a right to do that footage it's just kind of weird you know we don't want to yet make people uncomfortable.

exactly but it wasn't done on purpose, there was a video i think that the fourth of July and I think there was a street in the car going in the front in the crowd at the no lift in side you won't see this is like their faces but you see there's a crowd

that's right now so it may be so parade is that the one yeah i think right and yeah you probably saw hundreds if not thousands of people that one but yeah just for a split second yeah right but yeah I think my impression is that in the united states were less concerned about privacy than say in Europe you know because I know with them I was it to Germany and maybe France or the UK where there was a lawsuit against google where people want to have the ability to disappear on on the internet you know they wouldn't didn't want to have like a trail of links documenting their whole life so high ok right sipping in the United States I don't think that's ever come up on many people might have thought about it but there's no movement to try to erase yourself from the internet I think here in the United States people are more interested you know getting famous on the internet then I'm trying to stay you know what do you call it anonymous on the internet.

I just want to clarify one thing that ok you said that you use the livestreams when there's an event or

something!

I feel like we're just getting started in live streaming so we don't have a whole lot of experience yet how so you still you are still in the testing phase pretty much yeah i mean we're putting stuff out to public which means that you know we intend for people see it that sort of thing but it's you know there's a lot more that we can do with it.

how can they planning the future that you will use it more with the plan even this strategy that's right that's right i think we need strategy that allows us to you know think about it a little bit further ahead and you know come out with a you know combination of communications they like we found this past week you know we put out a lot of things on social media for some events we had but people that would walk around our Park never heard about it because they don't use social media but they're right I the park already you know so if we have to sign something low-tech you know that that would have addressed a certain group of people so anyway you know using social media we want to capture as many people as possible so that's two straight think strategically about it you know how with platforms are we going to use and how we're going to use them.

Actual use:

NationalMall has produced so far 24 archived broadcasts on periscope and they are also using facebook live to produce broadcasts which is heavily an event based livestreams. According to national mall around 75% of their livestreaming activities are pre-planned.

By observing their broadcasts on periscope, National mall NPS uses hashtags and also a normal text describes what is the broadcast is about. From looking to their websites events are usually announced in the website so visitors can “ plan their trips” , periscope photage is not announced in the website, which means that they are depending on Twitter which is integrated with Periscope.

In their latest broadcasts july 4th celebrations the broadcast attracted thousands of live and reply viewers. It Is noticed the longer is the broadcast the more are the viewers, but this also depends of the content sometimes, if its log and boring viewers will search for other interesting broadcast to watch.

The broadcaster gives a detailed feedback about the scope, broadcaster welcomes the viewers and shows gratitude Viewers send hearts and share the scope, and invite other viewers and followers, active participation.

Broadcaster doesn't show himself, He makes interviews (first person view)

Examples of the headline used on the livestream:

#NationalMallNPS #NationalMall14th #NPS100#July4thPBS #NPS #Findyourpark
#nationalmall14th #FORTMcHenry Fourth graders from Nottingham Elementary recite Dr.Kings”Ihave a Dream” Speech at the Lincoln Memorial. 72ns D-Day annoversary marked at works war 2 Memorial. Playing of”amazing grace” and taps at Vietnam Veterans Memorial.Reading of the new names added to Vietnam Veterans Memorial.opening remarks

and presentation of color at Vietnam Veterans memorial. Join us at 1.00 pm for the memorial Day ceremony at the Vietnam veterans memorial. #bioblitz2016.

so again heavily event-based and then we also participated in a, I don't remember what they called it now but it was an event associated with the Park Service's hundredth birthday which happened last week and there was an event where they had i think it was about 20 or 30 different parks and each park would take five minutes and talk about innovation within the park so we participated in that we talked about we have a brand new hydrogen vehicle here at the park so we talked about that for five minutes and that was very much a pre-planned activity.

Appendix G – Interview V– VisitMelbourne

Intention to use (Motivations of using live streaming app)

Why do you use the live streaming app? Or why did you decided to use periscope?

Between October 2015 – June 2016, Tourism Victoria implemented the final stage of the successful *Play Melbourne* destination marketing campaign for Melbourne.

Play Melbourne Live was a real-time campaign that connected potential travelers to the up-close, unfiltered and constantly evolving experiences and events of Melbourne.

Given our need to show the depth and breadth of what Melbourne offers, Periscope was the ideal engagement tool, allowing us to both capture exclusive live film content, as well as distribute it to a tech-savvy, progressive audience.

And not only that, Periscope allowed for two-way engagement, meaning viewers could converse in real-time.

