

Master's thesis

Master's Degree Programme in Music Pedagogy

2023

David Cárdenas

CREATING A SOCIAL MEDIA MARKETING STRATEGY FOR A CLASSICAL GUITARIST

– CASE DAVID CARDENAS



Master's Thesis | Abstract

Turku University of Applied Sciences

Master's Degree Programme in Music Pedagogy

Completion year of the thesis 2023 | number of pages 51

David Cárdenas

Creating a Social Media Marketing Strategy for a Classical Guitarist

- Case David Cárdenas

The internet has transformed the ways in which humans socialize and conduct business over the past decades. These transformations have reshaped the music industry, and all the actors in the business have had to re-evaluate and update their knowledge on how to operate to succeed with their goals. The development of technology and social media opened new possibilities for independent musicians to develop successful careers with a do-it-yourself approach and a low budget without any support from big labels. How can a classical guitarist like myself develop and push his own career, generate awareness and sell his products and services with the help of online digital tools?

To answer this question, the existing literature on how to build a social media marketing strategy was consulted. In addition, some of the most successful existing similar musical projects in the market were studied and analyzed to observe the best practices and search for new opportunities. After analyzing these methods from the business and administration area, I chose the more relevant procedures for my case study and ordered them in a step-by-step new method to develop my own social media marketing strategy.

The result was a simplified and complete guided method with established procedures from the business and administration world for implementing a social media marketing strategy. From this point on, the author of this thesis will have a clear road map of how to approach and proceed to develop his career from an entrepreneurial and business perspective with clear goals. Apart from the benefits he will receive from having a strong online presence with a well-defined social media marketing strategy, teachers, musicians and students can use this thesis to apply the techniques illustrated here for their own purposes.

Keywords:

Marketing- Social Media Marketing- Independent Musician- Do-it-yourself

Content

Glossary	6
1 Introduction	7
1.1 Background	7
1.2 Motivation and Justifications	7
1.3 Development Tasks and Methods	9
1.4 Structure	10
2 Theoretical Framework	11
2.1 Key Concepts	11
2.1.1 Marketing	11
2.1.2 Social Media Marketing	11
2.1.3 Independent Musician	12
2.1.4 Do-it-yourself	12
2.2 Marketing for a musician	13
2.2.1 Vision	17
2.2.2 SWOT Analysis	18
2.2.3 Target Group and Segmentation	18
2.2.4 Competitor Analysis	20
2.2.5 Tools and Plan for Marketing Implementation	21
2.2.6 Goals	26
3 Research Method	28
4 Case Study	29
4.1 Vision	29
4.2 SWOT Analysis	29
4.3 Defining a Target Group	31
4.4 Competitor Analysis Matrix	33
4.5 Tools and Plan for Marketing Implementation	34
4.5.1 YouTube	35
4.5.2 Instagram	35

4.5.3 Facebook	36
4.6 Goals	37
4.6.1 YouTube	37
4.6.2 Instagram	38
4.6.3 Facebook	39
4.6.4 Private Online and Onsite Lessons	39
5 Conclusion	40
5.1 Objectives	40
5.2 Key Results	40
5.3 Discussion	41
5.4 Critical reflection and evaluation	42
5.5 Personal Professional Development	43
5.6 Next Steps	44
References	45

Appendices

Appendix 1. Competitor analysis matrix for classical guitar social media projects (Borg 2020, 45).

Figures

Figure 1. The independent musician – market-readiness model for the digital music industries (Murphy 2020, 15). 15

Figure 2. Average time spent per day with media by adults in the US 2008-2024 (Cramer-Flood 2022). 22

Tables

Table 1. Competitor Analysis Matrix Example (Borg 2020, 45).

20

Glossary

Analytics: Measurement of different aspects of data, usually performed by an information processing system.

Business Strategy: A related set of actions developed by a company to gain more profit and better market positioning.

Digital Content: Any form of information made of digital data. In this thesis, this term refers mostly to digital information displayed on websites and social media platforms.

Do-it-yourself: Approach for doing tasks without hiring professional or specialized help. It can also refer to doing something without professional training or education.

Independent Musician: Any musician who develops his or her career without the assistance of major music labels. Creation, production, promotion and distribution of music are tasks independent musicians make by themselves.

1 Introduction

1.1 Background

The music industry has changed radically in the past decades. The way in which musicians produce, record and distribute their own music has been defined by technology innovations. Before artists were supported by a record label that had a team of producers, sound engineers and expert marketing teams that took care of the whole music production and distribution process. These companies relied mostly on television, radio, newspapers and printed magazines to market artists and their music. These methods are still effective, but new ways of doing things have emerged and changed the entire music business.

Independent music is the fastest growing sector in the music market. Independent musicians earned approximately \$643 million in 2018 to \$821 million in 2019 (Midia 2020, 2). Social media and streaming services have become the main way music is distributed now. YouTube is like the new radio. The tools the internet brought about a revolution and artists can now communicate, interact and sell to their fans via social media. Record labels are less important and independent artists can emerge and succeed in the business by themselves. In the past, the goal of a musician was to be signed by a record label and have the whole support behind offered to succeed in his career. Today, musicians can directly work in building their careers step by step. This means that they can record, produce, sell and distribute their music by themselves with the digital and online tools available now.

Given the capacities of different social media platforms to share different types of media, they also serve as a medium to display the musicians work and persona. Songs, videos, concerts, pedagogical material, insights, podcasts, photographs, blogs, collaborations, it all takes place on these platforms and it is difficult to think nowadays of artists prescinding using these tools for achieving the goal of marketing their music and persona and pushing their careers. This can be observed now ranging from independent artists who may be starting a career doing this by themselves and on a low budget to well-known world artists signed with big labels.

1.2 Motivation and Justifications

I am a classical guitarist from Colombia. That means I am a soloist. I perform classical music alone most of the time, although occasionally I perform chamber music with other musicians. I have had an extensive career both as a performer (solo and chamber) and as a teacher at several universities and institutions. In 2021 I decided to update my knowledge related to playing the classical guitar. Being the classical guitar such a complex craft it is always good to update your knowledge, specially if you can

have a highly qualified maestro as a teacher like Mr. Timo Korhonen, my main lecturer at Turku University of Applied Sciences.

I did Specialization Studies in Turku Music Academy for 1 year back in 2006. That was a period of deep learning with Mr. Korhonen and other great musicians that helped me gain more depth and knowledge in my approach to music in general. After these studies I continued my life as a teacher and performer in Colombia. After all these years since that experience, an opportunity to develop a new process with new studies to reinforce my knowledge with personal lessons came up with Mr. Korhonen. Thanks to technological advances the studies were done online. With the goal of developing this master's degree we started working together in March 2021 until May 2022 exclusively on solo guitar performance and pedagogical skills thanks to Open Studies in Turku University of Applied Sciences. The idea was to develop a repertoire and improve my music performance skills.

However, new challenges have emerged. As a full-time student, I dedicated myself to this endeavor while studying with Mr. Korhonen. I was not working in any institution during this period and my usual concert activity was suspended. It was like a sabbatical period I took to improve myself. After finishing these studies and having acquired new professional skills and renewed high-quality level musicianship, how could I strategically get back to my activities as a musician and give a boost to my career? After this period of non-performing activity, how could I enforce building a name and create a personal brand? As described before, it seems evident that today there are many possibilities and tools for an independent musician to create a marketing plan from a Do-it-yourself perspective and on a low budget. However, wouldn't it be better to know how to take advantage of these possibilities before starting using them for my purposes? How can a classical guitarist like myself develop and push his own career, generate awareness and sell his products and services with the help of online digital tools? This is the question I decide to tackle in this thesis to continue to give sense to my personal experience as a solo musician at this moment in my career. I used myself as a case study for this research.

In general, I can say that most of the training I received in my bachelor and postgraduate studies was concerned with music. This covers all the theoretical and practical issues involved in performing and teaching. Very few moments were dedicated to developing a mentality around management and business to develop my own career. Nothing but a few glimpses and discussions with my mentors, but never an elaborate method or plan on how to proceed. Apart from this, I would say I always had an apathy toward business-related subjects that were not related to music, arts and performing. Except for very few cases, most of my peers shared this feeling or lacked knowledge on how to proceed. Also, as a teacher, I have seen many students show a lack of interest and curiosity on this subject. However, observing the actual context and the evolving development of new technologies, it is obvious that many opportunities arise for independent musicians and all artists in general if they use them effectively.

Today there are many examples of successful independent musicians who develop their careers using media platforms such as YouTube, Instagram and Facebook. Online concerts, performance videos, didactic material, life sharing, patrons, podcasts, online academies, are available through digital content that musicians produce and share on social media. It is necessary to develop this knowledge for every musician who wants to make his music heard and sell his products today. Anyone with access to the internet and on a low budget can do this.

The goal of this research is to present a specific step-by-step method for developing a social media marketing strategy for an independent musician with a Do-it-yourself perspective and on a low budget. I aspire that this thesis will help me generate a fan base or community and communicate and engage with them. Also, to share my music, videos and pedagogical material, and generate revenue by selling personal onsite and online lessons and other products related to music and pedagogy. Musicians, teachers, students and the entire music community can benefit from this research. Any musician can apply these methods and adapt them to their specific needs. Teachers can use this thesis to guide their students on how to develop their careers from a business perspective. Music students in general can orient themselves on how to build an entrepreneurial approach to a music career. The public in general will benefit when I implement these strategies and my music, digital content and services will be available to them, hopefully making a contribution to the classical guitar community. I will publish pedagogical material that can generate discussions and be helpful to amateur and professional musicians. Hopefully, this thesis will encourage new perspectives and further discussions from the music community on how these business and marketing processes should be addressed.

1.3 Development Tasks and Methods

For elaborating this thesis different literature with various methods for elaborating social media marketing strategies were analyzed. Some of these methods were designed for marketing any product or service, while others were aimed at marketing musicians. Also, some methods recalled the importance of developing a business strategy before developing a social media marketing strategy. The marketing methods I explored that were designed for musicians were more popular music oriented. This meant that some particularities of the classical music world and classical guitar, which are the genres to which my case study refers, were not considered. After analyzing these methods, I selected, ordered and applied the ones that I thought were more relevant to my case. For setting goals to measure the level of success of the chosen strategies that will be implemented, I used some methods proposed in the literature and some designed by myself.

After having selected the procedures from the literature analyzed, I started developing the business strategy for my personal case study (me as a musician). Several conclusions were drawn from this process, which helped me have a clear vision for developing the social media marketing strategy. In addition, benchmarking was

performed and a strong analysis of similar successful projects was executed to observe the best practices. Finally, goals were set to measure success when the implementation is completed. The scope of this thesis involves the theoretical part of how to create, plan and implement a social media strategy for myself. The actual implementation process and measurement of success will take place after this thesis is completed and the studies are finished.

