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DEVELOPMENT OF THE DIGITAL MARKETING IN MUSEUMS

– case Raseborg's museum

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Today, digital marketing has become increasingly important for marketers to manage. The success of digital marketing for businesses and services depends on a well planned and structured digital marketing strategy.

The case for this thesis is Raseborg's museum. The organization is about to grow bigger and the target groups will change when a new art museum is soon being built and added to the current museum organization. The museum will have to develop its digital marketing strategy to reach the new customer groups and the content in the digital marketing channels have to match the customer's needs and expectations. To be able to start developing the new digital marketing strategy the museum has to evaluate its current marketing activities.

The purpose of this thesis was to investigate which actions are the most profitable for museums to do to develop their digital marketing in the future. Which channels are the most important to use, which are the target groups and which content is the customer's most interested in?

The theory part describes digital marketing in general, digital marketing strategy, different digital marketing tools and digital marketing in the future. There is also a section about B2C marketing, marketing segmentation and target groups. The results from the research are presented after each theory chapter.

The research part of this thesis was done by sending a questionnaire to museums both in Finland and in Europe. Fifteen museums have answered the online questionnaire and have given their insights on their current digital marketing. Conclusions were drawn on how museums should plan their digital marketing to reach their goals.

The findings in this research can be generalized and applied in various organizations in different cultural fields for creating a digital marketing strategy.

KEYWORDS:
Marketing, digital marketing, digital marketing channels, digital marketing tools, marketing communication, target groups, segmentation.

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DIGITAALISEN MARKKINOINNIN KEHITTÄMINEN MUSEOISSA

- Raaseporin museo

Nykyään digitaalisen markkinoinnin hallinnasta on tullut markkinoijille yhä tärkeämmäksi. Yrityksen tai palveluntuottajan onnistuminen digitaalisessa markkinoinnissa vaatii hyvin suunnitellun ja jäsennellyn markkinointistrategian.

Tämän opinnäytetyön tapaus on Raaseporin museo. Organisaatio on kasvamassa isommaksi ja kohderyhmät muuttuvat. Nykyiseen museo-organisaatioon lisätään pian rakenteilla oleva uusi taidemuseo, ja museon on kehitettävä digitaalista markkinointistrategiaa uusien asiakasryhmien tavoittamiseksi ja digitaalisten markkinointikanavien sisällön on vastattava asiakkaan tarpeita ja odotuksia. Voidakseen aloittaa uuden digitaalisen markkinointistrategian kehittämisen museon on arvioitava nykyisiä markkinointitoimintojaan.

Tämän opinnäytetyön tarkoituksena oli selvittää, mitkä toimet ovat museolle kannattavampia toteuttaa tulevaisuudessa digitaalisen markkinoinnin kehittämiseksi. Mitkä ovat tärkeimmät kanavat, mitkä ovat kohderyhmät ja mikä sisältö asiakasta kiinnostaa eniten?

Teoriaosiossa kuvataan digitaalista markkinointia yleisesti, digitaalisen markkinoinnin strategiaa, erilaisia digitaalisia markkinointityökaluja ja digitaalista markkinointia tulevaisuudessa. Mukana on myös osio B2C-markkinoinnista, markkinoinnin segmentoinnista ja kohderyhmistä. Tutkimustulokset esitellään jokaisen teorialuvun jälkeen.

Tämän opinnäytetyön tutkimusosa toteutettiin lähettämällä elektroninen kyselylomake sekä Suomalaisiin että Eurooppalaisiin museoihin. Viisitoista museota vastasivat verkkokyselyyn ja antanut näkemyksensä nykyisestä digitaalisesta markkinoinnistaan. Johtopäätökset tehtiin siitä, miten museoiden tulisi suunnitella digitaalinen markkinointinsa tavoitteiden saavuttamiseksi.

Tutkimuksen tuloksia voidaan yleistää ja soveltaa eri kulttuurialojen organisaatioissa digitaalisen markkinoinnin strategian luomiseksi.

ASIASANAT:

Markkinointi, digitaalinen markkinointi, digitaalisen markkinoinnin kanavat, digitaalisen markkinoinnin työkalut, markkinointikommunikaatio, kohderyhmät, segmentointi.

CONTENT

APPENDICES

Appendix 1. Research questionnaire

FIGURES

PICTURES

TABLES

ABBREVIATIONS

AI (Artificial Intelligence) = computer science designing smart computer systems. AI systems are generally associated with intelligence in human learning, reasoning, and solving problems.

AR (Augmented Reality) = an enhanced version of the real physical world that is achieved through the use of digital visual elements, sound, or other sensory stimuli delivered via technology.

B2C marketing (Business to Consumer marketing) = Marketing of businesses products or services targeted to consumers.

ROI (Return On Investment) = Profits in relation to invested capital.

SEA (Search Engine Advertising) = Paid advertisements posted on search engines.

SEM (Search Engine Marketing) = Paid advertisements that appear on search engine results pages.

SEO (Search Engine Optimization) = the process of developing a marketing plan to improve visibility within search engines on the Internet.

SERP (Search Engine Result Page) = The web page that occurs when users have entered their search question into the search box. This page consists of several web pages listed and sorted by relevance. This page also includes images, videos, news, and advertising.

SMM (Social Media Marketing) = Activities like posting text, images, videos and other visual elements on social media.

WOM (Word Of Mouth) = Consumers telling others about their customer experiences.

(Sources: Common Language Marketing Dictionary, marketing-dictionary.org and Investopedia, investopedia.com)

1 INTRODUCTION

Digitalization is playing a bigger role in today's marketing. Businesses communicate with their customers mainly through different digital channels.

I am currently working with marketing at Raseborg's museum and in 2021 a new art museum will be built. This development of the museum also demands the development of the digital marketing strategy. The use of digital marketing channels gives better opportunities for museums to market themselves and to communicate with the customers.

In this thesis, I am going to analyze which and how different digital marketing channels are used in museums today, and by doing that, determine how Raseborg's museum could develop its digital marketing strategy in the future.

The literature I have used is mostly ebooks from the Finna ebook service on the Internet. Research papers, a web page and electronic articles have also been used as sources for the theory part of this thesis. These specific sources and theory subjects were chosen to support the research. When researching digital marketing, which is something that develops continuously, the sources about the topic must be up to date.

1.1 Purpose of the study and research questions

The competition between museums and also against other different kinds of entertainment for customers results in higher demands on the museum's service functions. The marketing should also meet these expectations and reach the right customer groups. Digital media is becoming increasingly important and by analyzing the different digital marketing channels, content on the channels and target groups we can find out how to develop a new digital marketing strategy for our business.

The goal of this thesis is to determine which different digital marketing channels museums should use in their marketing, which are the main target groups for museums and which content is most profitable to use in digital marketing. The central research questions of my thesis are: "Which digital channels do museums use in their marketing?", "Which are the target groups for the different digital channels they use?" and "Which content is most successful in the digital marketing channels of museums?".

For my research, I will contact museums in both Finland and Europe and ask them to fill in a questionnaire about their current digital market. I will analyse how they use different digital marketing channels in their marketing. These channels involve social media channels, websites, e-mail marketing and also Search Engine Optimization, Search Engine Marketing and Search Engine Advertising. The results of the analysis will serve as a basis for developing a new digital marketing strategy for Raseborg's museum.