Play Melbourne Live invited audiences globally and within Australia to experience the real Melbourne in an unfiltered and authentic manner, showcasing a range of events and uniquely Melbourne experiences via a series of live video broadcasts called 'Games'.

The 'Games' used a locally designed and custom-made ball embedded with an iPhone 6 Plus designed to be passed around by Melburnians while streaming live footage of the city.

Actual Use

Using Tourism Victoria's @Melbourne account on Periscope, there were 13 broadcasts throughout the campaign period between November 2015 and June 2016. These broadcasts featured experiences and attractions from Melbourne's CBD and inner-city neighbourhoods, as well as previews or behind the scenes access to a series of iconic Melbourne events. Broadcasts also profiled Melbourne's unique laneways and coffee culture and interviews with local influencers in the tourism industry.

Periscope as a live streaming tool will continue to be used by Visit Victoria's Social Media team as an ongoing social channel.

How is it managed? How many people are engaged in live streaming? Is there a team "how many" ? How is it arranged?

During the *Play Melbourne Live* campaign, the channel was managed by the internal Tourism Victoria Melbourne Marketing team and the Social Media team. We also worked with an external creative agency, Clemenger BBDO who helped us engage a 'host' for our broadcasts.

We engaged one host who facilitated each of our broadcasts and provided interesting conversations and interviews with organised talent.

Do you use more than one live streaming services or only periscope? If yes, Please specify?

Periscope is the only current channel used for live streaming content. We may experiment with Facebook Live in the future.

Do you plan to continue to use it in the future? Or would you change? Why?

Periscope won't be used in the same format i.e. as part of a marketing campaign such as *Play Melbourne Live*. Facebook Live may be considered as another live-streaming channel due to the larger audience (we have over 694,000 Facebook followers). Periscope is still quite a niche channel for Australian audiences. We will continue to keep it in the mix of our social channels for video streaming.

Perceived ease of use: (The extent to which DMO feels it is easy to use live streaming)

How did you find interacting with the live streaming app "periscope" regarding its features and tools?

Overall the using the app as a live-streaming tool was quite easy and user friendly. For our *Play Melbourne Live* campaign, the two-way conversation and interaction it allowed between our host and the viewers was an effective engagement tool. The ability to save your broadcasts now is a good feature.

The link between Twitter and Periscope was another beneficial feature which allowed us to share the broadcasts to our wider Twitter network as opposed to just limiting the viewership to only those who had followed us on Periscope.

What are the difficulties of using this live streaming app?

There were some concerns about the connectivity with WIFI and mobile internet when out and about live-streaming with the app. There were a number of times when the Periscope network would crash and live broadcasts would not load or when the broadcast was

successful, followers did not receive any notifications and the auto-tweets would not publish through to Twitter.

It wasn't until our last 2 -3 broadcasts that Periscope introduced the 'saving broadcasts' feature. It was a shame the majority of the Periscope broadcasts during the campaign were not able to be saved and expired after 24 hours.

Critical mass:

There were concerns around 'negative' and rude language which is often seen by some Periscope users. We needed to make sure any users seen to be submitting offensive and insulting comments had to be removed from the broadcast.

Perceived usefulness: (The extent to which live streaming helps DMO to meet its goals and needs)

What were the benefits of using it?

For our *Play Melbourne Live* campaign, Periscope was a great tool to allow viewers to engage with us and local Melburnians whilst experiencing first hand major events such as the Australian Open, Australian Grand Prix, exclusive sneak peeks at art exhibitions and local Melbourne life in cafes, bars, iconic laneways and rooftops. Reaching a wider international audience was made easy via Periscope, as the channel was still fairly new within Australia. The ability to save your broadcasts now is a good feature. Capabilities

The shareability via Twitter was great for our wider @Melbourne followers as well. capability

How does it help you to do your work “to meet your goal”?

One of the main goals of the *Play Melbourne Live* campaign was to create and maintain aspiration to visit Melbourne by showcasing Melbourne's breadth of amazing cultural experiences and events on offer. This was achieved via the high-quality videos produced in addition to the Periscope broadcasts (for more information on the videos produced and to see the highlights of the broadcasts visit <http://www.visitvictoria.com/playmelbourne>). Periscope was another channel which allowed us to use a live-streaming tool in an 'unfiltered' manner to share these experiences live in an interactive way with viewers.

Another objective of the campaign was to reinforce Melbourne's innovative credentials by trying new channels and being the first tourism body to live-stream a city via the new app, Periscope.

Critical Mass CU “social presence theory?! “The extent to which viewers engage and the increasing number of followers

How do you sustain your relationship with fans and followers through the live streaming app?