1.4 Structure

The next chapter after this introduction is the theoretical framework. In this chapter, different literature and studies with theories on social media marketing will be discussed. After analyzing these theories, I will choose the procedures and steps in a specific order that are more relevant to my case, creating my own theory on how to develop my own social media marketing strategy. Each of these steps is clearly defined and explained. In the next section, the research method used for this thesis, which is the case study, will be clearly defined and explained. I will then proceed in the next chapter with the development of the case study itself. I will apply different methods such as vision, SWOT analysis, competitor analysis and market segmentation to the case study. The results and conclusions from applying these research methods will be clearly stated. This new information helped me choose the more appropriate tools that will be explained in the next subsection, called Tools and Plan for Marketing Implementation. The way for implementing the social media marketing strategy on the different social media platforms and how to effectively use them on my case study are exposed in there. The last subsection of the Case Study section refers to the goals that were clearly set and defined to efficiently measure the success of the chosen strategies and their implementation.

In the last chapter of this thesis, I present the conclusions. I will summarize the key results, discuss the findings, and critically reflect and evaluate the research and its results. Finally, I will discuss how this thesis helped me develop my own professional skills and how the research and implementation process will continue after the studies are completed.

2 Theoretical Framework

The following chapter provides a general overview of the theoretical background I used to develop the social media marketing strategy for my musical project. First, the basic key concepts are defined. Then, several points of view and theories about social media marketing will be discussed. Next, I will discuss in detail which of these theories and methods I will use to create my own step-by-step method to proceed. The scope of this thesis is to create a social media strategy with a marketing plan and goals for my own musical solo project. With this in hand, I will be ready to proceed with the implementation phase after the thesis project is finished.

2.1 Key Concepts

2.1.1 Marketing

Kotler and Keller (2016, 27), world-renowned authorities in the business and marketing area, define marketing as “meeting needs profitably”. They further explain that “marketing is about identifying and meeting human and social needs”. Kotler exposes as an example Google. When people needed to find things efficiently, fast, and in a simple way on the internet, the creators of this search engine worked on how to respond to this need.

The American Marketing Association (2017) defines marketing as “the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large”.

Shiffman and Kanuk (2010, 8) define marketing as determining the needs of specific markets and providing better solutions than your competitors. This definition is very similar to Kotler’s definition except that they add the competition element.

The definition of marketing by the American Market Association is the one that best suits this thesis.

2.1.2 Social Media Marketing

Kotler & Keller (2016, 582) define social media marketing as “online activities and programs designed to engage customers or prospects and directly or indirectly raise awareness, improve image, or elicit sales of products and services”. The authors also

state that social media strategy is one of the eight major modes of communication that they denominate as the marketing communications mix.

Butow et al. (2020, 425) define social media as “the set of online platforms and networks that individuals and businesses around the world use to communicate with one another in a variety of ways, based on long-term connections”. These authors also define social media marketing as “a coordinated effort to market a brand or organization through social media”.

Another definition of social media marketing is provided by Bajpai et al. (2012, 214) in their article: *Social Media: Strategies and its Impact*. The authors state that social media marketing refers to “the process of gaining website traffic or attention through social media sites. Social media marketing programs usually focus on creating content that attracts attention and encourages readers to share it with their social networks”.

For this thesis, all these definitions describe what social media marketing means.

2.1.3 Independent Musician

Provos (2023) states that independent music is music produced by artists or labels without any financial support from big labels or financial conglomerates, using a Do-It-Yourself approach and with complete autonomy. As a result, an independent musician is any musician who produces independent music.

Spellman (2013) states that independent musicians are responsible for their own success and are aware of the business practices that best suit them. He also claims that finding ways to engage with fans is the key to success in the independent music business. “Combining high-quality music with cheap, global distribution, creative event-making, and business savvy almost guarantees success in today’s music hungry world”.

The use of the term independent musician in this thesis is the same as that is given by Provos in his definition of the term.

2.1.4 Do-it-yourself

Do-it-yourself or the acronym DIY is very used today. The concept of Do-it-yourself first became used in the early twentieth century to refer to domestic maintenance and repair work without the assistance of experts (Gelber 1997, 83). Later in the 70s this term was

used in the punk rock scene to describe how some punk bands made records by themselves and distributed them independently (O'Connor 2008, xi).

Today the term Do-it-yourself has expanded its popularity and is used in several cultural practices. Borg defines Do-it-yourself in the context of music marketing as “the self-starting journey of creating unique music-related content to engage/entertain/influence fans, form industry partnerships, and make money (or just a living) doing what you love”. He states the importance of a “proactive and strategic approach to creating products and services to satisfy fans and make sales”. Using low budget resources strategically is an important part of this approach in music. (Borg 2020, xxiii–1.)

This definition of the term Do-it-yourself by Borg will be the one we will be used in this thesis.

2.2 Marketing for a musician

Musicians must sell their music to fans and that must be done through marketing (Borg 2020, xviii). In the past, most marketing efforts were directed at traditional media (radio, television and print), but today, these efforts are focused online to reach potential fans (Owsinsky 2016, 88). Several theories about social media marketing will now be explained.

Murphy (2020, 14) states that market readiness is a concept that means that an independent musician has conquered a list of indicators to be ready to do his own marketing and generate revenue. For the scope of this thesis, I will expose some of the markers she mentions that are relevant for my case study. Social media strategy is an important part of this process. Figure 1 details the markers of success Murphy proposes for a DIY (Do-it-yourself) musician marketing model. Having a quality recorded music product (either video or audio) is crucial. Today, this can be developed with home recording systems to lower costs. Knowledge of music recording, mixing and mastering is necessary for a polished digital product. A strong brand image is also a key component that accompanies the musical digital product (music or videos). A written identity includes the artist's name and a compelling story (bio, blog,). A visual identity includes striking photographic images that reflect the musical style. Social identity refers to engaging, interactive and consistent posting on social media that supports narrative and visual identity. (Murphy 2020, 14–16.)

Digital presence is an important element of this model. Murphy argues that a personal website, social media presence and music distribution platforms are key elements for connecting independent musicians and music consumers. Social proof is a concept from psychology that states that people tend to imitate what others are doing and that

humans find socially acceptable and correct what other people think is correct (Cialdini 1984, 88). This concept in social media can be measured by likes, popularity, subscribers, followers, streams, plays, comments and engagement. An independent musician should have active profiles on some of the most popular social media websites to gain influence. Live performances are also an important part of the process. Being able to record and reproduce a live performance video on social media is a great opportunity for bringing the feel of the live performance to people who did not attend. Apart from being a creative artist and good at his craft, an independent musician with limited budget should also take the role of recording engineer, producer, record label, web designer, photographer, music video producer, graphic artist, artist manager, accountant, and marketer among others. (Murphy 2020, 16–18.)

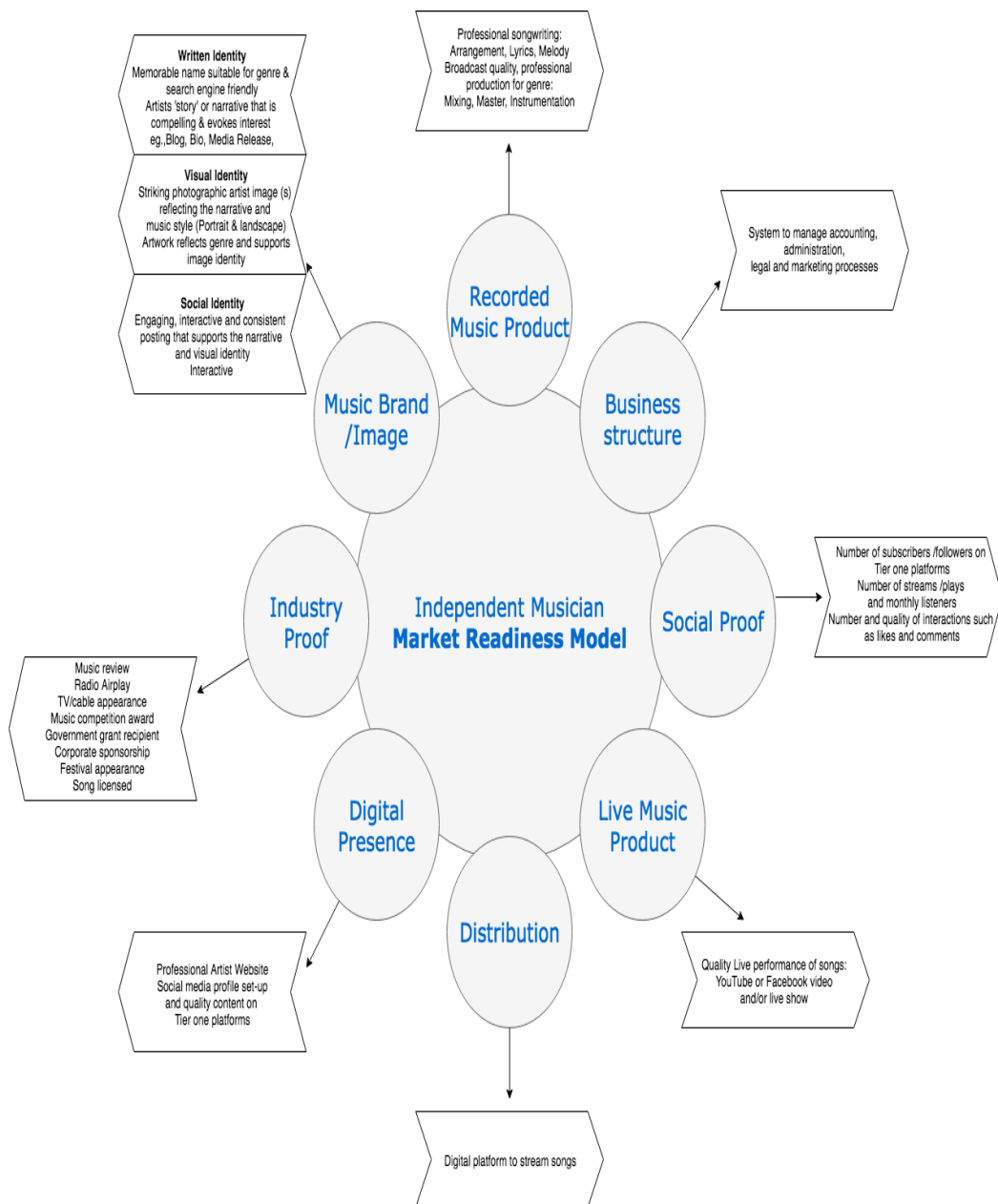


Figure 1. The independent musician – market-readiness model for the digital music industries (Murphy 2020, 15).