1.2 Structure of the thesis

This thesis consists of both a theoretical and an empirical part. The theory part consists of theoretical frameworks related to digital marketing, marketing strategy and market segmentation. The theory is combined with the results from my study, which will give the reader more understanding about how to implement the theoretical frameworks into their digital marketing strategy.

This thesis is based on a case museum – Raseborg's museum, which will develop its new digital marketing strategy based on the results of this study. In chapter two I will present Raseborg's museum's current digital marketing situation and where we are heading in the future.

In the end, I will present the conclusion of the study. The results of this study can also act as support for other museums when they plan their own future digital marketing strategies.

2 RASEBORG'S MUSEUM

Raseborgs museum is located in Raseborg in the southern part of Finland. We have many different areas of responsibility, for example, building maintenance advising for old buildings, archaeology, historical teaching for schools and exhibitions for tourists from both Finland and abroad.

We arrange exhibitions with different themes focusing on cultural history, history in general, art and nature. Except for these theme exhibitions we have the permanent exhibitions "Raseborg Through the Ages" and "Helene Schjerfbeck's – Life and Art" and also two historical interiors during the summer season.

Soon, an art museum that will be a part of Raseborg's museum in the future, is to be built. The art museum is donated by a foundation (Albert de la Chapelles konststiftelse). The art museum will be part of the new Culture quarter in Ekenäs and the building itself will be a piece of art. The Culture quarter will consist of the current exhibition building "EKTA", the new art museum building and the Pro Artibus Foundation's gallery, "Gallery Elverket". The culture quarter is going to act as a meeting point for many different forms of culture. In the culture quarter, people can enjoy different cultural entertainment such as exhibitions and other events.

The exhibitions in the new art museum will mostly include modern art from the northern countries and the areas around the Baltic sea. The museum will also focus on environmental aspects and sustainability.

Today the marketing of Raseborg's museum is mainly focused on the local region and the rest of Finland. We use marketing channels such as newspaper advertisements, web banners, website, Facebook and Instagram. We have realised that it is hard to engage the customers on the digital channels because of the large amount of information available on the different channels. What can we do to stand out and to get visibility? To be able to reach our goals we must plan our digital marketing strategy for the future. We will have to focus on finding out which content our users find most interesting and which channels our customers use.

The new art museum building makes great demands on the marketing of the museum. In the future, marketing should be developed and should expand not only in Finland but also to other countries. The marketing has to differ according to what or to whom we market. Currently, we have made a simple marketing strategy and by doing that we have also defined our different target groups for the marketing. To achieve the most effective marketing in the future, we have to make more strategic marketing plans which also includes dividing our customers into different marketing segments. The goal is to attract 50 000 visitors per year to the new art museum building. To succeed with that we have to analyze our customer's behaviour, target groups and different marketing channels and their efficiency.

3 RESEARCH METHODOLOGY AND DATA ANALYSIS

In this chapter, I will present my research and the methods I have used. I will talk about qualitative research methods in general, data collection and my chosen research method, questionnaire research. Finally, I will go through data analysis and how this research was implemented.

3.1 Qualitative research

Qualitative research is related to human behaviour, for instance when we want to know why people think in a certain way or do certain things. Research on finding out how people feel or how they think is also qualitative research. Using qualitative research methods the researcher can get information about what makes people act in a certain way or like or dislike things. (Kothari, 2004, p. 4)

Qualitative research is focused on answering the questions of why and how things happen. Qualitative research is useful when you want more understanding of a subject. Specific numbers are not as interesting as understanding people's activities or behaviours in qualitative research. (Carson, D. J., Gilmore, A., Perry, C., Gronhaug, K., 2001, p. 69)

For this study, I chose a qualitative research method, because I wanted to get more information on why and how marketers do their digital marketing. Qualitative research can be conducted both face-to-face and online. In this case, the respondents responded to an online questionnaire.

3.2 Data collection

In this research, I have used an online questionnaire. The questionnaire was sent to museums in Finland, Sweden, Norway, France, England, Spain, Germany and Russia. Beyond that, the questionnaire was sent through the general information channel for museum personnel in Finland, Museoposti. The questionnaire consisted of 10 research questions about the current digital marketing of the museums. I wanted to examine what kind of digital marketing museums are doing at the moment, what they are planning for

the future, what they have succeeded with and what they could have done differently in their own opinion. The first two questions were fixed-answer questions, and the eight following questions were open-answer questions. I got answers from 15 museums, which gave me a good picture of the current digital marketing in museums.

The questions in the questionnaire should match the research questions. In a questionnaire, it is good to blend fixed answers with answers where the respondents can add their text with their own words. These open-answer questions give more details and explanations. (Messenger Davies, M., Mosdell, N., 2006, p. 33)

Questionnaires can be either structured or unstructured. The structured questionnaires are those that have pre-determined, definite and concrete questions. The form of the questions can be either open, free response questions or closed questions with choices, for example, yes or no questions. The structured questionnaire could also include questions with fixed alternatives where the respondents choose from several different alternatives. The unstructured questionnaires are the ones that don't present these characteristics. (Kothari, 2004, pp. 102-103)

The questionnaire in this survey can be classified as a structured questionnaire. In this questionnaire I have used a few questions with several answer options, in those questions, there was also a possibility to add own options. Most of the questions were open-answer questions where the participants could write their answers to the research questions.

Lately, research has shown that there are many benefits of online surveys. The biggest differences between online and face-to-face research are that the responses are written and not spoken, the researcher is at another place than the respondent and it is more flexible and can be done whenever the respondent wants. Online respondents are often more honest and they spend more time thinking and responding to the questions. (Desai, 2002, p. 102)

Using questionnaires as a research method helps the researcher reach respondents from a large geographical area. They are not influenced by the interviewer, they can use their own words in the answers. Respondents are easier to approach and they have more time to spend on answering the questions. (Kothari, 2004, pp. 100-101)

3.3 Data analysis

The data in this research is analyzed by going through each question and sorting out the different answers from the research questionnaire. By doing that I wanted to try to find out if there are similarities in the different answers if the same things have been successful for all the museums and how the digital marketing of the museums differ from each other. I have then converted the data to a form that can be presented understandably.

Going through open-answer qualitative responses can be challenging because you have to try to categorize them in some way, even though they will give a lot of valuable information to the research. In this questionnaire, the respondents were also able to give their answers either in English, Finnish or Swedish. The citations taken from the answers in the questionnaire have been freely translated into English in the data analysis section.

4 DIGITAL MARKETING

Digital marketing means different ways of promoting a business through different digital channels. By sharing specially designed content through different digital channels the companies want to build an interest in their products or services. This will in the end lead to selling the products or services to customers. (Clay,J., 2017, p. 13)

Access to the Internet is growing rapidly. Fixed and online access to the internet has already over 3 billion users. This opportunity gives both the businesses and the customers many benefits and it plays a big role in future business. The most common way to access the Internet today is through the mobile phone. You can also easily access the Internet through digital TV and mobile apps. Nowadays there is an Internet connection on planes, trains and automobiles. As a digital marketer, you have to constantly develop the use of digital marketing channels as they evolve. (Chaffey, D. and Smith, P. R. , 2017, pp. 4-5)

Marketing on the web is in many ways more challenging than marketing in real life. When marketing on the web the customers can't experience the products in the same way that they can when they look at a physical product in a store. Products in stores are available for the customers to see, touch and smell. Communication and sharing experiences are important parts of digital marketing (Ahava, L., 2015, p. 4)

Marketing on social media also requires staff hours, time for creating graphics, money for giveaways and other marketing elements. As a marketer, you should be able to consider these things when planning your budget for the campaign. It's good to start by listing all resources needed. After that, you should value the costs of each resource. By doing that you will get a budget for your campaign. It is also important to list the income. (Mae Kim, C., 2016, p. 77)

In marketing campaigns, you should always consider the customers, try to get them to interact through the different digital marketing channels a business uses. I find communication with the customers and also listening to their opinions very important in marketing services at the museum. They can give valuable information about what they expect from the products and services and they can also communicate and market our products in their own social media channels. Good communication with the customers

also keeps them happy and satisfied and through that the information they communicate about our products and services will more likely be positive.