We acquired 6700 new Periscope followers to the @Melbourne account throughout the duration of the *Play Melbourne Live* campaign (October 2015 – June 2016). Using Twitter and our other social channels such as Facebook, we would pre-promote upcoming broadcasts to encourage our followers to tune in but also any users who hadn't followed us on Periscope to be inspired to do so.

We would ensure to communicate with our followers during the Periscope broadcasts what and when the upcoming broadcasts were and to encourage viewers to follow us on our other social media channels as well.

How is the interaction happens? Do they invite other friends? Do they talk to each other while u broadcast?

Our host was a regular Periscope user and had built his own community of followers. We gained a number of regular viewers who would tune in to most of our broadcasts and did like to comment to each other and if new users tuned in, they would help answer questions.

Do you think live streaming increases the credibility of DMO? Why?

Live-streaming is a great tool to allow tourism organisations to “show before you go” in a more real-time and ‘unfiltered’ manner to a desired audience. Digital marketing is also more easily measurable than traditional marketing/advertising channels.

Capability CP “capabilities of periscope? The extent to which live streaming tools and features benefits DMO

How did you find the features provided by the app? Explain how did they benefit you?

Answered above already.

Why do you think it is important to communicate with people through live streaming?

that otherwise can't be shown via other mediums. We used Periscope to capture Melbourne's best Live-streaming provides an authentic and real-time communication tool and allows viewers to experience real ‘moments-in-time’ experiences to inspire viewers to want to come to Melbourne as a result.

Do you give attention to their feedback if they provided it? How?

Questions were asked throughout the broadcasts in the Periscope app and our host Adam, always tried his best to answer people's questions during the live streaming.

Perceived playfulness: The extent to which DMO feels using live streaming is fun and enjoyable

Did you enjoy using the app? Or was it exhausting? Why?

Periscope was fairly easy to use and for the purpose of our *Play Melbourne Live* campaign did serve 'live-streaming' to a wide audience and create aspiration to visit our city. However, we needed content which had more longevity and could be repurposed as Periscope initially (before broadcasts could be shared across the Twitter channels as well), was only limited to those who had downloaded the Periscope app. This was the reason for producing additional high-quality video content which could be shared more widely across social channels, whereas Periscope footage expired after 24 hours.

The lack of Periscope broadcast data was also limiting such as access to number of live viewers, replays, duration viewed and where viewers came from (countries). You could only view these stats during the 24 hour broadcast replay period so getting a final total number for each broadcast wasn't very accurate.

Explain your feeling when you use live streaming in a couple of words?

Live and unfiltered.

Trustworthiness The extent to which DMO feels using live streaming apps it trustworthy

Do you think is it completely secure to use it? Why? Do you have any concerns about public privacy issues? Explain why?

Periscope is not completely secure as we still experienced technical issues with broadcasts not starting, or broadcasts dropping out mid live-stream.

With live-streaming there is always the risk of the 'unknown' and uncontrollable situations. We did have a Risk Register and contingency plans in place for our broadcasts such as alternative locations due to bad weather, back up phones to record in case of battery issues etc. At times there were issues with rude and offensive commentary from viewers which needed our account holders to block or remove from the broadcasts.

Actual Use AU (The way DMO is using live streaming)

How often per week do you use periscope?

Since the completion of the *Play Melbourne Live* campaign in June 2016, we have not used Periscope as an ongoing social media channel.

How do you plan your broadcast? Do you post the schedule? Use social media? Please explain.

We do have a social media team who plan their social media calendars to ensure our channels, across Facebook, Instagram and Twitter are updated daily. Live-streaming content via apps such as Periscope and Facebook Live may be used in the future on a more frequent basis.

Appendix H content analysis

A. VisitNC

Meaningful units	Units of data	Codes	Category
Intention to use: for one thing was just trying to stay on top of trends. case we have the chance to be kind of on the cutting edge i think we were one of the first state demo's here in the US to use Periscope so we wanted to be able to get in on the ground floor. it show the state in action and let us show and also the people of the state as well so let us show have a different side where you might not see from just a picture. so it's a different experience that were usually able to offer for our social	Stay on the top of the trends On the cutting edge Get on the ground floor Let us show a different side. It is a different experience.	Advanced Do things differently	Out of the box or innovation
I think we'd be open to exploring and trying new apps. we have a pretty good foothold there so i think we'll use Periscope in the future but if something new came up and it was a really cool or had a different approach than we were definitely interested. we just started our snapchat account.	Open to exploring and trying new apps. we'll use Periscope in the future but if something new came up and it was a really cool or had a different approach. we just started our snapchat account.	Excited about new technology	technophile
just let people see that in action where they might not know or otherwise get to see it they got to see some other people of North Carolina too in our different partners across the state. which has been great i think people really liked that real-time feel to it	People liked that real-time feeling. Let people see that in action.	Realness	authenticity
Perceived ease of use. when it was out and to be honest it was a little rough because you know i mean it was the App has just been released. the user interface i think has been great from the start and I've liked it a lot it's just the experience of using it. the very first time it was tricky just because we put everything together in such a short time frame.	It was a little rough. The user interface has been great. The experience of using it. . It ws tricky because... short time frame. was tricky that was that was a tough one just because that was a big plan. and I think we executed it well it's just that was very ambitious that day it it was pretty intense.	learning	experience