Svoboda (2020), in his book *Digital Marketing Step by Step*, develops a plan for anyone who wants to create an online marketing strategy. He claims that a digital marketing strategy should be based on a business strategy. Svoboda's advice is to first read the article *How to Eat an Elephant* by Jan Lalinsky and follow his recommendations. Lalinsky (2018) states that it is important to first establish a company's mission and vision. The founder of a business should ask himself why the company or business is important to him and how it will help his clients and other stakeholders. Also, he should ask himself what he wants to achieve in the future. A SWOT analysis is important to determine the business's strengths, weaknesses, opportunities and threats (Humphrey 2005, 7–8). Having this clear, it is possible to develop a business strategy. Porter's (1980, 35–39) three generic strategies are the options to choose from. The cost leadership strategy consists of selling the cheapest products while assuring customers that they will get what they need. The differentiation strategy consists of featuring a service or product that differentiates it from the competition. The focus strategy consists of focusing on and building a service or product that targets a specific market.

Svoboda explains that once a business strategy is chosen, it is possible to create a social media strategy. Long-term goals should be divided into short-term goals that should be accomplished on a timeline with established deadlines. These goals should be defined and divided into marketing and communication goals. Brand identity, brand image and storytelling are the focus of communication goals. Marketing goals include followers, interactions, views, sales and all variables that can be numbered and measured. Targeting groups will make marketing efforts easier. Finally, choosing the right marketing tools will help meet the established goals. A corporate website, social media, search engines, or even e-mail campaigns can be chosen to accomplish the goals. (Svoboda 2020, 1–5.)

Hanna et al. (2011, 267–268) state in their article that consumers are now active participants who engage in the brand communications process. Social media displays opportunities for consumers to engage in conversations with the brand or company. This can be motivated by marketing campaigns with contests, asking for feedback and sharing free material. These conversations provide value for consumers and help shape product or service strategies and design for companies.

Hanna also mentions Corcoran (2009), who divides online media into three areas: owned media (channels you fully control like for example personal websites or social media), earned media (word of mouth marketing through social media) and paid media (paid ads and paid posts). Hanna et al. (2011, 268) (see Li, C., & Bernoff, J. 2008) list active participants in social media and their corresponding social behaviors. They

classify them as creators (content deliverers), critics (commentors, analysts and feedback givers), collectors (repost and share), joiners (personal and direct engagement) and spectators (just observers and non-participant). Having clarified the media ecosystem and the types of participants, questions can be developed to build an online marketing strategy. Who are the targets of the marketing strategy? In which social media do they live? What kind of storytelling and messages does the company deliver? How to deliver these messages on social media? (Hanna et al. 2011, 267-269.)

Another idea for creating a marketing strategy is portrayed by King (2023, 33–40) in the Berklee College Online Music Business digital handbook. The author states that in addition to the usual methods, it is necessary for the independent musician to establish what he wants to do and the goals as accurately as possible. The musician is working toward something in particular, and success must be measured in some way. Market research is useful as a means of determining the opportunities available in the market. A competitive analysis of similar projects is key to understanding the competition and allows the musician to strategically position his project. Targeting fans to reach people who are interested in the product is a key step according to the author. Knowing the specifics of your target audience allows you to identify the marketing tools and techniques to use. The unique selling proposition and overall strategy should be based on this knowledge. (King, 32–36.)

After completing this process, it is possible to choose the social media platforms, earning methods, visual identity, written identity and content style. Once the budget is established, it is important to determine the most efficient way to spend it. Online marketing provides data analytics that allows measurement of results. The author recommends a cycle of constant measurement of the results and adjusting tactics if needed. (King, 36–38.)

Another example of a marketing plan for an independent musician is presented by Borg (2020, 1–7) in his book *Music Marketing for the DIY Musician*. He recommends to musicians interested in creating a marketing strategy to start by defining a clear vision of where he wants to be in the future with his musical project. Afterwards, conducting a SWOT analysis can reveal the musician's strengths, weaknesses, opportunities and threats in relation to the market. Next, analyzing the possible customers and targeting the market will allow the musician to know when and how to reach them efficiently. In addition, competitor analysis can shed light on the already successful ideas of similar projects. Making tests and analyzing feedback with the musician's products is essential to make adjustments according to the author. Setting marketing goals for a one-year period using the SMART model creates a path for achieving a vision. Once the goals are clear, a path must be set by choosing an appropriate marketing mix of strategies to accomplish the goals. Branding, product branding, price, place, promotion, and goal measurement are important to consider. Borg believes that it is important to have a detailed idea of the budget to implement these strategies. Finally, creating a timeline can be very helpful for executing the plan. (Borg 2020, 1–7.)

These are some examples of authors who describe different approaches to social media marketing. After analyzing them, I selected some of their tactics because they are cost-effective. The tactics chosen must fit the budget available and some options are more expensive, such as hiring people to delegate functions or setting up a website. To start the marketing strategy for this thesis, a do-it-yourself approach will be chosen. This means that the social media marketing strategy will be almost entirely done by me. In addition, because I am a classical guitarist and being a musician requires time, effort and practice, I chose an efficient and simplified approach for marketing. Developing a social media marketing strategy also requires time and effort. Some tactics by some authors are designed for groups, orchestras, and ensembles, and I am a solo musician. Most of the time, I perform and work myself. This was an important factor that led me to select some strategies. I can conclude that all these authors point out these same aspects in some way, and as a result, I chose these steps to develop my own social media marketing strategy as a classical guitarist:

- Establishing a Vision Statement
- Conducting a SWOT Analysis
- Target Group and Market Segmentation
- Competitor Analysis
- Selecting Tools and Creating a Marketing Implementation Plan
- Establishing Goals

These are the selected steps to be applied to my case study and they will be further explained.

2.2.1 Vision

A vision is a leader's statement of a desired future for an organization (Burns 1978). Kirkpatrick (2016, 1–4) states that a vision statement allows companies to communicate to stakeholders their core meaning and how they differentiate themselves from other actors. He remarks that when a company starts with a vision, products and services are often not finalized, and consequently, the vision may evolve as products improve. A company's vision statement tells its employees why they are in the business and the positive impact they are looking to achieve.

Simon Sinek (2010) discusses the importance of leaders being able to communicate their vision to their followers to encourage motivation and action. He states the importance of differentiating the WHY the company does what it does from the WHAT and HOW.

Borg (2020, 11–18)) advice for musicians is to develop a vision statement as a crucial step in a Do-It-Yourself marketing approach. In this way, musicians can envision the type of company they will be becoming, what products and services they will provide, genre and style, desired level of success, what type of industry they will be a part of and the type of identity they wish to project into the marketplace. For this purpose, Borg's advice is to write a vision statement paragraph.

2.2.2 SWOT Analysis

SWOT analysis is a concise evaluation of a company's strengths, weaknesses, opportunities and threats. A company should be able to track the environment to look for areas of buyer need and interest that could be satisfied. These opportunities for business that can be found by conducting research could be offering a service or product that is in short supply, improving an existing product or service or creating an entire new product or service. A threat could be any circumstance or development that could lead to lower sales and profit. Serious possible future threats can be anticipated and possible contingency plans can be developed beforehand in case they occur. Strengths and weaknesses can determine which opportunities can be taken advantage of more easily. In addition, working on weaknesses can allow a company more access to new opportunities. (Kotler & Keller 2016, 71–73).

Borg (2020, 27) recommends writing a paragraph summarizing the SWOT analysis. This should include the customer's need or opportunity available in the market given the company's strengths available, weaknesses that can be improved to be able to take on more opportunities and how to contain possible upcoming threats.

2.2.3 Target Group and Segmentation

A market segment is a group of human beings sharing similar characteristics, traits, interests, needs, wants and expectations. Identifying these segments can be very beneficial for businesses. This way they can identify who they are serving and customize different ways of approaching their customers. When performing market segmentation, it is important to identify groups in a population with common characteristics, needs, interests, lifestyles and demographic profiles. Different segments require different marketing programs. In this way, marketing managers can get a clearer idea of what customers really need and want. (Camilleri 2018, 1–3).

The most common way to divide customers for target segmentation is based on the following criteria (Camilleri 2018, 4–8):

- Demographic: Information concerning age, gender, social status, race, religion and marital status.
- Geographic: Information used to segment populations based on cities, regions, countries and continents.
- Psychographic: Information concerning interests, personality, preferences, lifestyle and values.
- Behavioral: Information concerning individual purchasing behaviors. This includes information such as buying behavior, shopping frequency, purchase volumes and customer loyalty.
- Product-related: This information is related to the specific needs and preferences of customers regarding different products and services and their individual characteristics.

Kotler & Keller (2016, 268) state that the marketer's task should be to choose the appropriate number and nature of market segments and decide which ones to target. The marketing budget plays an important role in this process.

Camilleri states that for market segments to be profitable, they must possess four characteristics. The first characteristic is measurability, which allows measurement of the size and purchasing power of the segment. Second, substantiality shows whether a segment is profitable enough. Third, accessibility points to the possibilities that a company has to reach a certain segment. Finally, actionability refers to a company's capacity to develop marketing programs for the chosen segments. Once market segmentation has been performed, the company should be aware of customer needs that competitors may not satisfy or products or services that are unavailable. After doing this, it is possible to choose the most profitable segments. (Camilleri 2018, 8–9).

After performing segmentation, Camilleri recommends choosing a marketing strategy from three options. The first is called undifferentiated marketing, which involves marketing the entire population with one market offer. Second, the differentiated marketing strategy approaches different segments with a corresponding and appropriate marketing plan. The concentrated marketing strategy consists of targeting one segment group. Concentrated marketing is the strategy that I chose for this thesis, and only one marketing strategy targeting one market segment will be designed. The available budget was the main reason I made this decision. (Camilleri 2018, 10–11).

2.2.4 Competitor Analysis

A competitor analysis is a tool that helps to identify the competitor's weaknesses and strengths and to find a competitive advantage that is aligned with the established vision and relevant to a selected target market. Any musician who may draw attention away from fans belonging to another colleague is defined as a competitor. This analysis helps to take advantage of competitors' weaknesses and differentiate prospective products and services from existing ones. The steps required to complete this process include identifying competitors, analyzing their strategies and interpreting the data to summarize a conclusion. Borg (2020, 27)

Borg states that when identifying competitors, it is important to recognize at least two in the geographic market. Musicians can conduct research by acknowledging who is getting the best concert bookings, good magazine reviews and radio broadcasting. Social media and networks are also places where competitors can be identified and research can be conducted on how much attention they are receiving from their fans. Borg recommends filling a competitor analysis matrix such as the one in the figure below. (Borg 2020, 42–43.)

Table 1. Competitor Analysis Matrix Example (Borg 2020, 45).

	Competitor A	Competitor B	Competitor C	Competitor D
Company Brand Identity				
Product Brand Identity				
Products/Services				
Price				
Place				
Promotion				

The competitor analysis matrix examines the following aspects of competitors (Borg 2020, 43–44):

-Company brand identity refers to logos, photography, web design, fashion sense and attitude in general. Are the branding messages consistent and engaging or are they confusing and unclear?

-Product brand identity refers to the consistency of the products that the competition offers in expressing their brand identity. Do they reflect the brand in general or are there gaps and inconsistencies?