The content on the social media channels should be planned to engage the audience to act in some way, not only to talk to them. This can also be extended to omnichannel campaigns. The campaigns will give the best result if you combine visual elements with text. It is also good to try to get the audience to participate by sharing content when customers use a product or a service. People like to see what others do and that will encourage them to do the same. Instead of publishing only a picture or a video you can extend the content to a set of pictures or a video about an event or happening. It is the social content that builds interest and interactions with the audience. (Evans, D., Bratton, S., 2012, pp. 226-227)

Digital marketing can also be a struggle, it is not always easy to stand out with your products or your service on the digital platforms. (Ahava, L., 2015, p. 4) Many companies nowadays are outsourcing social media marketing because they don't have the skills needed for standing out in the digital marketing field. (Moorman,C., Day, G.S., 2016, p. 18)

In the next chapter, I will go through the concepts of a digital marketing strategy. For successful marketing, you need to know your goals and also how to get there. With a well structured and planned digital marketing strategy, it's easier to achieve digital marketing goals.

With the marketing strategy, you can capture the marketing goals, what you need to do to succeed with your business and reach the customers.

Digital marketing strategy has similarities with traditional marketing strategy. The main focus is to attract the audience with the right kind of content and also to present it in the right format. In digital marketing, you also have to think about how the customers interact and communicate online. Online you have to understand the interactions between branding, content strategy and content marketing. Managing these three parts of digital marketing you will successfully conversate with your customers. (Ahava, L., 2015, p. 8)

According to Mae Kim (2016), the PR + Newsroom manager at Taco Bell says there are a few things to consider when posting content on social media. The post should include two of the following qualities: Interesting, Funny, Entertaining, Intellectual, Flattering or

Embarrassing. The writing of the posts on social media is important, think about what you write and how you write it. (Mae Kim, C., 2016, p. 92)

4.1 Digital marketing strategy and planning

A digital marketing strategy is a strategy where digital media and electronic channels support other communication channels. The digital strategy should include target markets, positioning, which digital media platforms to use for reaching new customers and also which methods to use in keeping existing customers. (Chaffey, D. and Smith, P. R. , 2017, p. 42)

There are many different marketing principles to consider in creating a digital marketing strategy. These principles can be very helpful and supportive in the digital marketing strategy process. In this thesis, I have chosen to look into the 3i principle by Dodson I.

According to Dodson I., the 3i principles are Initiate, Iterate and Integrate. They are the key to all great marketing strategies.

The *Initiate* principle means that marketers should listen to the consumers. They are the starting and ending point of every digital marketing activity. Instead of starting many different digital channels and producing content on them, marketers should find out where the customers spend their time and what they are doing online. By finding out that you can target your content more effectively.

The *Iterate* principle is the possibility for the marketer to follow up clicks on ads, responses and conversation only seconds after they have been published. This allows the marketer to do different design or content changes to the ad according to the click-through rates. This is possible only on the Internet. The first idea that you publish isn't necessarily the best. It's possible to improve the campaign.

The third and last 3i principle is the **_Integrate_** principle. The integration is divided into three levels.

<u>Level 1. Integrate your efforts across digital channels.</u> It means using information from one digital channel to be more effective on another channel.

<u>Level 2. Integrate your digital and traditional marketing efforts.</u> This level means integrating the efforts you have made in digital marketing into the traditional marketing strategy.

<u>Level 3. Integrate your reporting sources.</u> By doing digital marketing you also get a lot of data about the consumers. It is good to use that data to make effective business decisions. This can be done by using tools such as Google Analytics to gather the right kind of information about the consumer's digital behaviour. (Dodson I., 2016, pp. 4-5)

Creating a successful marketing campaign requires that you use the right marketing channels. To recognize the right channels for the best impact on the customers you can use the four-step model of the strategy and planning process. (Dodson I., 2016, p. 355)
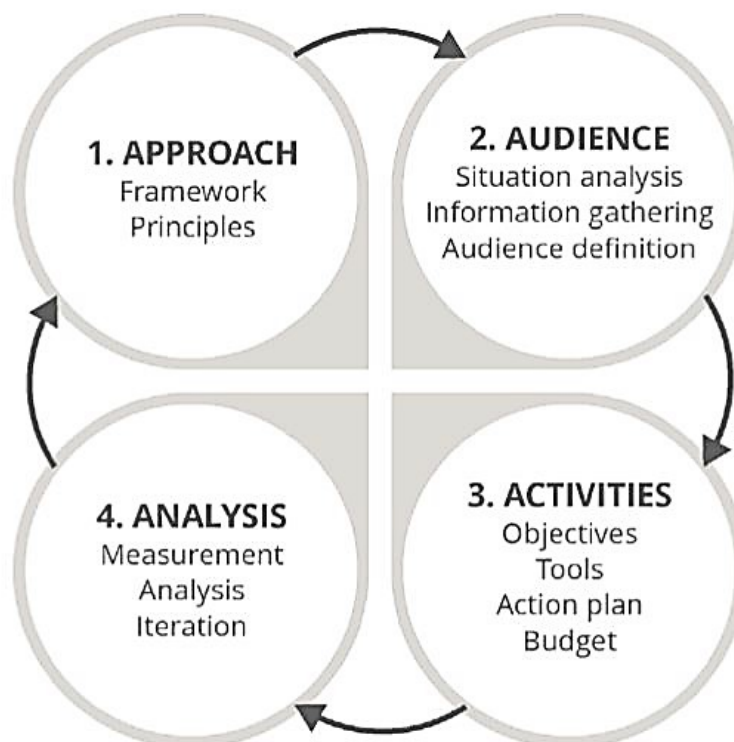
Picture 1. Four-Step Strategy and Planning Process (Dodson I., 2016, p. 332)

Stage 1 - Approach

The first step at the beginning of the planning process is to set up the frameworks for the strategy. In digital marketing, you can change the plan along the way and also choose to change marketing channels. You can test what seems to be the best way to go and do small test campaigns. By doing that you can start with a smaller budget and when you see that the campaign is working you can increase the marketing budget. In this stage, you should also implement the 3i key principles and try to understand your capabilities. The four most important things to consider at the beginning of the planning process are structure, budget, calendar and personnel. (Dodson I., 2016, pp. 333-334)

Stage 2 – Audience

In this stage, you should gather as much information as possible about the business, create customer profiles and understand the differences between audiences. By identifying other similar businesses and what they have done you can easily develop your strategy. Building customer profiles means getting to know the audience. Creating these personas will help you in developing targeted marketing campaigns. In creating content and campaigns you must be aware of the different audience groups you have. You can not create the same campaign for different customer groups. It must be based on the interest of each group. (Dodson I., 2016, pp. 338-342)