that was tricky that was that was a tough one just because that was a big plan that we and I think we executed it well it's just that was very ambitious that day it was pretty intense since then though that the live streams we did from breweries in April, they were great i mean it was pretty easy the biggest thing was just find a way to keep my hands steady	,they were great i mean it was pretty easy		
the biggest difficulty I ran into was my live streams kind of a very quick tour of a very large museum and so staying connected to Wi-Fi or even getting a cell signal that's a huge concrete building was a little tough but that's not necessarily the apps fault that's just you know the price of doing business on a mobile phone.	that's just you know the price of doing business on a mobile phone	Connectivity	Connectivity
Perceived usefulness: so it's kind of a different side that you might not get to see otherwise and I think that really helped get out our message in a different way which is really cool.	Different side that you might not get to see. Helped get out our message in a different way	Beneficial	attainment
we definitely got some cool recognition from the industry there were some folks to you know work in the tourism marketing space. it definitely increased some people's awareness of what we're doing on social.	Cool recognition from the industry. increased some people's awareness	exposure	Expansion
it forced us to think a little bit differently about what we're doing in social and it kind of reoriented our thinking around the idea.	Think a little bit differently. It kind of reoriented our thinking.	reconsideration	inspiration
Critical Mass we try to open all of our scopes for questions. We try to answer them in the course of the stream and we've got some really good questions really cool interactions. we try to be as responsive as possible in that regard. if they ask the question we always try to answer them as quickly as possible. and one of our rules was that if we're going to answer a question we try to recognize the user who asked it,	We try to open all of our scopes for questions. We try to answer them. really good questions really cool interactions. as responsive as possible. we always try to answer them as quickly as possible. one of our rules. we try to recognize the user who asked it,	Responsiveness	Commitment or involvement
but we did see folks inviting each other and tell each other about it. we definitely noticed some tweets and posts about our Periscope activities we definitely got some good exposure great engagement and we had a lot of a lot more comments, retweets, likes and shares of our Periscope activity.	see folks inviting each other and tell each other. some tweets and posts about our Periscope activities	Active viewers Great engagement	Engagement
Capabilities	Things to be worked out.	Seeking improvements	Ambition

when it first came out you know there are definitely some things to be worked although one thing that we would really like is a little more options as far as filtering. love a little bit more maybe content moderation ability but that's I know that's really tough for a live streaming app that's kind of a wish list.	Options as far as filtering contentmoderation ability. Wish list		
I think the interaction features have been solved from the beginning I love the clean interactivity between it and Twitter	Interaction features have been solved from the beginning. I love the clean interactivity.	Interactivity	Interactivity
we had a very controversial bill passed in March that has caused a very large outcry from a lot of different votes on both sides of the issue and for a while there we actually went dark on social we actually didn't even post on business see for several weeks and so as a part of that we've got we had to scale back our social activities we'll definitely be looking to do some Periscopes in the future but it's it's been a difficult time.	A very large outcry. went dark on social. Scale back our social activity. It has been a difficult time	Negative effects	Politics
Perceived playfulness I thought it was I felt very much be honest I felt kind of like wow this is the future like this is you know this is the next thing. it just felt really cool to be honest it was a it was nice to be able to do something very different aside from what we usually do in social	wow this is the future it just felt really cool to do something very different aside from what we usually do	Impression and appreciation	Excitement
Trustworthiness Sure, we were very sensitive to that. it's you actually open anybody and got their consent there. We've done photography in the past were always careful that it releases. For the most part are our streams have not really focused on the general public so we haven't been to worry about it. I wish there was some better content moderation options but as far as just basic security.	Very sensitive. Got their consent Always careful not really focused on general public. Haven't worried about it. Content moderation options. Basic security	Concern	Cautiousness