-Products refers to the products the company offers and their configuration. The frequency with which they release their products and the level of customer engagement and interaction are important data.

-Pricing refers to the prices that the competition charges for their products and services, their sales strategies and the free products they offer to gain confidence and awareness in their market.

-Place refers to where competitors sell their products and the distribution methods they use.

-Promotion refers to the efforts the competition makes to be on the radio, podcasts, playlists, use social media advertising, create engaging content on social media and arrange sponsorships deals.

Borg states that after filling out the competitor's analysis matrix, companies can design strategies to be able to gain a competitive advantage in the marketplace. The first step should be to analyze the competitor's strengths. Observing these strengths can provide information to companies on how to improve their actual products and services. Second, looking at the competitor's weaknesses can give insights of customer's unsatisfied needs, where a company can gain a competitive advantage. Finally, it is important to anticipate how your competition will react to your strategies. After answering these questions, Borg recommends writing a competitor analysis conclusion with the goal of improving the company's performance and finding a competitive advantage aligned with the company's vision and the selected target market. A template for writing this competitor analysis conclusion has been elaborated by the author. (Borg 2020, 45–49.)

2.2.5 Tools and Plan for Marketing Implementation

I will provide some context for the marketing channels used in this thesis. Today, companies must include a digital component in their marketing programs. Online marketing tools have become increasingly important in the last twenty years. People are increasingly using digital media, and this trend continues to grow, as shown in figure 2. (Kotler & Keller 2016, 637–638.)

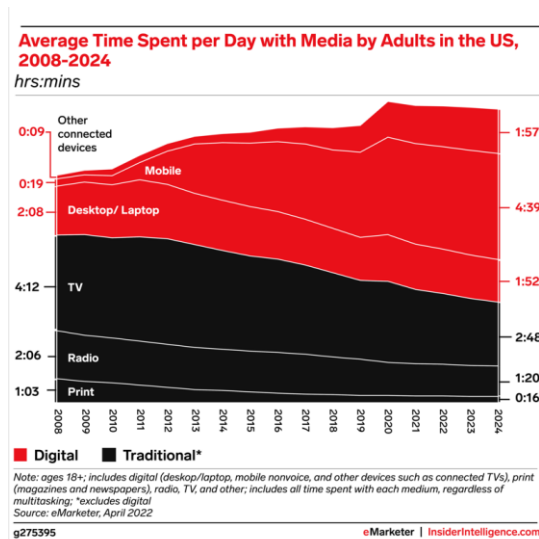


Figure 2. Average time spent per day with media by adults in the US 2008-2024 (Cramer-Flood 2022).

Online marketing tools offer various mechanisms for tracing the results of marketing campaigns and digital advertising continues to show more rapid growth than traditional media. Social media marketing is an important component of digital marketing. Social media are platforms in which people can share text, images, audio and video with others, with companies, and vice versa. Social media allows companies to reinforce their communication with a low-cost budget. Building relationships with consumers allows companies to gather feedback that can be used for innovation and satisfying customers effectively. (Kotler & Keller 2016, 638–639, 642.)

Kotler describes three types of social media platforms. First, there are online communities and forums where customers can communicate with companies. The second type of platform is blogs, which work as a personal diary or journal where people share with only close friends and family or with a large audience. People with common interests participate in these blogs and they can be an important word-of-mouth outlet. Third, social networks which have become an important marketing tool for business-to-consumer and business-to-business marketing. Facebook, Instagram, YouTube, Twitter and LinkedIn are among the most popular. Each social network has its own benefits and defined audiences. (Kotler & Keller 2016, 643–644.)

Agrawal states that social media brings many opportunities for musicians as it allows them to communicate with their fans and vice versa. This allows them to play their music to a broad range of people. Successful artists have well-developed social media marketing strategies. Social media marketing offers a low cost and effective approach for musical projects to become known. Any beginner or unknown artist has access to these tools. Word of mouth has become more important with the rise of social media. Before, if someone wanted to share something with their friends, they had to see them

or make a phone call. Now with a post on social media, a text message, or a repost, this can be done in seconds. (Agrawal 2019.)

Social networks will be the chosen type of social media to develop the implementation phase of this thesis. It is the author's opinion that online communities, forums, and blogs, can be helpful for different purposes when marketing a musician, but for an initial phase, social marketing tools like YouTube, Facebook and Instagram can help reach the goals chosen for this thesis, which will build a foundation for further marketing in the future.

YouTube

YouTube is a platform that allows users to upload and post videos with a portion of text that any YouTube visitor can watch (Butow et al. 2020, 49). YouTube has 2.70 billion active monthly users in 2023 and it is the second biggest social media platform in the world (Shewale 2023). YouTube videos are portrayed on the newsfeed to users based on their viewing history. It is possible for users to share videos on their YouTube channel, embed a link from a YouTube video on any website and post links to YouTube videos on other social media. (Butow et al. 2020, 49)

The DeNovo Agency blog states that YouTube is also the world's second-largest search engine after Google. Millions of people look daily for videos in the YouTube search box. An independent musician can benefit from this situation by applying YouTube SEO (Search Engine Optimization) principles. When someone searches for something on YouTube, the relevance of the search results is determined by the video title and description. Video tags have become less important since 2021. Using Google Trends to identify the most searched related words to the main subject of a video can be helpful for creators to list and select important keywords to use in the video description. DeNovo also recommends musicians who own a YouTube channel to create playlists with recent artists and songs and include themselves with a video or two of their own work. (DeNovo 2023.)

Owsinsky recommends giving a relevant and descriptive title to a posted video. The video description should contain the same key words as those in the title in the first phrase. The video description should contain a summary of the video. A link to social media and websites should be included. Using proper tags such as the name of the artist, type of music, similar artists and mood of the song can help the video be found during a search. (Owsinsky 2016, 106–107.)

Furthermore, DeNovo also recommends obtaining a higher number of views and generating interest by making short videos of 30 or 60 seconds maximum. Instagram reels, and Facebook and Instagram stories can be helpful for this strategy. YouTube

also has a Stories feature that allows for 60 second maximum length videos in mobile format. Many artists have relied on this strategy to attract fans to their YouTube channels and larger duration videos. (DeNovo 2023.)

YouTube offers efficient analytics tools designed to measure how videos and channels are being received by the public, as summarized in this list (Owsinsky 2016, 109):

- Overview about channel performance, engagement, demographics and the top ten videos.

- Real-time information updated hourly about channel performance.

- An adjustable timeline with the number of views for each video, the total minutes and average minutes watched and information on when and where they were watched.

- Filter by city, country, or globally.

- Information on demographics, traffic sources, types of devices, retention rates and subscribers

- Likes, dislikes, comments and sharing.

Instagram

Instagram is a social media platform designed for posting visual content. In the beginning, it was designed only as a photo sharing platform, and today, photographs and videos can be posted while text can be added in the caption. Instagram has more than one billion active monthly users. More than 25 million businesses use it for marketing and branding. Instagram can be used as a powerful marketing and business tool. (Butow et al. 2020, 50–54.)

To use Instagram efficiently for marketing and maintain consistent engagement, Needle recommends maintaining consistent branding. Keeping the same username on all social media platforms can be very helpful for consistency. For visual consistency, using the same background and font when posting text and using high-quality pictures with the same filter helps to give the impression of consistent branding and unity. Using a business account allows to monitor followers and have clear statistics about their age, gender and location, which allows brands to constantly improve their content so

that it promotes more fan engagement. Posting regularly and conducting research on the best hours to post helps increase engagement. Instagram has a tool called Instagram Insights, which shows the days and hours with more engagement in the app. Using captions for videos and hashtags in posts helps to reach a higher engagement rate and diffusion. Engaging with customers, answering their comments and creating spaces to answer their questions can also increase the engagement rate. Liking and reposting follower's content can be very motivating for fans because it makes them feel that they have a closer relationship with the brand or artist. Engaging with similar brands can also have positive effects and exposure. (Needle 2022.)

Instagram, in addition to picture sharing, offers several options for creating video content: Reels, IGTV, Story Videos, Instagram Live and video posts. Needle recommends using all of them to have an effective marketing strategy. He also notes that a call to action is essential. This can be an image, text, hashtag or swipe-up link that asks followers to take action based on a defined marketing strategy. Tracking statistics is an efficient way to measure the results of a marketing strategy. The most important figures are the number of followers, impressions, reach of posts and interactions. (Needle 2022.)

Facebook

Facebook is the world's most popular social media platform and it has over three billion users in 2023 (Santiago 2023). Ninety-six percent of Facebook users use it at least once daily. Eighty-eight percent of web users aged 18 to 29 use Facebook, and 84 percent of web users aged 30 to 49 also use Facebook. In addition, 72 percent of online users age 50 to 64 use Facebook. 62 percent of users over age 65 use Facebook. Facebook offers businesses opportunities to advertise, such as creating pages, groups and paid advertising. (Butow et al. 2020, 37–38.)

It is possible to create a personal profile or a business page on Facebook. Businesses, organizations and brands have advantages choosing Facebook's business pages because they contain tools designed for them. With just a like, customers and fans receive news in their newsfeed about their chosen business. This is not possible with personal profiles. (Kolowich, 2023.)

Facebook is a platform that was first created for sharing only text messages. With the passage of time, its creators have added the possibility of sharing photos, videos, content from other users, and content from other sources such as websites, blogs and social media. In 2017, Facebook added a camera option to take pictures to be delivered instantly on posts, stories and messages. In 2017, the stories feature was added, allowing users to post a photo or a video with effects, geolocation tags, and stickers, or edit the images, which will automatically disappear in 24 hours. (Butow et al. 2020, 39–40.)

Authenticity is a characteristic that will engage more users. Speaking like a real person and posting original photos and videos can spark attention. Videos attract more attention than photos. Writing original posts with relevant content is better than simply posting links to other websites or social media platforms. Posting too much information can be overwhelming for an audience and focusing on quality over quantity can be beneficial. Similar to Instagram, measuring statistics is essential to determine whether the marketing strategy is working on Facebook. (Butow et al. 2020, 42.)

It is the opinion of the author that posting in relevant groups associated with the main theme of a business can help attract clients, raise awareness and create new interactions and followers. There are several local and foreign classical guitar Facebook groups and entrepreneur groups in which I can share posts and content.

2.2.6 Goals

Setting goals for this thesis project is a fundamental task for determining whether results are being obtained. What would make this social media marketing strategy successful? What are the indicators of success? An effective way for businesses to establish goals is the SMART method. This acronym stands for Specific, Measurable, Adequate, Real and Term. Goals should be specific and focused, measurable in quantity, adequate for the intended subject, realistic in terms of available resources and set to be accomplished in a defined period of time. (Doran 1981, 35–36.)

It is important for a social media marketing strategy to choose specific performance levels and a time frame for these to be reached. The extent of awareness and the concrete sales reached are basic measures. For this thesis, specific values such as the number of followers, impressions, likes, views and comments, can be determined as the goals to be reached. In the case of new students, an estimate of the number of new students obtained can be made for a determined time. (Butow et al. 2020, 107–108.)