Stage 3 – Activities

This third stage is about objectives, tools, action plan and budget. A digital marketing plan expands the business, that is why business objectives are important. By setting the objectives you can get structure, targets, return on investment, measurements and analysis into your marketing plan. There are different tools to use to get to know which platform to use, what works better and what doesn't work so well. It's helpful to use a calendar in planning the marketing campaign. You should also have a budget for the campaign and figure out what will cost money in the process. (Dodson I., 2016, pp. 348-352)

Stage 4 – Analysis

It's important to follow up the campaign to see what is working and what isn't. Leave the ideas that didn't work and focus on those which are more successful. There are many benefits to analyzing the campaign. The ROI (return on investment) is also part of the analysis stage. It is good to keep this process moving all the time. (Dodson I., 2016, p. 352)

4.2 Digital marketing platforms

There are several digital platforms that consumers can use today. When desktop platforms were more common earlier, nowadays mobile platforms are the most popular. The average number of platforms every consumer use is 3,64 which includes smartphones, laptops, tablets and consoles. Many use their devices connected to another screen such as tv, this is called multi-screening.

By managing these main platforms marketers can succeed in their campaigns. The desktop browser-based platform is a traditional platform where the user can access the web through web browsers such as Google Chrome, Apple Safari, Edge or Microsoft Explorer. Different desktop apps, both paid and free, give opportunities for brands to engage with the customers. Email platforms are considered as an alternative to app-based and browser options in case of communicating with customers. E-mail is still a popular channel to use for marketing. Feed-based channels such as Facebook and Twitter are also platforms that can be used for marketing. Advertisements can be added to status updates. Video streaming is also delivered through the platforms that we have mentioned. (Chaffey, D. and Smith, P. R. , 2017, pp. 5-6)

The homepage is the anchor where the customers find links to all different social media channels and the social media channels links back to the homepage. It is also the main place the visitors use in searching for information when planning their visit to the museum. (Wallace, 2016, p. 180)

Talking about social media we mean all different channels on the Internet, such as Facebook, Instagram, Twitter, Snapchat, TikTok and Youtube.

These different channels involve both web and mobile-based platforms and they often gather people with similar interests together. Social media is interactive and it can be bi- or multidirectional. Communication on social media usually happens between people, but there are also different virtual bots on social media. (Jokinen, 2016, p. 19)

Facebook has become the most important social media channel and it is today also one of the most important platforms for marketing because of its popularity. By using Facebook Page Promotion marketers can pay for visibility on Facebook. Facebook also offers the possibility to target the marketing to specific target groups based on for example location, gender and interests. (Woldu, M., Y. , 2019, p. 48)

Instagram is the second most used social media platform after Facebook. Today, the number of businesses having an account on Instagram reaches 25 million. Companies can choose a business profile on Instagram and by doing that they can add relevant information such as an address, phone number and opening hours to their profile. (Woldu, M., Y. , 2019, p. 53)

Twitter is commonly used by people of all different ages from all over the world. This gives great opportunities for marketers to communicate and influence their audience. On Twitter, marketers can share short messages about their business and also communicate with the customers. It is also possible to get other Twitter users to tweet about your business which helps in marketing to specific target groups. (Woldu, M., Y. , 2019, p. 51)

Youtube is the most important channel for streaming videos. It is an effective channel for video marketing. Youtube links often appear on top of search pages because of good keywords and titles on the videos. The viewers can easily react to the videos and also write comments about them.

At Raseborg's museum, we mostly use Facebook and Instagram for our social media marketing. We have recently also started using Youtube for short videos about our activities and exhibitions.

Social media can also more broadly be seen more as what people do on these platforms rather than specific platforms. There are two aspects to social media today, one is the platforms that provide the technologies and the other is how these different technologies are being used. (Appel, G., Grewal, L., Hadi, R., Stephen, A. T. , 2019, p. 80)

The use of social media today is a digital version of WOM (word of mouth). It is used for creating, accessing and spreading information to other users. To understand social media in the future we have to look at it not only as a channel for communication but also try to understand how people use it. (Appel, G., Grewal, L., Hadi, R., Stephen, A. T. , 2019, p. 81)

4.2.1 Multichannel marketing

Multichannel marketing means meeting the customer's needs when they interact with a brand across multiple digital channels. The number of channels that consumers use daily can reach the amount of 10-15. Multichannel marketing also creates an experience that allows them to use all the different channels they desire in their buying process. This is getting more and more common in marketing. (Arikan, 2008, p. 4)

To be able to sell your products or services you have to know which channels the customers use and you should make it possible for customers to jump from one channel to another for example during a buying process. It's not enough to just be active on different channels, you must bring them together to create a unified experience. Many companies use this cross-platform marketing in their marketing campaigns and this is also something we have to consider in Raseborg's museum's new digital marketing strategy.

4.3 Digital marketing in the future

Social media is continuously changing, and it's changing rapidly. This is mainly because of innovations, technology and the fact that people find new uses for social media.

Facebook reported in March 2019 having 2,38 billion active users every month and 1.56 billion active users every day. The total number of social media users is expected to be around 3.29 billion in 2022. People are spending a lot of time on social media every day and that's why it has become an important marketing channel. (Appel, G., Grewal, L., Hadi, R., Stephen, A. T. , 2019, p. 79)

In this part, I will look into social media, how it is predicted to develop both in the near and the far future. The customer is the key in all marketing actions. Because of that, it's important for marketers to follow up on these different social media trends, to understand the customers and the way they will use different digital marketing channels in the future.

The near future

Characteristics of social media are soon omni-social presence, the rise of influencers and trust- and privacy concerns. Most mobile and desktop applications have built-in social media integration on websites and apps. Social media is integrated with the everyday lives of the consumers, they use it for many different daily purposes, for example in travelling (Tripadvisor), work (LinkedIn), food (Yelp) and music (Spotify). It is easy to share content from these platforms. Traditional social media companies have developed their platforms to provide products and services like for example Facebook marketplace and WeChat's payment system. This means that users today live in an omni-social environment. Social media influences every part of the consumer decision-making process. The consumer searches for answers and support on social media in making decisions like for example buying a new car or beauty products. The influencers on social media, Youtube or your Facebook friends can help you make the decision. (Appel, G., Grewal, L., Hadi, R., Stephen, A. T. , 2019, pp. 81-82)

Celebrities and well-known opinion leaders are used in social media to engage followers. The amount of "likes" on social media doesn't however necessarily have any effect on consumer's attitudes or behaviours. Positive WOM (word of mouth) does not affect consumer behaviours while negative WOM does.

Micro-influencers have fewer followers than celebrities, but they tend to be more trustworthy and authentic. They also talk about brands in a warmer and more personal way. This has also been a more effective way to engage customers.
Influencer marketing has a lot of potentials to develop in the future, for example by using virtual influencers. Virtual influencers are not real humans, they are created to match the follower's interests and by doing that they engage the followers and increase followers. The virtual influencer is capable of being online all the time, they don't get sick and they don't need to eat or sleep. Virtual influencers are likely to be even more outstanding on social media in the future.