B. VisitPhilly

• Data uniti	Meaningful units	Codes.	Category.
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<p>Intention to use:</p> <p>you definitely get more inside access to talk to people that you probably wouldn't see on the news you wouldn't see in a business I mean we can really go to just real Philadelphians.</p> <p>Periscope is great like you're saying for those like local Philadelphians authentic experience.</p> <p>it' really honest.</p> <p>it' an authentic view of the city.</p> <p>as we were saying showcasing real residents of the city. it gives you a lot more credibility when you're showing real Philadelphians invite other people to experience what they do.</p> <p>by periscope it's showing people that we care more about the everyday authenticity of the city then people have thought, I think we will be posted on Twitter we post on Facebook were authentic.</p> <p>We're actually showing why you should visit Philadelphia in real time.</p>	<p>More inside access.</p> <p>Just real Philadelphians.</p> <p>Local Philadelphians authentic experience.</p> <p>Really honest.</p> <p>Authentic view of the city.</p> <p>showcasing real residents of the city.</p> <p>it gives you a lot more credibility.</p> <p>Showing the people that we care about every day authenticity.</p> <p>We are authentic.</p> <p>You should visit Philadelphia in real time</p>	<p>Realness</p> <p>credible</p>	<p>Authenticity</p>
<p>They were the first DMO to have social media properties so the team is kind of led that charge and always been an early adopter of social media.</p> <p>and we tried to be the first on platforms it's something really pride ourselves..</p> <p>we're also on snapchat which is a different type of streaming</p>	<p>First DMO to have social media properties.</p> <p>Always been an early adopter.</p> <p>We tried to be the first on platforms.</p> <p>We are also on snapchat.</p>	<p>Advanced.</p>	<p>technophile</p>
<p>its not something you'd see on the six o'clock news and not something you see polished on your television as a commercial.</p> <p>we're not afraid to take risks.</p> <p>Because it's definitely a way of showing Philadelphia in a light that probably hasn't been shown from other organization.</p>	<p>Not something you see polished on your television.</p> <p>A way of showing Philadelphia in a light that probably hasn't been shown.</p>	<p>Not conventional.</p> <p>Different way of doing things</p>	<p>Innovation</p> <p>or out of the box</p>
<p>Perceived ease of use</p> <p>I feel periscope is extremely easy to use.</p> <p>it is extremely easy to use and extremely functional.</p>	<p>Extremely easy to use</p> <p>Extremely functional.</p>	<p>uncomplicated</p>	<p>Streamlines</p>

<p>I think after you use it once or twice everything in it becomes second nature I said that like very easy if you did.</p> <p>as we do more and more with video we starting to define what each channel is best at.</p> <p>it's always a little nerve-racking when you go live on anything.</p> <p>I've gotten to a point now with having done seven of them now I think I that the nervousness of being live on something doesn't bother me anymore.</p> <p>you start to the more you do it the more you get comfortable with it you know what you're saying you know you're not supposed to say and you start to get into a rhythm with it and it gets pretty it's a lot easier</p>	<p>after you use it once or twice everything in it becomes second nature.</p> <p>we starting to define what each channel is best at.</p> <p>little nerve-racking</p>	Learning	Experience
<p>Perceived usefulness</p> <p>That was a really awesome opportunity for us to have an exclusive interviews</p> <p>i think we're reaching different people.</p> <p>a different select group of people that are primarily interested in just seeing live video.</p> <p>a more specific group of people but also a different group of people then we've met on other social platforms.</p> <p>it's giving people more behind-the-scenes look at the city.</p> <p>we're letting the people of Philadelphia speak for themselves and then invite other people to come experience what they experience.</p> <p>we feel the periscope is way more inviting to viewers for small personal informal events and Facebook live is more for larger scale events</p>	<p>Reaching different people.</p> <p>A different select group of people.</p> <p>Behind the scence look at the city.</p> <p>letting the people of Philadelphia speak for themselves</p> <p>invite other people to come experience what they experience.</p> <p>more inviting to viewers for small personal informal events</p>	<p>Uniqueness.</p> <p>Specific audience and experiences.</p> <p>Personal.</p>	exclusiveness
<p>we can diversify the host we can diversify what people are see and you can put a personality to it</p>	<p>Diversify the host.</p> <p>Diversify what people see.</p> <p>Put personality in it.</p>	Diversification.	heterogeneity
<p>and talking to a human who works there and see you know engaging the reactions of everyone else is there experiencing it with you a huge we're trying to do with social media right now is emphasized the human experience so really putting faces to these attractions.</p>	<p>Talking to a human.</p> <p>Engaging the reaction of every one. emphasized the human experiences. Putting faces to these attraction</p>	humanization	interactivity