Borg establishes a procedure to set goals for musicians using a do-it-yourself marketing approach by applying the SMART method. According to Borg, goals must be specific. This means that the goals should concentrate on specific products and services that will help to reach the desired long-term vision and fulfill the market need identified in the SWOT analysis. Goals should have measurable elements. In the case of a social media marketing strategy, these goals could be the number of publications, followers, likes, views and engagement. This can be forecasted by observing the nearest competitor's numbers. Goals should be attainable. This means challenging enough to push myself but not impossible to reach. The available professional relationships and financial resources can play a role in determining this. Borg claims that a clear road map to reach goals should be developed, including details such as branding, product, price, place and promotion. Finally, Borg states that goals should be

framed in the context of time. Goals are the means by which the long-term vision is reached. Long-term goals should be divided into short-term goals. In this way, it is possible to create marketing tasks and a marketing plan to develop in a timeline. Borg recommends choosing goals for one year and constantly checking results every few months. Not getting overwhelmed by the results in the beginning is also recommended because it can be a long process. Constantly observing results and adjusting the strategy if needed is important. (Borg 2020, 65–70.)

Butow et al. are very specific about what must be measured to assess how much success has been obtained in a social media platform with marketing efforts. Social media platforms offer different tools to measure statistics and most of them have built-in analytics. These measurements can lead to the following question: Where does most of the traffic come from? Which types of media and social posts get the most engagement? What methods or hashtags are the most effective? The goal is to measure and improve the strategy. Facebook has a robust set of tools for metrics. Facebook Insights is a feature provided by the platform in which overview, ads, followers, likes, reach, page views, page previews, actions on page, posts, branded content and events can be tracked and measured. In the Studio section of YouTube, it is possible to access metrics for views, watch time, subscribers, revenue and audience characteristics. With the Instagram mobile app, information on the visibility received by each post, engagement, follows, impressions, likes and profile visits can be easily accessed. These are the tools that I will use to measure the results of my social media strategy. (Butow et al. 354–367.)

3 Research Method

Yin (2003, 13) defines a case study as “an empirical inquiry that investigates a contemporary phenomenon within its real-life context, especially when the boundaries between phenomenon and context are not clearly evident”. Creswell (2002, 73) indicates that “a case study research involves the study of an issue explored through one or more cases within a bounded system (i.e., a setting, a context)”.

The question that my thesis is trying to solve is: How can a classical guitarist develop and push his own career, generate awareness, and sell his products and services with the help of online digital tools? To answer this question, I will use the case study research method. I am a classical guitarist. This means that I am a soloist and most of my work and performance is done by myself, in contrast to ensembles, orchestras and bands, which work collectively as musicians. I will be the object of the case study. For this purpose, I will compile several theories and methods concerning social media marketing strategies. After analyzing established theories, concepts and methods, I will choose the most relevant to my case study, order them, and develop a step-by-step do-it-yourself method for applying them. This means that my case has some particularities that I considered when selecting the chosen strategies.

Establishing a personal vision statement and conducting SWOT analysis are self-reflective methods. After conclusions are obtained from this process, an analysis of the outside environment in relation to my personal case and goals by targeting a group and making a competitor analysis in the context of a personal vision is done to understand how I can proceed and benefit the most from future actions in order to achieve goals and answer my thesis question. This results in the selection of tools and specific methods for the implementation of the strategies. The final part of this thesis is to establish goals before starting the next phase which is the implementation.

4 Case Study

4.1 Vision

For writing my vision statement, I followed Borg's advice for musicians. For this purpose, I have listed the following items (Borg 2020, 18–19):

- What type of company do you envision yourself becoming (a band, a solo artist, a songwriter, etc.).
- The products you will most likely release to generate revenue (merch, recordings, fan clubs, etc.).
- The style of music you identify with (rock, classical, jazz, country, etc.).
- The level of success desired (international, domestic, local, etc.).
- What you see yourself projecting into the world (hope, peace, awareness, etc.).

After listing these items for my own case, I created the following vision statement paragraph:

In seven to ten years, I envision myself becoming a locally, nationally and internationally known classical guitarist with a strong online presence in the entertainment business and music online pedagogy areas. My main products/services will be records, online musical videos, live and streamed concerts, pedagogical books and videos, and on-site and online personal and group lessons. Overall, my music and my actions will be known for projecting a positive uplifting enthusiast vibe in general and a passion and love for the music and guitar sound to my target audience.

With a vision statement, it is possible to have a north to guide the following steps.

4.2 SWOT Analysis

After having a clear vision statement, it is possible to conduct a SWOT analysis. To conduct the SWOT analysis, I first made a list of opportunities in the external market.

I have tried to identify voids or needs in the consumer marketplace as explained before and the opportunities to fill these needs. As a result, I found the following:

- Not very high-quality online marketing by similar projects in my country. There is no one who constantly posts videos concerning the classical guitar with a brand and image identity and compelling storytelling. They do it occasionally.
- The quality of some digital content, such as video recordings by local artists, is not the best, even though they are good musicians.
- The concept of high-quality online guitar lessons with excellent equipment is uncommon in my geographical area. By this I mean lessons via internet apps like ZOOM with HD multi camera, high-definition sound, scores with annotations in pdf throughout the lesson and the possibility of recording the lesson in video for student reviewing.

Next, I listed the **strengths**. These are internal aspects, such as finances, equipment and skills, that could help fill the needs listed in opportunities.

- I have recently acquired new equipment, software and recording gear that will allow me to produce a high-quality digital product.
- I have acquired new online marketing knowledge.
- I have new skills in using digital tools (hardware and software) for teaching online at a high-quality level.
- My skills as a musician have improved because of my recent studies with Mr. Timo Korhonen.

Weaknesses, as explained before, are deficiencies in resources, finances, skills or other issues. I have listed the following for my case:

- I am new to some software for editing video and audio, and my skills are weak. I can still improve my audio and recording skills.
- I do not have any experience in branding and creating a visual identity concept for an artist.

Finally, **threats** and external issues that could threaten the development of the project and that I could not control are important to consider in the SWOT analysis. In my case, I consider the following:

- People can buy lower quality lessons from less qualified competitors at a lower price.

As Borg indicates (Borg 2020, 27) I have written a SWOT analysis conclusion paragraph summarizing the mentioned opportunities, strengths, weaknesses and threats.

Given our company's vision of becoming a classical guitarist with a strong online presence, we monitored the consumer market in Colombia and similar musical projects external landscape and identified an **opportunity** to make high-quality classical guitar videos and develop a strong online presence with a high-quality brand and visual identity and compelling storytelling, offering various products and services such as high-quality guitar online lessons, among other products, to an audience in the near future. The unique service proposition will be offering customers the possibility of finding their own artistic expression and developing their technique even from the comfort of their own home. This will be possible thanks to technology advances such as internet apps like ZOOM with HD multi camera, high-definition sound, scores with annotations in pdf throughout the lesson and the possibility of recording the lesson in video for student reviewing.

Our company **strengths** are well suited to take advantage of this opportunity, given our high skills as a classical guitarist, online marketing knowledge, professional audio and video recording gear, online marketing knowledge and experience in the use of technology tools for teaching online.

Our **weaknesses** are our lack of experience in branding, creating a visual identity for an artist and audio and video editing skills related to the lack of knowledge of how to operate editing software, but being that they are critical to growth, we will convert them to strengths by learning how to use the editing software carefully with a do-it-yourself approach and by contacting experienced video and photography producers if necessary to learn about the process of creating a visual identity for a musician.

Our **threat** is that customers could buy lower quality products or lessons from competitors at a lower price. However, to reduce these threats, we plan to highlight the importance of a high-quality instructor for customers to be able to accomplish their goals in the communications we use for advertising.

4.3 Defining a Target Group

The target segmentation criteria exposed in the theoretical framework will be used for market segmentation. Knowing the characteristics of the target group helps understand which marketing strategies and tools to use to reach the target group effectively.

The Demographic Criteria:

- Age: 18-32
- Education: High School, College and Graduate.

- Male and female.
- Occupation: Students and young workers
- Social Class: Middle, upper middle and high classes.

The first criteria define the demographics of the population to be targeted. After doing some research in chat and comment sections of similar artists on social media, I identified many people with these characteristics, including age, education level and social class.

Psychographic Criteria:

- Going to concerts, listening to music and intellectual interests.
- Political and environmental interests.

Psychographic criteria define the interests and lifestyle of the target market. I have been a teacher in universities and know many characteristics of the lifestyle of my pupils. Going to concerts, listening to music, intellectual interests, and strong political and environmental opinions are very common.

Geographic Criteria:

- Cities: Bogotá and Medellín.
- Region in the country: Cundinamarca, Antioquia, Santander, Eje Cafetero and Costa Atlántica.
- Country: Colombia
- Region of the world: South America

I had some considerations when choosing the geographic criteria for my target group. The cities in Colombia with the most cultural activity, universities and higher levels of income are Bogotá and Medellín. Google Trends can show the ranking of the cities in Colombia that search the most for keywords related to my thesis, such as classical guitar, classical guitar lessons or classical guitar videos. The mentioned cities have the highest ranks. Other people can apply for lessons or just become fans if they live in Colombia or South America, or even worldwide because I will be teaching online lessons in both English and Spanish.

Behavioral Criteria:

- Loyal
- Consume music online. (YouTube and Music platforms like Spotify and Apple)
- Strong online presence on social media.
- Interested in art and open to listening and exploring new music. Some of them play instruments.

It is possible to trace online the behavior of my target group. This target group is very loyal to the artists they follow. They share and support the music they like. Most of this support can be found online. They are very active on social media and music platforms and try to engage with artists they follow online.

4.4 Competitor Analysis Matrix

For this thesis, I decided to elaborate a competitor analysis matrix table similar to the model created by Borg (2020, 45) described in the theoretical framework to obtain a clear view of my competitors. For my case study, I chose four competitors: two local and two foreign competitors. The company and product brand identities, products, prices and places of sales were assessed and analyzed. The results are shown in a table in the Appendix section of this thesis. **To understand this thesis in general, I recommend that the reader of this text go to the Appendix section and read the competitor analysis matrix table for the case study of this project.** It was not included in this subchapter because of its length, which does not comply with the established rules for thesis presentation. However, the author considers it a crucial piece of information.

Several conclusions can be drawn from observing the competitor analysis matrix used in this case study. I chose four competitors. Two of them from my own country (local competitors) and two from abroad (international). I am competing directly with the local ones. Foreign competitors can draw attention from my audience, but for some services, such as providing guitar lessons, I have a competitive advantage because the foreign currency exchange rate makes it much cheaper for local customers to buy lessons directly in Colombia than from a foreign provider.