When using virtual influencers in marketing, it can be challenging to know if the success has to do with the influencer's characteristics or the content that has been published. (Appel, G., Grewal, L., Hadi, R., Stephen, A. T. , 2019, pp. 82-83)

Privacy concerns are also something to consider when using social media. They are increasing in marketing. Consumers are scared of personal information about them leaking out. Some are even deleting their social media channels. To deserve trust among customers social media have to focus on safety concerning personal information, intellectual property and information security. (Appel, G., Grewal, L., Hadi, R., Stephen, A. T. , 2019, pp. 83-84)

Many brands use social media platforms to help people solve problems and ask questions, in the future social media-based customer care will be even more customized. Customers will be able to engage with businesses anytime and anywhere. Solutions to customers' problems will be more accessible and immediate. They can communicate for example through instant messaging. Chatbots and virtual assistants will also be more common in the future. (Appel, G., Grewal, L., Hadi, R., Stephen, A. T. , 2019, pp. 84-85)

The far future

In the beginning, most posts on social media included only text, now there are many channels for pictures and videos. Posts that include pictures or a video have proven to be more interesting and engaging for the customers.
Augmented reality (AR) has already made its entrance into social media, an example of that is the Snapchat filters. This is only the beginning and AG will be used a lot more in the future. (Appel, G., Grewal, L., Hadi, R., Stephen, A. T. , 2019, p. 87)

4.4 Results; digital marketing in museums

The development of digitalization also affects the museum industry in many ways. Digital entertainment such as computer games, social media, streaming sites and social media is part of the reality in people's lives today. That is why museums also have to develop their content to serve today's customers. This gives opportunities to reach customers who are situated in other geographical regions or who are not interested in traditional

museum visits. The exhibitions can include several digital elements or they can be completely digital.

The use of digital media channels and platforms such as social media, Youtube, e-mail marketing and websites can develop the marketing of the museums.

In this chapter, I will show the results of the research questions about digital marketing channels that museums use in their marketing at the moment. The results concern whether museums have a digital marketing strategy, which marketing channels they use, future digital marketing channels, which content they publish on the different channels and what has been successful and what has failed.

4.4.1 Museum's digital marketing strategy

In this chapter, I will show the results from the research regarding the current digital marketing strategy in museums.

Does your museum have a digital marketing strategy?

The first question in this research questionnaire was to ask the museums if they have a digital marketing strategy at the moment.
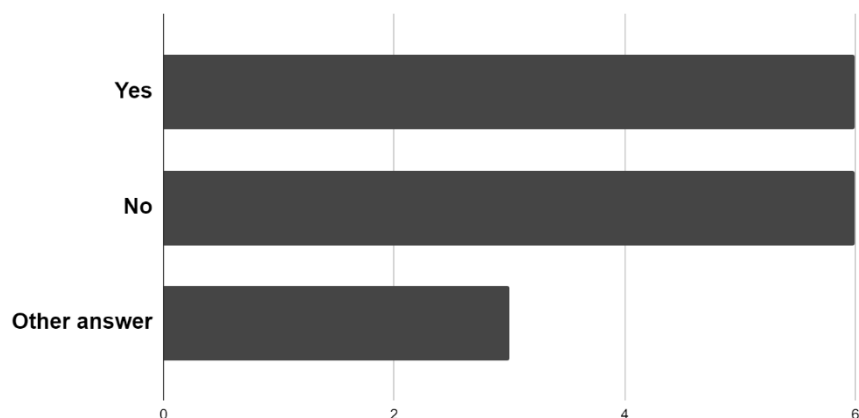

Table 1. Does your museum have a digital marketing strategy?

From the answers we can see that six of the museums participating in this survey have a digital marketing strategy at the moment. Another six don't have a digital marketing strategy.

The remaining three of the respondents answered as cited below. Some of the citations are freely translated into English.

"Our digital marketing strategy is a part of our marketing strategy."

"We are evaluating the need for a digital marketing strategy and we are evaluating our digital marketing every year. At this stage, our social media channels are the most important marketing channels." [1]

"We have a few guidelines, but we are also planning a lot on the go." [2]

For the future, digital marketing museums should focus on creating a well planned and structured digital marketing plan. For successful marketing in the future, having a digital marketing plan is very important. The museums have to define their goals and what they want to achieve with their digital marketing? It is also important that they know their audience, which channels they use and which content they are interested in. The last but not least part of the digital marketing strategy is to measure the results and analyze the strategy. After that, it's important to develop it and do the required changes to it.

In a digital marketing strategy you should consider target markets, positioning, which digital media platforms to use for reaching new customers and also which methods to use in keeping existing customers. (Chaffey, D. and Smith, P. R. , 2017, p. 42)

Creating a successful marketing campaign requires that you use the right marketing channels. (Dodson I., 2016, p. 355)

According to Dodson (2016), you should start planning the digital marketing strategy by setting up the frameworks for the strategy. After that you should create customer profiles

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[1] Tiedostamme strategian tarpeen, mutta olemme vasta sillä tasolla, että pyrimme miettimään vuosittain asiaa kokonaisuutena. Somekanavamme ovat tärkeimmät markkinointikanavat.

[2] Tietyt suuntaviivat on, mutta paljon sävelletään myös vauhdista.

and try to understand the differences between audiences, this will help in developing targeted marketing campaigns. Then it's time to set the objectives, which will help you to

get structure, targets, return on investment, measurements and analysis into your marketing plan. The last thing to do is to follow up on the campaign. Leave the ideas that didn't work and focus on those which are more successful.

We also need to update our digital marketing strategy at Raseborg's museum, because the current one has been outdated. A lot is happening in the digital marketing field and the strategy must keep up with this development. We have to set up new goals for our digital marketing and also get to know our customers, when the new art museum building opens. We will start creating customer profiles for the strategy. Creating customer profiles will help us in creating content in the different marketing channels. Analyzing and evaluating our marketing campaigns will also help us understand our customers and which content they are interested in.

4.4.2 Museum's digital marketing channels

The question about different digital platforms in the research questionnaire was which digital channels the museums use in their marketing.

Which digital channels do you use in your marketing?

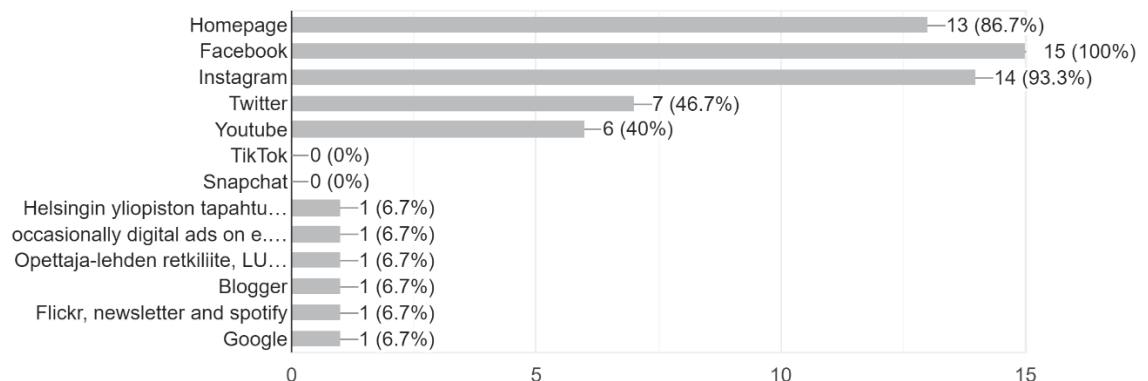| Channel	Value
Homepage	13 (86.7%)
Facebook	15 (100%)
Instagram	14 (93.3%)
Twitter	7 (46.7%)
Youtube	6 (40%)
TikTok	0 (0%)
Snapchat	0 (0%)
Helsingin yliopiston tapahtu…	1 (6.7%)
occasionally digital ads on e….	1 (6.7%)
Opettaja-lehden retkiliite, LU…	1 (6.7%)
Blogger	1 (6.7%)
Flickr, newsletter and spotify	1 (6.7%)
Google	1 (6.7%)

Table 2. Digital marketing channels currently used in museums.