<p>Critical mass</p> <p>there were comments were inappropriate then there were people that were commenting about like you need to stop what will get like they need is the person commenting needs to stop the more you build a strong loyal following they will start to defend the content.</p> <p>we're starting to build that loyal following of they're going to defend us before we even have to say anything.</p>		fans	community
<p>what we're seeing is more people sharing it on Twitter when we go live.</p> <p>We actually had a higher level of engagement on Twitter we tend to take comments that are appropriate yeah and we listen to what people are saying.</p> <p>things if people are complaining they can't hear something because we've had that complaint a couple times that's why we got the microphone.</p> <p>just wanted to reach as many people as we could with that.</p>		Active viewers	Engagement
<p>we tend to take comments that are appropriate yeah and we listen to what people are saying.</p>			Involvement
<p>there were comments were inappropriate</p> <p>I think you're always going to have people that are watching it that are commenting in that are you're always gonna have that one person that's going to be destructive or inappropriate.</p>	<p>there were comments were inappropriate</p> <p>that's going to be destructive or inappropriate.</p>		Struggles
<p>Capabilities</p> <p>I think by the nature of itself the simplicity of periscope is what makes it so appealing it's a very streamlined system</p> <p>.</p>	<p>The simplicity of periscope.</p> <p>Its so appealing.</p> <p>Very streamlined system</p>	<p>Effective</p> <p>Simple</p>	streamlines
<p>we have it setup is very good.</p> <p>I think that's a key component is the way we have it set up to answer everyone's questions show everyone we're doing and to get the best video that we can.</p>	<p>it setup is very good.</p> <p>key component is the way we have it set up to answer everyone's questions</p>	Needs accessories	Combination

Perceived playfulness well I absolutely love periscope I'm kind of a nerd when it comes to it I found that I seriously have a weird obsession with checking al the analytics for every video. because I absolutely love everything about i think it's a brilliant way to showcase something that hasn't been used ever before.	I absolutely love periscope I'm kind of a nerd when it comes to it		excitement
Trustworthiness in the sense that the only time you could ever mess anything up as if you say something wrong or the person you're interviewing says something wrong. I think the most the hardest thing we had was with the Chris Matthews interview because Matthews is a celebrity. because he was a celebrity that we're trying to voice their questions but we knew that we were going to have things like that happening so we have people in place to make sure that they weren't saying in any inappropriate		Concern Conteravertial	Cautiousness

C. DestinationBC

Data units.	Meaningful units.	Codes.	Categories.
Intention to use A technology that allowed us to show and in real time how incredible some of these places are around the city. it was authentic, something is actually happening I think it compels the people to react a little bit more. it's really authentic and not flited and not edited	to show and in real time how incredible some of these places are		Authenticity
I think it's all kind of lined up in terms of an opportunity to test something new I think the main reason that it was a new tool at that time and we are trying as much as possible to always test new things out. I think it was really great opportunity for us to test something new. Yeah I think we will definitely try something else out we were looking into maybe in testing live video on facebook.	an opportunity to test something new. It was a new tool. to always test new things out. we will definitely try something else out. maybe in testing live video on facebook.	trying new technologies	technophile
Perceived ease of use	strong enough wifi.	Technical issues	Connectivity

I know one of the bigger ones getting strong enough. wifi because live streaming obviously you need a pretty strong connection to keep the video going	strong enough. wifi because live streaming obviously you need a pretty strong connection		
Perceived usefulness steps it gave were, a boost on following and gave us a boost in engagement.			Expansion
I think just the concept of being able to answer people question in real time.			Effectiveness
i think the nature of livestreaming apps they are really well suited to things that happen in a specific time like events like this.	they are really well suited to things that happen in a specific time like events like this.	specific	exclusiveness
Critical mass mean a lot of people were just saying things like wow that's cool or you know just generally commenting there was quiet few people that were asking you know where are you where is that it kind of tried just establish that context of what we're doing I think something we realized pretty quickly so they're kind of initial reactions were really interesting,			Engagement
there was quiet few people that were asking you know where are you where is that it kind of tried just establish that context of what we're doing I think something we realized pretty quickly. We have a big focus of being really authentic and creating an actual conversation with people. the host was quick thinking and was able to respond people quickly and manage the online engagement and the on ground interviews			Involvement
, I didn't get the sense as much they were engaged with each other, they were more reacting of kind of what they saw		No sense of community	
Capabilities were I know one of the bigger ones getting strong enough wifi		concern	Connectivity
Perceived playfulness For the most part it was enjoyable. Exciting (being live anything can happen and did) and connected (engaging with people from all over the world).	It was enjoyable. Exciting. Connected.		Excitement
Trustworthiness I think as long as you have plan in place, its secure , I think again because it was planned it gave us the ability to make sure that everybody was going to be camera was aware of that they were on camera, and to	As long as you have plan in place. Because it was planned. We were concerned about public privacy it was so planned in advance.	Concern	Cautiousness

get the proper releases and make sure that everyone was comfortable to certain extent. we were concerned about like public privacy but I think in this case again because it was so planned in advanced so we were able to address that.			
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D. NationalMall