Concerning branding and product development, I observed several things from my competitors. Great video quality, photography, logos, signatures and social media web design play an important role. Foreign competitors took more care of these issues and I can do the same. Posting often and consistently is an important factor in maintaining fan engagement. Instructional videos have the most views. Offering free products is an effective way to attract new fans. Engaging with fans in comment sections and live

streaming video sessions is a way of building a community. Surveys among fans are a method to guide future postings and services offered. Live online concerts attract attention and engagement. All competitors self-promoted live concerts through posts on social media. These are all aspects that I can apply when implementing the thesis project.

Only two foreign competitors offer online lessons. There is no local competitor that concentrates on offering high-quality online lessons, which gives me a competitive advantage in my local market. By high-quality online lessons I mean lessons via internet apps like ZOOM with HD multi camera, high-definition sound, scores with annotations in pdf throughout the lesson and the possibility of recording the lesson in video for student reviewing, as explained before in the SWOT analysis subchapter. Two foreign competitors offer a price for individual lessons and another price for discount packages including two or four lessons. This method can bring benefits to customers and attract them because it can help them save money. They also offer access to teaching material for students who purchase the lessons and a monthly group workshop included in the package. This monthly group lesson masterclass could be a good idea for future use when I have more students.

Some of my competitors offer other products. In the future, as this thesis project continues to evolve over the years, it could be a good idea to offer more products such as eBooks, scores and workshops.

My competitors may react by offering online lessons and improving the quality of their content. Possibly they will post more often. If I do the job constantly with high musicianship and quality, this should not interfere with my goals. Confidence plays a huge role in keeping up the work for success.

4.5 Tools and Plan for Marketing Implementation

In this subchapter, I explain the tools chosen for the social media marketing implementation and how I apply them to my case study. After having a clearly defined vision, knowing my competitors and the marketing opportunities available, and choosing a specific target group, it is possible to start a marketing plan. I have already discussed why I chose online marketing tools and their relevance and effectiveness today supported with data and statistics. To start a marketing strategy for myself, a solo classical guitarist, I will choose three of the main social media websites available today. They will be Instagram, Facebook and YouTube.

4.5.1 YouTube

A YouTube channel is an important tool for any musician who wants to post video material and generate awareness. In my case, as a classical guitarist, I will post on my own channel performing and educational videos. After checking the statistics of similar projects, I can conclude that these types of videos attract larger audiences. The first question that arises in my case is whether I should continue using a YouTube channel I already own or create a new one. The channel that I have already has some videos with a total of 3,500 views and 14 subscribers. I have never paid much attention to this channel and have only posted some material without any goals or pretensions. Given that I can modify some of the channel's features, such as name, profile picture and banner image to make it look more professional, I decided to continue using it for this project. Branding aspects are essential. The banner image and profile picture have specific dimensions. When hiring a photographer to take pictures, these dimensions should be considered. Using a free online tool such as Canva can help with logo design if needed. Choosing an artistic name for use in all social media platforms is important to be found easier in web searches. An easy-to-remember handle should be chosen that is related to my name, and if possible, I will use the same handle on all social media. A channel description should include relevant information to attract new subscribers. A description about the channel, links to other websites or social media profiles and contact information are important aspects to be meticulously written. This way, it will be easy for potential customers to be attracted and contact me.

YouTube is the main platform where I will post more produced high-quality videos. I plan to generate traffic to this YouTube channel by posting on other social media platforms (Facebook and Instagram) whenever a new YouTube video is released. After these aspects are clear, it is possible to create a timeline schedule for releasing videos. Publishing one monthly video for performing material and one monthly video for pedagogical material is the goal. YouTube shorts will be used to make short 30 to 60 second duration performing videos as a teaser with the purpose of announcing future larger video releases. This tool can also be used to create videos with short tips and advice on guitar performance. All the analytics tools YouTube offers will be used to measure results and adjust marketing tactics if needed. All YouTube SEO techniques already mentioned in the theoretical framework will be applied whenever a new video is published.

4.5.2 Instagram

For Instagram, the first step in my case is to create a new account. Choosing a business account and then a creator account is important to be able to access several Instagram features such as analytics that are not available on a personal account. In this way, I will be able to monitor the account's performance and have access to information about my followers. A profile picture is necessary; therefore, I will choose an eye-catching high-quality photo that adapts to Instagram's profile picture requirements. Keeping the same username on all social media for consistency is

important. This username should be as close as possible to my name. If my desired username is already taken, I will add an extra character or word. I will write a short biography in the profile where I specify the type of music I make, contact information and links to other social media.

My idea for my Instagram account as a classical guitarist is to share more personal content. For example, using the stories section to promote video releases for YouTube or just random daily personal content related to my practice and classical guitar in general. The reels feature can be used to share short videos of my practice sessions and short tips on technique or any possible music or performing educational issues. These short videos do not have to be so produced and professional, which is similar to what I plan to do with the stories feature on YouTube. A call to action is always a message that should be delivered in Instagram content related to attracting people to my YouTube channel and offering private lessons. Engaging with followers and following similar projects is a way to keep followers interested and attract new possible ones. Hashtags related to the classical guitar are a key aspect in my posting to reach a larger audience. A schedule in a timeline with specific dates set to release content should be created to engage followers and attract new ones for each feature Instagram offers.

4.5.3 Facebook

I will create a Facebook musician page. I will hire a photographer to create a high-quality and artistic Facebook profile and cover photographs. There are some advantages to using a Facebook business page (musician page in this case) over a personal profile page. By simply pressing the like button on a musician's page, fans can receive news in their newsfeed from their favorite artist. Call-to-action buttons for buying, subscribing, or directing to other websites or social media, among other functions, are also a feature of Facebook pages only. Access to analytics only available on Facebook pages is a great advantage for musicians to constantly check their marketing efforts and adjust them if needed.

Apart from developing a totally new band page on Facebook, I will also develop my strategy on my personal Facebook profile page. In this profile, I have 300 friends and I will invite them to join the new Facebook Musician page. I will post on both pages content related to my music, work and music marketing. Music and educational videos are the main content I will share. Inviting people to take lessons with me in posts is important. As soon as I have a couple of videos and a good set of artistic photographs, I will release the page and make it visible. All contact details and links to other social media should be clearly written in the About section for possible customers to be able to reach me and get to know me. Customizing an URL with my own username allows other people to tag me in their posts, allowing for major exposure. Liking and following other similar artists, festivals and music-related pages and profiles, can promote the building of a community and new engagements and followers. Facebook stories can be used to promote new videos, short guitar educational tips and promoting concerts.

Engaging with followers and building a community in synchronicity with YouTube and Instagram are the goals.

Facebook groups are profiles where people who share the same interests can post related content. Using Facebook groups can be a strategy for getting to be known and reaching larger audiences. There are many classical guitar groups in Facebook. Posting content occasionally in some of them can engage new fans, students and followers. For advertising private online and onsite lessons, I can join entrepreneur groups. Several entrepreneur groups in Facebook allow their members to advertise their businesses. I will setup a timeline and schedule for releasing content and posts.

4.6 Goals

As described in the theoretical framework, goals are a fundamental part of social media marketing. For this thesis, setting goals for the whole strategy is the final goal of the thesis itself. The implementation of the project for this thesis will continue its development after the studies are finished, and having clear goals will help me understand if everything is working fine with the implementation or if adjustments are needed in the strategy.

The SMART method for setting goals will be followed. I will develop a social media strategy for three different social media platforms. I will post content on these platforms and the results will be measured. Each of these social media platforms and their respective goals will be discussed separately.

4.6.1 YouTube

YouTube will be the main platform on which I will release music and pedagogy videos. The YouTube video release schedule will include one monthly pedagogy video and one monthly performance video. This will be displayed in the main Videos section of my channel. I will publish a total of nine to twelve performance videos and nine to twelve pedagogy videos in one year. In addition, I will be using YouTube shorts featuring clips from personal daily routines, guitar practice sessions, promoting future video releases and concerts and offering online and onsite guitar lessons. The goal is to publish one or two YouTube shorts weekly and 40 to 52 shorts in one year. I will also display my contact information in the About section, offering private lessons and links to other social media.

I estimate to reach an average of 800 views per video as a minimum after one year for each performance and pedagogy video. For shorts videos, I estimate 400 views per short approximately after one year. At least 30 likes per video, including main videos

and shorts, is the goal. These goals were set as a result of observing at my competitors' average views and likes in their own videos.

Another important goal to reach on YouTube will be the number of subscribers. I estimated the number of subscribers to be achieved as a goal after one year of starting my social media marketing plan by observing the four competitors included in my competitor analysis. I estimated the average number of followers gained by each of them each year. To do this, I watched the date they joined YouTube to determine how many years they have been active on the platform and divided their total number of followers by this number. After obtaining this data, I calculated an average of the number of subscribers that all my competitors gained in one year by adding the results for each of them and dividing it by four. After performing this operation, the result was 1161 followers as a goal for one year if I included my 4 competitors. If I only included only the local ones, the result was 173 followers gained per year. If I only included the foreign ones, the result was 2150 followers gained per year. Foreign competitors outscored local competitors by a large sum. To keep things more realistic, I chose to stick to 300 followers on YouTube for the first year. This method was something that I invented for myself and my personal case study, but it has probably already been used in the process of setting goals for a social media strategy.

4.6.2 Instagram

In Instagram, I will develop content for each feature that this social media platform offers. The idea here is to share one or two Instagram stories weekly with personal daily routines, guitar practice sessions, promote future video releases and concerts, and offering online and onsite guitar lessons. After one year, approximately 44 stories should have been published. I will share one or two pictures weekly in the feed section of my Instagram profile associated with my daily life, music and guitar practice. I will also promote activities with flyers such as concerts, private lessons and YouTube video releases in the feed section whenever needed. By the first year of my social media strategy, at least 44 pictures should be posted in the feed. Concerning reels, I plan to share a weekly reel with a practice session, YouTube video release promotion or pedagogy tip. A minimum of 40 reels should have been developed and published in the Instagram feed by the end of the year.

After observing my competitors, I believe that 30 likes per post in my feed would be a desirable goal to achieve in the first year. To estimate the number of followers to achieve in the first year, I will use the same method I used for YouTube goals. I estimated the approximate number of followers gained each year by each of the four competitors I chose in my competitor analysis by dividing the total number of followers by the number of years they have been active on the platform. After doing this, I added the results obtained by each of them and divided it by four to obtain the average number of followers gained each year by my competitors. The result as a total average for my four competitors was 1100 Instagram followers gained per year. The average number of followers gained per year by foreign competitors was 2052. The average

number of followers per year gained by local competitors was 148. There is a huge difference in the number of followers gained each year by the local and foreign competitors. To be realistic, I will set a goal of reaching 400 followers after one year of working on my Instagram profile.