It was quite interesting to see that most of the museums use several different social media platforms, multichannel marketing, in their digital marketing. The museums have realized that most of their customers use different digital media channels. All of the museums participating in this research use Facebook as a digital marketing channel. The homepage is also a very important channel to use for information and marketing. Only one of the museums doesn't use Instagram for their marketing. Twitter is used by seven of the 15 museums and Youtube is used by six museums.

Some of the museums also use other channels for marketing. These channels are for example Google, newsletters, event calendars, blogs, digital ads in newspapers, Flickr and Spotify.

At this moment none of the museums uses TikTok and Snapchat in their digital marketing. This will probably change quite soon because the new upcoming target groups for museums are the young adults, which also are the ones using TikTok and Snapchat daily. It would probably be quite useful to test using these channels in digital marketing in the future. It is very important to reach new target groups and as a marketer, you have to consider where the potential customers are and which platforms they use.

Arikan (2008) concludes that the number of channels that consumers use daily can reach the amount of 10-15. Therefore it is good to consider using several digital marketing channels in the marketing. Multichannel marketing creates an experience that allows customers to use all the different channels they desire.

Are you planning to start using any other digital marketing channels in the near future? Which channels and why?

To the question about the use of other digital media channels in the future nine of the museums answered that they are not planning to start using other digital marketing channels at the moment while six of the museums are planning to start using other channels in the future.
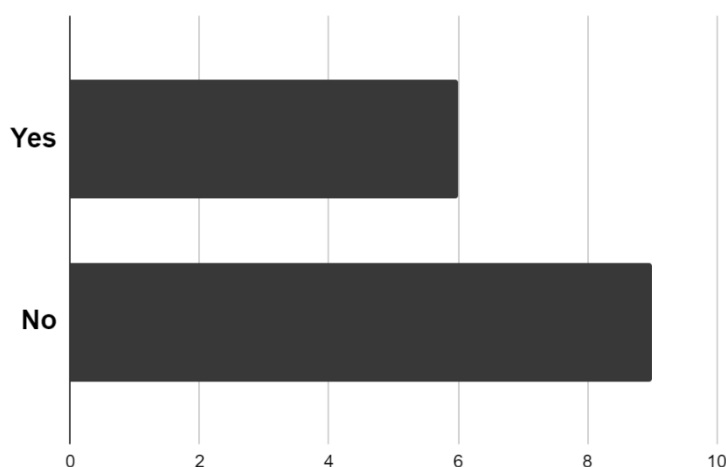

Table 3. Are you planning to start using other digital marketing channels?

The museums answered the question about starting to use other digital marketing channels in the future. They also answered the follow-up question of why or why not. These answers were for example that many of the museums that weren't planning the use of other channels were already busy keeping up with the channels they have in use at the moment. Here we could see that there aren't enough people working with marketing and the digital marketing channels at the museums, there isn't enough time for the current employees to handle all the different channels and to create content on them.

Digital marketing channels that museums are planning to start using are for example Twitter, LinkedIn, email marketing, TikTok, telegram business and Youtube.

Below, you can read some of the answers given to the open questions about starting new digital marketing channels in the future.

"We are looking to make an effort in a more editorial newsletter during this year."

"We will contact teachers by email so that they will find our virtual guided tours". [3]

"We are studying to use TikTok and telegram business, the first one to reach a young audience and the second one to communicate with journalists".

"YouTube, more for educational purposes but it can also work as marketing."

"We have discussed starting a YouTube channel because of the increase of creating virtual content during the Corona-pandemic". [4]

As mentioned earlier in this chapter the most important thing is to know your customers and analyze which channels they use. There is no use in putting effort into channels that your customers don't use, it's much more effective to get to know which channels they use and create valuable content in these channels.

It is also good to analyze the current channels, are we using them because we always have or because they have proven to be effective marketing channels. If the return on investment isn't high enough it might be a good idea to try other channels instead.

Digital marketing changes rapidly and marketing campaigns that were successful a few years ago might not be as successful today.

The use of social media today is a digital version of WOM. It is used for creating, accessing and spreading information to other users. To understand social media in the future we have to try to understand how people use it. (Appel, G., Grewal, L., Hadi, R., Stephen, A. T. , 2019, p. 81)

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3 Aiomme ottaa yhteyttä meillä vierrailleisiin opettajiin sähköpostilla, jotta he löytäisivät virtuaalikierroksemme.

4 Youtube-kanavan luomisesta olemme keskustelleet virtuaalisisällöntuoton määrän kasvettua korona-aikana.

By managing these main platforms marketers can succeed in their campaigns. Different desktop apps give opportunities for businesses to engage with customers. E-mail is still a popular channel to use for marketing but feed-based platforms such as Facebook and Twitter are also platforms that are very commonly used for marketing. Advertisements can be added to status updates. Video streaming is also delivered through these platforms. (Chaffey, D. and Smith, P. R. , 2017, pp. 5-6)

At Raseborg's museum, we use our homepage, Facebook and Instagram as main digital marketing channels at the moment. Recently we have also started using Youtube for publishing our digital material, mostly digital exhibitions. Soon we will probably start using both LinkedIn and Snapchat or TikTok in our digital marketing.

The results of this research show that it is important to know your audience, who they are, which channels they use and what they are interested in. After creating our user profiles we will decide which channels to start using. We also want to reach schools and schoolchildren and by appearing in the channels they use we can attract their interest as well.

Analyzing the results of the campaigns on our digital marketing channels will help us determine if some of the channels are more important for us to use than others. It is not profitable to put effort into the channels which don't bring us any ROI.

Which channels do you find most useful in marketing your services and why?

The following research question was about which marketing channels museums feel are the most useful in their marketing.
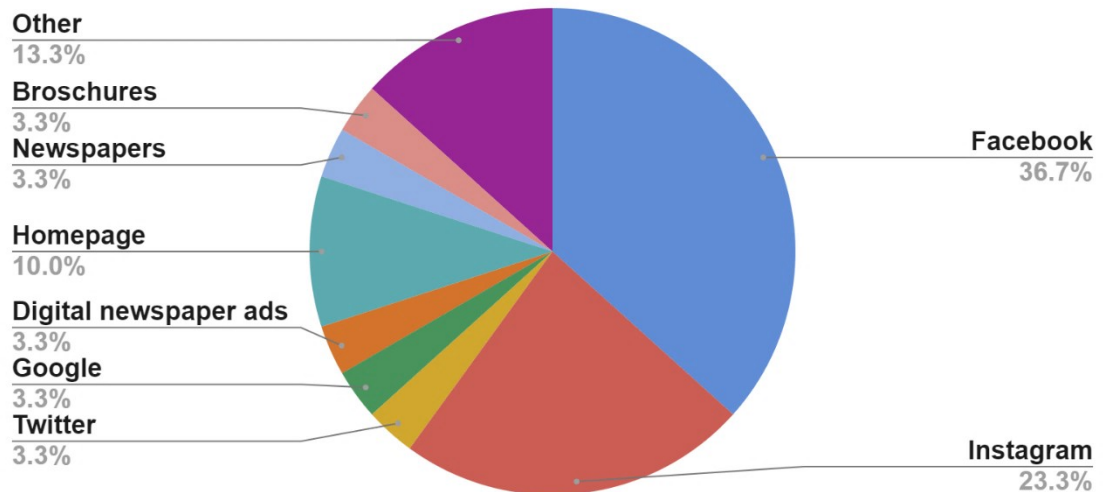

Figure 1. The most useful marketing channels in museums.