Meaningful unites	Units of data	codes	Categories
Intention to use: I think it's because we have so many events happening and there is something about being in real time.	There is something about being in real time.	Real time events	Authenticity
to bring visitors from around the country around the world to that moment in that place I think it's important. because there is an element like I said you want to see it on the right day on the right time	world to that moment in that place. you want to see it on the right day on the right time	Immediate broadcasting. Live.	Immediacy
Perceived ease of use: I made some basic mistakes. I think of the future you know striving for better and better production quality and also finding the right speakers who can speak about events without too much pre-planning.	some basic mistakes. striving for better and better production quality.	Learning	Experience
The technology is fairly intuitive.	fairly intuitive	Intuitiveness	streamliness
Perceived usefulness: it's a matter of bringing as many people to the park experience as possible putting it on social media allows people that are not physically here to experience the events	it's a matter of bringing as many people to the park experience as possible. allows people that are not physically here to experience the events	exposure	Expansion
it enables people who are not here to experience part of the park and I think it also allows people to experience things that fewer people would be able to. what it does is enables people to get into places that they would never have access to. like a government institution I think that's really important because you know there's probably a lot of places United States has a fair number of people who are skeptical of government.	think it also allows people to experience things that fewer people would be able to. enables people to get into places that they would never have access to. like a government institution	Uniqueness	Exclusiveness

Critical mass: for the hydrogen car livestream I guess because it was pre-planned we got a whole lot more questions and nothing offensive you know all very much on topic.	we got a whole lot more questions and nothing offensive you know all very much on topic.	Active viewers	Engagement
people were genuinely curious about the subject so there's a lot of fun because you could go get the answer right then and there from people, from expert standing in front of you.	there's a lot of fun because you could go get the answer right then and there from people,	responsiveness	Involvement
I think we recognize people who are there a lot, i'm not so sure about periscope itself but I would imagine it is yeah we certainly do have you know oh I'm still fairly new with this job but i will show comments to my colleagues and I'm like oh yeah he's always on facebook yeah definitely have a dedicated group of folks	we recognize people who are there a lot. i will show comments to my colleagues and I'm like oh yeah he's always on facebook. definitely have a dedicated group of folks	fans	Community
Capabilities being an organization that's all about communication and working with the Public, live streaming is just a natural extension of that foundational goal.	that's all about communication and working with the Public. live streaming is just a natural extension of that foundational goal.		Interactivity
Perceived playfulness: feelings I think for me it's is it's nerve-racking because I want to be able to put something out that's professional-looking that people that people can get something out of it's not just a like a use of technology, like this we are genuinely trying to show people something and so that's the nerve wracking feeling when people interact and ask you questions	I think for me it's is it's nerve-racking because I want to be able to put something out that's professional-looking. so that's the nerve wracking feeling when people interact and ask you questions	Nerve- racking	Nervousness
that's incredibly gratifying because you know that somebody's actually interested in what you're doing and they're taking the time to watch it and they're letting you know that they're paying attention with their questions.	Incredibly gratifying	Enjoyable Appreciation	Excitement
Trustworthiness: i do know is that measure which organization within the government but you know there are list of approved social media platforms you can use.	there are list of approved social media platforms you can use.	Comfortable with using it	trustworthy
yeah I think my impression is that in the united states were less concerned about privacy than say in Europe.	in the united states were less concerned about privacy	Less concern	Contented