4.6.3 Facebook

On Facebook, I will also use the features the platform offers to implement the marketing strategy. Whenever I post a new YouTube video release, I will also post it on Facebook. As mentioned before, one pedagogy video and one performance video will be uploaded monthly. I will also promote online and onsite private guitar lessons with flyers and video content at least once a month. I will use Facebook stories to create short videos to promote new videos, concerts and short guitar educational tips. The goal is to publish three or four stories per month. Another goal is to post at least once a month in classical guitar and entrepreneur groups on Facebook promoting my video releases and offering online and onsite private guitar lessons. For this purpose, I must search for those groups and join them.

The goals for likes in each post will be a minimum of 30 likes per post. The number of views I will set as a goal for Facebook videos will be 300. These goals were set by observing my competitor's statistics.

Every Facebook band or musician page may have followers and likes. Facebook users who like a musician page receive their posts in their newsfeed without having to follow the page. Followers have access to other features that the like feature does not allow. The average number of followers gained per year for 3 of my 4 competitors in their Facebook musician pages (one of the local competitors does not use Facebook Pages) is 791. The average of followers gained per year for the two foreign competitors is 1140. My local competitor averages 92 new followers per year. I have a Facebook personal profile right now with 300 friends that I will invite to join my Facebook musician page. I forecast that probably 180 of them will join my new Facebook musician page. After observing my competitors' numbers, I set a goal of acquiring 200 new followers. The goal is to reach in total 380 followers after one year of implementing the strategy on my Facebook musician page.

4.6.4 Private Online and Onsite Lessons

Throughout the implementation of the social media marketing strategy, I will advertise and offer private online and onsite guitar lessons. Social media posts and descriptions on the different platforms will offer this service, and my contact information will be available for this purpose. A minimum of 7 new students is a goal determined after one year of implementing the social media strategy.

5 Conclusion

5.1 Objectives

Building a career on their own is a challenge that many musicians face today. Learning an instrument, composing, directing or developing high-quality work in many areas of music is so time-consuming that taking time aside from these tasks to learn business and marketing strategies to develop a career as an independent classical musician is not very common. Generally, most musicians take the common-sense path and follow their intuition to develop their online marketing strategies. Literature and theories from the business and marketing world have been developed on how to build an effective business and social media marketing strategy.

The aim of this theses was to learn as a solo musician and classical guitarist how to develop and push my career, generate awareness and sell my products and services with the help of online digital tools. The idea was to achieve this goal from the perspective of an independent musician using a low budget and a do-it-yourself approach. I conducted research using existing literature related to theories and procedures in business administration. Different methods were analyzed, and I adapted the procedures and steps more relevant to my personal case in a specific order to build my own social media marketing strategy. In this way, I succeeded in creating a road map with instructions, a step-by-step guide and a process I adapted for myself.

5.2 Key Results

As a musician immersed in scores, practicing my instrument for hours and preparing for concerts, I never asked myself before writing this thesis how to manage my career systematically, with a fixed plan, or at least with some long-term planning with specific actions and goals to be accomplished. Most of the time, I lived by thinking and feeling the music itself. My goals were music-oriented. I managed to search for concerts and post just a few things on social media not very often. The business side of things was left unattended or better, I simply lacked knowledge and consequently did not give the attention and importance needed to these issues. I used to think that somehow things would be solved automatically. Elaborating this thesis changed my perspective on these issues.

To elaborate on this thesis, the steps for building a business strategy were researched and chosen. The first step was stating a vision statement for my career, which was a huge personal move that gave me a broader and clearer perspective as an individual about my future and personal professional desires. Reflecting on myself and reading the world that surrounds me by conducting a SWOT analysis helped me to draw conclusions and set favorable actions to be able to interact and exchange with the

outside world. It helped me to be more self-conscious. Researching and conducting an analysis to elucidate who could be the most interested target group for my music, products and services gave me the opportunity to think about ways to communicate and address a specific audience with certain characteristics. Finally, elaborating a competitor analysis matrix allowed me to carefully observe several similar successful projects from all over the world, draw conclusions on the best practices available in the market, and analyze, search and discover new opportunities for products and services to develop and offer in my own geographical area that have not yet been created or implemented.

The knowledge gained by studying and applying these methods to create a business strategy sets the path for developing a social media marketing strategy and a plan for its implementation. The marketing and communication goals of the social media strategy were clearly defined after completing the previous steps. A complete research on how to use the selected tools for my specific case was developed, and the result was a complete recipe for building my online presence. Different sources and literature were consulted, highlighting different ways and methods to take the maximum possible advantage of social media for business with all kinds of instructions. A marketing implementation plan for each of the three social media platforms used in this thesis was developed by considering the individual characteristics and specific goals of my personal project.

5.3 Discussion

The specific order I selected for these procedures from the business area is important because every step is a prerequisite for the next step. Even though a social media marketing strategy involves very time-consuming tasks, I tried to keep things as simple and efficient as possible, considering that I must do everything by myself and do not have much free time because I am a busy musician.

I have used different literature on social media marketing for this research. Some of the literature focused on social media marketing for musicians, whereas others provided a more general approach to social media marketing for any product or service. As a result, I had two enriching perspectives. I found that music-oriented methods were mostly concerned with popular types of music such as rock, pop and country. Classical music and the classical guitar have some particularities as they are a more specific niche and a smaller target group. This made me adapt the existing theories and orient the methods to the specific group to which I belong and to the case study.

There are several existing successful similar projects to my case study. An intense observation of these projects gave me valuable knowledge that helped me elaborate this thesis. However, I found a gap in the existing literature regarding the process of developing a social media marketing strategy for a solo classical musician.

Music students sometimes seem anxious about their future because the business side of the profession is not so clearly understood. Aspiring musicians and music students can use this thesis to develop entrepreneurship skills and create business and marketing strategies for their own musical projects. Not only classical guitarists can benefit from this thesis. The social media marketing strategy that I created for my case study can be adapted to other cases. Any solo musician can apply the steps for creating a business strategy (vision, SWOT analysis, market segmentation, competitor analysis) and as a result, create his own social media marketing strategy with the help of the guidelines exposed in this thesis for using social media for music business purposes. I describe this thesis as an ordered and simplified method for developing a business and social media strategy that any musician can understand.

Any musician creating a well-rounded social media marketing strategy will have a strong online presence that showcases his work and personal information. As a result, possible employers, concert managers or festival curators can have access to their work with media content (videos, concerts, reviews, etc.) available online. This is an excellent complement to a curriculum vitae or biography and provides a good image. I and anyone who decides to apply the strategies in this thesis will benefit from the opportunities that this can bring.

The audience interested in the classical guitar can benefit from this thesis project by having access to my interpretations of classical guitar music and self-made pedagogical material. As a result, I can build new relationships and networks with music fans, music students, institutions and teachers, and a community can be created.

In the past, I have been teaching at universities and possibly in the future I will do it again. As a music teacher, I think this thesis gives me new ideas for speaking to my students about building a music career. Music teachers in universities and conservatories can use this thesis to help their students develop a vision and perspective for their professional and career development.

Musicians who have already developed their own social media marketing strategies can contrast their own methods and current practices with the methods proposed in this thesis and use them if they consider it necessary to improve their work and strategies.

5.4 Critical reflection and evaluation

Some concerns I have with this thesis project are that digital tools are constantly evolving. Social media platforms such as YouTube, Instagram and Facebook change

their features constantly, and updated information is needed. Some of the information concerning social media platforms presented in this thesis may no longer be valid in the future. Anyone who uses this thesis should be aware of this and constantly update their knowledge on the specifics of each platform. I do not think this is a huge problem. The basics of these platforms have remained the same over the years and the changes are not difficult to assimilate.

Branding is an important factor in the success of any social media marketing strategy. Modern society is very visual, and the average attention span of a person is getting shorter every year. The scope of this thesis does not include this subject. Only some advice was given in the Tools and Marketing Implementation section. The artist's story or narrative should evoke interest. High-quality digital content (videos, photos, logos, visual style, audio, storytelling, etc.) is a key component of any marketing strategy, and a logical next step to continue this project will be researching how to produce high-quality professional digital content showcasing my art to upload on social media platforms during the implementation phase of this project. I already have some experience and knowledge on these issues, but I can still improve and produce better quality digital content.

Another area of research that I did not mention in this thesis is how artificial intelligence is developing tools to help create social media marketing strategies. This could be a line of investigation for the future.

Apart from being an artist with an online presence, I believe it is essential to have real live contact with an audience. A live concert is an experience that can be difficult to replace. This can enrich the social media marketing strategy by posting pictures and videos that can generate enthusiasm among fans. The recorded concert can also be uploaded to share with fans and motivate people to attend live concerts.

Some of my competitors have methods for receiving donations and attracting sponsors for their musical projects by offering benefits. This can be a goal for the future when I have a certain number of fans and followers.

5.5 Personal Professional Development

Thanks to this project, I gained knowledge of how the music industry works and how, as an independent musician, I can position myself in the market. The internet has become a huge tool for musicians and anybody can use it to develop their careers. Thanks to writing this thesis, I have learned how to use these new tools to reach and communicate with a larger audience. I also gained new knowledge on generating income and increasing profitability. As a music teacher, I can provide my students with guidance on how to develop their careers from a business perspective.

Writing this thesis helped me orient myself as an individual operating in this world. I gained knowledge that can help me direct my creative energy not only into music creation but also to search for more opportunities to do business with my art. I think I know better what to do and how to connect the effort and work I put into creating art and the external world. Having a strong online presence can open many doors and many opportunities can develop as a result. I feel happy and motivated to continue this project with a clear path to follow.

5.6 Next Steps

The next step after this thesis is completed is to implement the marketing strategy. Create images and videos and follow the instructions for each platform within the proposed schedule. Branding and storytelling will be researched and observed carefully. New developments in tools for the development of social media marketing strategies, including artificial intelligence, will be constantly reviewed. During the marketing plan implementation, goals will be constantly measured and strategies will be adjusted if necessary.

References

Agrawal, A. 2019. How Digital Marketing Is Changing the Music Industry. Few industries understand the need to evolve more than music. Referred on 04/09/2023.

<https://www.inc.com/aj-agrawal/how-digital-marketing-is-changing-the-music-industry.html> .

American Market Association, 2017. Definitions of Marketing. AMA webpage. Referred on 17/10/2023. <https://www.ama.org/the-definition-of-marketing-what-is-marketing/>

Bajpai, V.; Pandey, S. & Shriwas, S. 2012. Social Media Marketing: Strategies & Its Impact. International Journal of Social Science & Interdisciplinary Research, vol. 1 issue 7. Referred on 17/09/2023.

https://www.academia.edu/24507437/SOCIAL_MEDIA_MARKETING_STRATEGIES_and_ITS_IMPACT_VIVEK_BAJPAI_DR_SANJAY_PANDEY_MRS_SHWETA_SHRIWAS

Borg, B. 2020. Music Marketing for the DIY Musician. 2nd, revised edition. Lanham: Rowman & Littlefield.