According to Woldu (2019), Facebook has a very large amount of followers, also in this research Facebook takes the lead as the most used marketing channel museums use in their marketing. Instagram comes in second place and after that, we have the museum's homepage and other channels.

Some of the museums use their business networks for marketing and some market on other Facebook sites than their own. They have analyzed where their customers are and have targeted their marketing to those channels which is a good thing to do according to Dodson I. (2016).

Below are some citations from the questionnaire on how some of the museums answered the question about which marketing channels they use.

"For marketing, Facebook. For content reach Instagram. For networking Twitter."

"Facebook: Reaches the target group, Instagram: it's acceptable to share slightly more commercial content than in Facebook."

"Facebook, Instagram and digital ads on major newspapers' web pages seem to work best."

The digital marketing channels are also used because it's profitable marketing, it is easy to quickly inform the customers and Facebook events reach a large number of customers.

Some of the museums still use "word of mouth" as a marketing method.

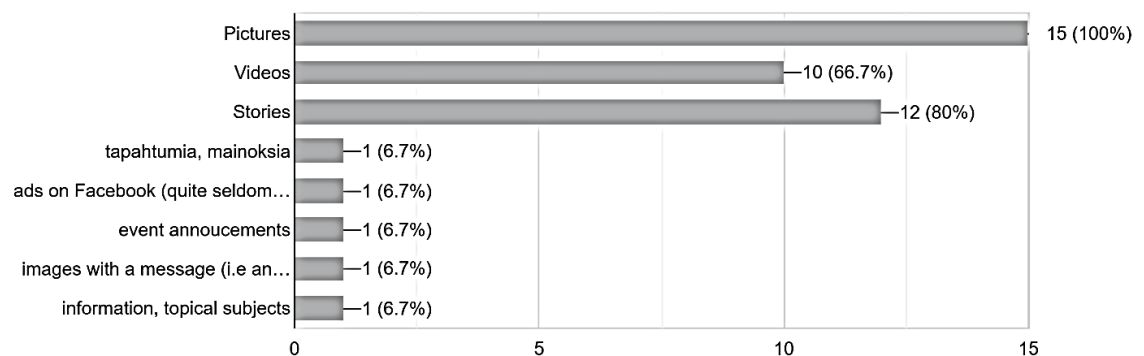**What do you publish on your channels?**

Table 4. Content that museums publish on their digital marketing channels.

On the question concerning what content museums publish on their channels, all of the museums answered that they publish pictures on their channels.

Both Instagram and Facebook stories have become more popular lately and they are used quite frequently in the museum's marketing, 80% of the museums participating in this survey uses stories in their digital marketing.

Videos are also popular to publish on the marketing channels. This has also increased due to the Covid-19 pandemic when the customers haven't been able to visit the museums they have had to reach the customers in other ways. Video content has been one of those.

According to Appel, Grewal, Hadi and Stephen (2019), posts that include pictures or a video have proven to be more interesting and engaging for the customers.

Raseborg's museum has during spring 2021 started creating digital exhibitions on Youtube. This has been done to reach our customers when the museum has been closed due to the Covid-19 pandemic. We will probably continue with the digitalization of the exhibitions also after the pandemic.

We are also planning to develop our social media channels and focus more on stories, videos and insights from everyday life at the museum.

Which content do you find most successful to publish on your channels? Which content gives the best response from your customers?

In this survey, I also wanted to investigate which content the museums find the most successful to publish on their channels in the sense of return on investment. I also wanted to examine which content gives the best response from the customers. The content on the digital marketing channels should always be targeted to the customer group you want to reach.

The answers to this question show that content with beautiful pictures, both from the past and present, animals and nature have proven to be successful on the digital channels. Pictures relating to the museum and the history are very likeable. Content with pictures and questions that the followers can answer are also successful posts. The post is even more successful if some followers share it on their own social media channels or in different groups on social media.

The respondents mentioned that the followers are from several different segments and that's why it is not always easy to know what content will succeed and what will not.

Storytelling is something that the followers of the museum's digital marketing channels like, the combination of historical stories, pictures and videos have proven to be successful. Content from the museum collections and new exhibitions are also interesting for the followers.

Below are some citations of answers given to this question.

"Information about events" [5]

"Pictures of cute animals and other feelgood things" [6]

"Interesting articles shared via links, or pictures that are topical."

"Videos with museum staff working and explaining their job. We have a campaign going on called "The voice of the Museum"."

"Content that brings out the knowledge and stories in the museum collections."

"A high-quality image with an exciting story still beats everything for us. Then of course IG TV for videos is making good metrics."

According to Evans and Bratton (2012), it is important to try to engage the audience to act in some way, not only to talk to them. Digital marketing campaigns will give the best result if you combine visual elements with text. It is also good to try to get the audience to participate by sharing content that shows when customers use a product or a service. People like to see what others do and that will encourage them to do the same.

This is something some of the museums participating in this survey have also noticed. Interaction with the audience and them sharing the museum's content in their channels have proven to be quite successful.

In the development of the digital marketing strategy for our museum, we will start creating content with a touch of humour. Stories about what happens behind the scenes at the museum and also more historical content and pictures have proven to be successful and this is something we will publish as well. We will also pay more attention to trying to get the audience to interact with us on social media for example by adding questions into the posts or by creating small contests.

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[5] Evenemangsinfo.

[6] Kuvia kukista tai söpöistä eläimistä, kaikki hyvän mielen jutut.

5 B2C MARKETING

B2C marketing means Business to Consumer marketing. This promotion of products to customers is made through advertisements. B2C marketing differs from B2B marketing in several aspects for example regarding sales, process, purchase and decision making. Customers usually make their buying decisions faster and easier than businesses. Succeeding with a B2C marketing campaign demands observing the marketing trends and consumer buying behaviours. It's also useful to observe what the competitors do and identify their tactics. (Woldu, M., Y. , 2019, p. 10)

When engaging with customers it's important to create a good relationship with them from the beginning. It doesn't only come down to how you interact with the customer, but also when and where. For getting and keeping the customers it's important to pay attention to the quality of the relationship by providing valuable information. It is also important to communicate with the customers online, to be able to do that you need to know where your customers are. In this case, we talk about social media because that is where most customer relationships start today. (Belew, S., 2014, pp. 16-17).