E. VisitMelbourne

Units of data	Meaningful Units	Codes	Category.
Intension to use Another objective of the campaign was to reinforce Melbourne's innovative credentials.	innovative credentials	innovative	Innovation or out of the box
Play Melbourne Live invited audiences globally and within Australia to experience the real Melbourne in an unfiltered and authentic manner. Live-streaming provides an authentic and real-time communication tool and allows viewers to experience real 'moments-in-time' And not only that, Periscope allowed for two-way engagement, meaning viewers could converse in real-time	To experience real Melbourne in unfiltered and authentic manner. Authentic and real time communication. Two way engagement. viewers could converse in realtime.	Realness	authenticity
Another objective of the campaign was to reinforce Melbourne's innovative credentials by trying new channels and being the first tourism body to live-stream a city via the new app, Periscope.	by trying new channels and being the first tourism body to live-stream a city via the new app	To be advanced	technophile
Perceived ease of use. The app as a live-streaming tool was quite easy and user friendly.	Easy to use and user friendly	Easy Friendly	streamliness
were some concerns about the connectivity with WIFI and mobile internet when out and about live-streaming with the app.	concerns about the connectivity with WIFI and mobile internet	Technical issues	Connectivity
Perceived usefulness Periscope was a great tool to allow viewers to engage with us and local Melburnians whilst experiencing first hand major events. Reaching a wider international audience was made easy via Periscope.	a great tool to allow viewers to engage. Reaching a wider international audience	Exposure, reach out	Expansion
One of the main goals of the <i>Play Melbourne Live</i> campaign was to create and maintain aspiration to visit Melbourne by showcasing Melbourne's breadth of amazing cultural experiences and events on offer. Given our need to show the depth and breadth of what Melbourne offers.	to create and maintain aspiration to visit Melbourne. to show the depth and breadth of what Melbourne offers.	Help to meet goals. Beneficial	attainment
Digital marketing is also more easily measurable than traditional marketing/advertising channels.	more easily measurable	easily measurable	Effectiveness
Periscope was the ideal engagement tool, allowing us to both capture exclusive live film content.	capture exclusive live film content.	exclusive	Exclusiveness
Critical mass we would pre-promote upcoming broadcasts to encourage our followers to tune in. To encourage viewers to follow us on our other social media channels as well. Periscope allowed for two-way engagement.	to encourage our followers to tune in. to encourage viewers to follow us. two-way engagement. ideal engagement tool.	encourage our followers to tune in. engage	Engagement

Periscope was the ideal engagement tool. Periscope was a great tool to allow viewers to engage with us.	a great tool to allow viewers to engage with us.		
We gained a number of regular viewers who would tune in to most of our broadcasts and did like to comment to each other and if new users tuned in, they would help answer questions. Our host was a regular Periscope user and had built his own community of followers.	a number of regular viewers. if new users tuned in, they would help answer questions. a regular Periscope user and had built his own community of followers	Fans	community
We would ensure to communicate with our followers during the Periscope broadcasts.	to communicate with our followers	Responsiveness	Involvement or commitment
At times there were issues with rude and offensive commentary from viewers which needed our account holders to block or remove from the broadcasts. any users seen to be submitting offensive and insulting comments had to be removed from the broadcast	Issues with rude and offensive commentary from viewers. any users seen to be submitting offensive and insulting comments	Bad behaviors from viewers	Struggles
Capabilities For our <i>Play Melbourne Live</i> campaign, the two-way conversation and interaction it allowed between our host and the viewers was an effective engagement tool. The ability to save your broadcasts now is a good feature. The shareability via Twitter was great for our wider @Melbourne followers as well.	effective engagement tool ability to save your broadcasts now is a good feature. Shareability via twitter was great.	Functional	Interactivity
There were a number of times when the Periscope network would crash and live broadcasts would not load or when the broadcast was successful, followers did not receive any notifications and the auto-tweets would not publish through to Twitter.	Periscope network would crash and live broadcasts would not load. followers did not receive any notifications and the auto-tweets would not publish through to Twitter	Technical issues (negative feeling)	Struggles
The lack of Periscope broadcast data was also limiting such as access to number of live viewers, replays, duration viewed and where viewers came from (countries). You could only view these stats during the 24 hour broadcast replay period so getting a final total number for each broadcast wasn't very accurate.	lack of Periscope broadcast data was also limiting. so getting a final total number for each broadcast wasn't very accurate.	Complains	Struggles
Perceived playfulness Periscope was fairly easy to use, Live and unfiltered.	Easy to use Live. Unfiltered.	Simple Functional	streamlined

Trustworthiness With live-streaming there is always the risk of the 'unknown' and uncontrollable situations. We did have a Risk Register and contingency plans in place for our broadcasts such as alternative locations due to bad weather, back up phones to record in case of battery issues.	There is always the risk of the 'unknown' and uncontrollable situations. Risk Register and contingency plans in place.	Concerns	Cautiousness
Periscope is not completely secure as we still experienced technical issues with broadcasts not starting, or broadcasts dropping out mid live-stream.	Not completely secure. we still experienced technical issues	Technical issues (negative feeling)	Un-confidence