Burns, J. 1978. Leadership. New York: Open Road Media Integrated. eBook available at Open Road Media website. Referred on 04/09/2023. Requires registration for the service. <https://openroadmedia.com/ebook/leadership/9781453245170>

Butow, E.; Allton, M.; Herman, J.; Liu, S. & Robinson, A. 2020. Ultimate Guide to Social Media Marketing. Irvine: Entrepreneur Press.

Camilleri, M. 2018. Travel Marketing, Tourism Economics and the Airline Product. Cham: Springer. Referred on 04/09/2023

https://www.researchgate.net/publication/319085560_Market_Segmentation_Targeting_and_Positioning

Cialdini, R. 2009. Influence: The Psychology of Persuasion. eBook in the Overdrive eBook service. New York: HarperCollins eBooks. Referred on 04/09/2023. Requires registration for the service. URL: <https://www.overdrive.com/search?q=385528A3-A0F6-4B42-A8E5-4D60D5C21901> .

Cramer-Flood, E. 2023. US Time Spent with Media Forecast 2023. Article at Insider Intelligence. Requires subscription for the service. Referred on 26/10/2023. <https://www.insiderintelligence.com/content/us-time-spent-with-media-forecast-2023>

Creswell, J. 2007. Qualitative Inquiry and Research Design: Choosing Among Five Approaches. 2nd Edition. Thousand Oaks: SAGE Publications.

Doran, G. 1981. There is a S.M.A.R.T. Way of Writing Management's Goals and Objectives. Management Review 70. Referred on 04/09/2023.

<https://community.mis.temple.edu/mis0855002fall2015/files/2015/10/S.M.A.R.T-Way-Management-Review.pdf>

DeNovo. 2023. Free Music Video Promotion That Actually Works. Article on the DeNovo blog. Referred on 04/09/2023. <https://denovoagency.com/blogs/music-industry/music-video-promotion-that-actually-works-with-zero-spends> .

Gelber, S. 1997. Do-It-Yourself: Constructing, Repairing and Maintaining Domestic Masculinity. American Quarterly, Vol. 49 No. 1. Referred on 17/10/2023. <https://scholarcommons.scu.edu/cgi/viewcontent.cgi?article=1117&context=history>

Hanna, R.; Rohm, A. & Crittenden, V. 2011. We're all connected: The power of the social media ecosystem. Business Horizons, Volume 54, Issue 3. Referred on 04/09/2023. <https://www.sciencedirect.com/science/article/abs/pii/S0007681311000243?via%3Dihub> .

Humphrey, A. 2005. SWOT Analysis for Management Consulting. Referred on 04/09/2023.

<https://web.archive.org/web/20130104102543/http://www.sri.com/sites/default/files/brochures/dec-05.pdf>

King, M. 2023. Berklee Online Music Business Digital Handbook. Free eBook in the Berklee Online Music School Website. Referred on 04/09/2023.

<https://assets.online.berklee.edu/handbooks/berklee-online-music-business-handbook.pdf> .

Kirkpatrick, S. 2016. Build a Better Vision Statement: Extending Research with Practical Advice. Lanham: Lexington Books. eBook at eBook Central. Requires registration for the service. Referred on 04/09/2023.

<https://ebookcentral.proquest.com/lib/turkuamkebooks/reader.action?docID=4603727>

Kotler, P. & Keller, K. 2016. Marketing Management. 15th edition. Harlow: Pearson Education Limited.

Kolowich, L. 2021. How to Use Facebook for Business: 25 Facebook Marketing Tips and Tricks. Referred on 26/10/2023.

<https://blog.hubspot.com/blog/tabid/6307/bid/24422/the-ultimate-facebook-marketing-cheat-sheet.aspx>

Lalinsky, J. 2018. How To Eat an Elephant. eBook at the eWay blog. Referred on 04/09/2023. <https://www.eway-crm.com/blog/business/how-to-eat-an-elephant/> .

Midia 2020. The Changing Nature of Music Creation. Midia Research. Referred on 21/10/2023.

<https://www.musicbusinessworldwide.com/files/2020/03/MIDiA-Consulting-AMUSE.pdf>

Murphy, S. 2020. Music marketing in the digital music industries – An autoethnographic exploration of opportunities and challenges for independent musicians. International Journal of Music Business Research, vol. 9 no. 1. Referred on 04/09/2023.

https://www.researchgate.net/publication/344435349_Music_marketing_in_the_digital

[music industries An autoethnographic exploration of opportunities and challenges for independent musicians](#) .

Needle, F. 2022. How to Increase Your Instagram Engagement Rate in 2023. Referred on 26/10/2023. <https://blog.hubspot.com/marketing/instagram-engagement-rate>

O'Connor, A. 2008. Punk Record Labels and The Struggle for Autonomy–The Emergence of DIY. Plymouth: Lexington Books.
<https://books.google.com.co/books?id=cf14AAAQBAJ&pg=PR3&ots=7167Tc6Vv0&lr&hl=es&pg=PR4#v=onepage&q&f=false>

Owsinsky, B. 2016. Music 4.1 A Survival Guide for Making Music in the Internet Age. Milwaukee: Hal Leonard Books. Requires registration for the service. Referred on 04/09/2023.
<https://ebookcentral.proquest.com/lib/turkuamkebooks/reader.action?docID=5674390> .

Porter, M. 1980. Competitive Strategy Techniques for Analyzing Industries and Competitors. New York: The Free Press.

Provos, N. 2023. What is Indie Music? Activ8te's Comprehensive Guide for New Listeners and Musicians. Article on Niels Provos blog. Referred on 17/09/2023.
<https://www.provos.org/p/what-is-indie-music/>

Santiago, E. 2023. 22 Facebook Stats to Know in 2023. Referred on 26/10/2023.
<https://blog.hubspot.com/marketing/facebook-video-stats-infographic>

Shewale, R. 2023. 19 Social Media Platforms and Sites for 2023. Referred on 26/10/2023. <https://www.demandsage.com/social-media-platforms/>

Shiffman, L. & Kanuk, L 2010. Comportamiento del Consumidor (Consumer Behavior). Translated by Verónica del Carmen Alba Ramírez. 10th edition. Naucalpan de Juárez: Pearson Educación de México.

Simon Sinek – TED – Start with Why. Ted Talk Video posted by Luis Fernando Hinojosa. Referred on 04/09/2023.

<https://www.youtube.com/watch?v=6e9fMej5w3A&pp=ygUUc2ltb24gc2luZWsgdGVkIH RhbGs%3D>

Spellman, P. 2013. The Self-Promoting Musician—Strategies for Independent Music Success. 3rd edition. Boston: Berkley Press.

<https://books.google.com.co/books?id=v84sDwAAQBAJ&lpg=PT4&dq=independent%20musician%20definition&lr&hl=es&pg=PA1#v=onepage&q=independent%20musician%20definition&f=false>

Svoboda, O. 2020. Digital Marketing Step by Step. eBook at the eWay blog. Referred on 04/09/2023. <https://www.eway-crm.com/blog/sales-marketing/download-free-ebook-digital-marketing-step-by-step/> .

Yin, R. 2003. Case study research: design and methods. Third edition. Thousand Oaks: Sage Publications.

Appendices

Competitor analysis matrix for classical guitar social media projects (Borg 2020, 45).

COMPETITOR ANALYSIS MATRIX	Local Artist 1 Colombia D Q	Local Artist 2 Colombia B V	International artist Mexico R E	International artist Netherlands M F
Company Brand Identity	Latin-American, Avant-garde and other styles too. High level musicianship. Good quality photography. Normal quality videos. Good social media webpage design.	Latin-American folk and other styles too. High level musicianship. Good photography. Normal quality videos. Also, some videos not very good quality. Good quality social media webpage design.	Guitar standard repertoire. High level musicianship. High quality photography, logos and signature. High quality videos and reels. Very good social media webpage design.	Guitar standard repertoire. High level musicianship. Extreme high-quality photography, logos and signature. Very high-quality videos and reels. Excellent social media webpage design.
Product Brand Identity	Good album artwork. Good concert settings and videos. He doesn't sell any products online but has strong online presence on social media. Plays in several ensembles.	Good album artwork. Good concert settings and some concert videos not very good quality. He sells digital courses, CDs, eBooks, scores and guitar related	He doesn't sell albums online. Good concert videos with very good quality. He sells online guitar lessons, eBooks, scores on Patron. He makes a lot of free instructional	She doesn't sell albums online. Nice concert videos with very good quality. She sells guitar lessons on her webpage. She posts often but the last year she has done only a few posts

COMPETITOR ANALYSIS MATRIX	Local Artist 1 Colombia D Q	Local Artist 2 Colombia B V	International artist Mexico R E	International artist Netherlands M F
	<p>Doesn't post so often videos.</p> <p>Doesn't engage with his fans on social media</p>	<p>products in his webpage.</p> <p>Doesn't post so often videos.</p> <p>A few free instructional videos on YouTube and scores on his website.</p> <p>He has a medium amount of engagement with fans on social media.</p>	<p>videos on YouTube.</p> <p>He posts instructional videos very often and performing videos occasionally.</p> <p>He engages very often with fans via live sessions and in comment sections.</p>	<p>about her personal life.</p> <p>She has free instructional videos in YouTube.</p> <p>Engages with fans very often via live sessions and comments section.</p>
Products/Services	<p>He doesn't sell anything. He is more dedicated to promoting his music and getting plays of his videos on YouTube and music platforms.</p> <p>He promotes his concerts.</p>	<p>He sells digital courses, CDs, eBooks, scores and guitar related products in his webpage.</p> <p>Offers some free products like scores.</p> <p>A few free instructional videos.</p> <p>He is more dedicated to promoting his music and getting plays of his videos on YouTube and</p>	<p>He sells online guitar lessons, eBooks, live workshops and scores on Patron.</p> <p>He offers a lot of free instructional videos.</p> <p>He promotes his concerts and music video releases on YouTube.</p> <p>Live online concerts too.</p>	<p>She sells online lessons on her personal website. Her lessons include live group workshops, eBooks, scores and student concerts.</p> <p>She offers some free instructional videos.</p> <p>She promotes her concerts and music video releases on YouTube.</p>

COMPETITOR ANALYSIS MATRIX	Local Artist 1 Colombia D Q	Local Artist 2 Colombia B V	International artist Mexico R E	International artist Netherlands M F
		music platforms. He promotes his concerts.		Live online concerts too
Price	Doesn't apply. He doesn't sell anything.	Books 60000 COP (Colombian pesos) Scores 15000 COP Different prices for guitar accessories.	One lesson 100 dollars. Two lessons 140 dollars. Four lessons 229 dollars. 5 dollar and 50 dollar monthly sponsorship.	Two lessons 169 Euros 4 lessons 339 Euros. 4 Euro monthly sponsorship.
Place	YouTube, Facebook, Instagram and personal website. Music platforms Apple and Spotify.	YouTube, Facebook, Instagram and personal website. Music platforms Apple and Spotify.	YouTube, Facebook, Instagram, and Patron website	YouTube, Facebook, Instagram and personal website.