Upcoming marketing trends in B2C marketing are personalization, artificial intelligence, omnichannel marketing and data-driven decision making. Nowadays, customers want personalized products and that's why it's important to create products and services that meet the customer's needs. By creating different customer profiles it's easier to understand the customer behaviour and create content related to that. It's also important that the marketing reaches the right customers at the right time. To create personalized experiences for customers, marketers need to use AI (Artificial intelligence) in gathering information needed for these experiences. Omni-channel marketing means creating a buying experience for customers through different online channels. Data-driven decision making means that marketers have to consider data and automation, profiles and execution to decide which is the most effective way to market. (Woldu, M., Y. , 2019, pp. 10-11)

5.1 The 5Ss key objectives

In the past, the only way companies interacted with their customers digitally was through their website. A lot has happened in the digital field and today businesses interact with customers in many other digital channels. There are websites, mobile sites, mobile apps and many different social networks. To succeed on these channels, you need to put more focus on design. (Chaffey, D. and Smith, P. R. , 2017, p. 294)

According to Chaffey and Smith, you should consider the key objectives and purpose of your website or mobile app. Ask yourself "How can my app or site help the customers?". The answer to this question could be helping the customer find information, help them buy something, help them save money, help them to contact the organization or help them to enjoy a better brand experience. These answers can also be called the 5Ss – Sell, Serve, Speak, Save and Sizzle.

Sell – effective communication can lead to growing sales

Serve – We can help customers find information by creating interactive services that are easy to use.

Speak – we can communicate with and get closer to the customers through different digital services. In this way, we will also learn more about the customer's needs.

Save – money can be saved when we use digital services instead of post, print and other services that cause costs.

Sizzle – a great site design builds the brand and the brand values through content, style, tone or feel.

(Chaffey, D. and Smith, P. R. , 2017, p. 298)
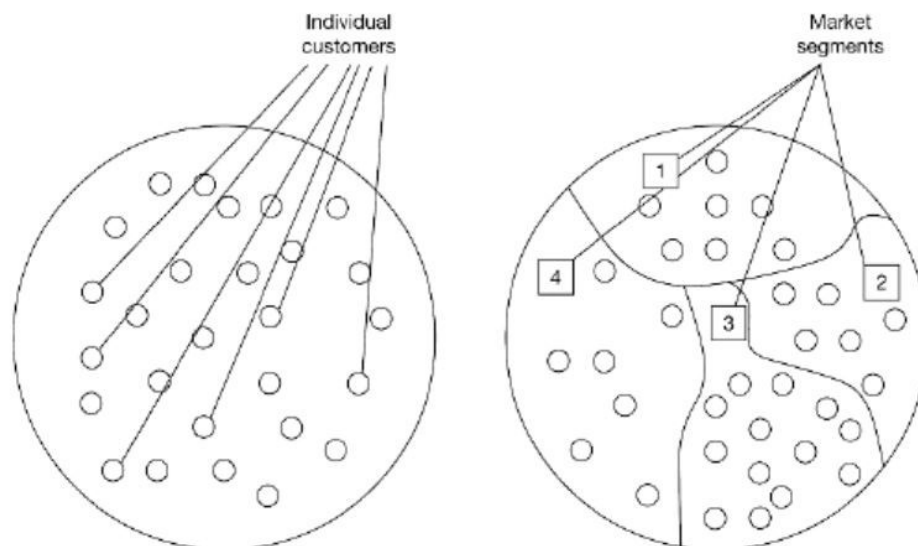
5.2 Market segmentation

Every marketing strategy should focus on the customer. Segmentation helps in planning effective marketing strategies and also increases customer growth. (Randazzo W., 2014, p. 29) Effective segmentation marketing is when we target our marketing to customers with similar demands. They then become a segment that differentiates from other

segments. (Lancaster, G., Massingham, L., 2017, p. 68) In that way, we can target the marketing to a specific target group.

The criteria for effective marketing segmentation are understanding the competition, the competitive markets and how to benefit from them and the customer demands. Marketing segmentation helps the companies to make better and more cost-effective marketing strategies and also use their employees more effectively. (Lancaster, G., Massingham, L., 2017, p. 69). At Raseborg's museum, we target our marketing to different customer groups and we also use different social media channels for our marketing.

Effective marketing segmentation should live up to some criteria. The segmentation process should start by dividing the customer markets into different segmentation criteria. At the moment we use social media, web advertisements and newspaper advertisements in our marketing at the museum.

Two of the most used segmentation criteria according to Lancaster and Messingham are the geographic and the demographic criteria. (Lancaster, G., Massingham, L., 2017, p. 73). At the museum, we have divided our customers into different customer groups also using these geographic and demographic criteria.

Picture 2. Individual customers divided into Market segments. (Lancaster, G., Massingham, L., 2017, p. 68)

5.2.1 Geographic segmentation criteria

The most common segmentation criteria are geographic segmentation. Geographic segments divide the customers into different geographic segmentation groups, for example, countries or living areas. The most important advantage of geographic segmentation is that every customer can be localised to the same geographical area. This will be very useful when targeting tv, newspaper and radio advertisements. The disadvantage with this method is that people living in the same area don't necessarily have the same buying behaviour or demands. (Dolnicar, S., Grün, B., Leisch, F., 2018, p. 42).

At the museum, we mainly target our marketing to the Finnish market at the moment. For some of our events, we target our marketing mostly locally to customers in the hometown and the nearest towns in the area. Other events or exhibitions we market also to the rest of the country. We advertise mainly on social media, but to reach some of our target groups we also have to advertise in newspapers and different lifestyle magazines.

5.2.2 Demographic segmentation criteria

Demographic criteria do on the other hand focus on age, gender, level of income, education, social class, family size, nationality and family life cycle. (Lancaster, G., Massingham, L., 2017, p. 73). Today it's possible to see what people do on the Internet. You can see who they are, where they live and what they are interested in. According to the customer's needs, you can plan your marketing campaigns to suit different target groups on the Internet. (Dodson I., 2016, p. 99)

The amount of young people between 10-24 is constantly increasing in the world. Connecting with these young people pays off in the future even if they aren't the main target group for the service at this moment. They will probably be the most profitable customers shortly. (Kotler, P., Kartajaya, H., Setiawan, I., 2016, p. 33)

It is always good to target the marketing to young people. The campaign can be cool, trendy and innovative. Young people are dynamic, unlike the older segments, and that's why it is good to engage them. (Kotler, P., Kartajaya, H., Setiawan, I., 2016, p. 33)

The different demographic segmentation criteria that we use in the marketing at the Museum are age, gender, nationality and family life cycle.

By going through the statistics of our social media channels we have noticed that the majority of the customers on our social media channels are women. Because of that, we target our marketing on social media mainly to women. The advertisements in lifestyle magazines are also targeted at women, but advertisements in newspapers or web banners are pointed to both women and men. We also know that our target group on Facebook is at age 40-70, the target group on Instagram is at age 20-50 and the printed ads in newspapers are targeted to the age 50+.

Even though social media marketing is targeted at women, both men and women visit the museum. We have realized that maybe the planning of the visit is done by the women and therefore they are also more active on our social media channels.

We also segment our marketing on social media to customers in different family life cycle stages. Our different target groups in this segment are school students, young couples, families with children, older couples and pensioners.

5.3 Results; Target groups for the museum's digital marketing channels

This part of the research focuses on market segmentation and target groups. I wanted to know if museums have defined their target groups and if they target their marketing to different target groups in their different digital marketing channels.

Which are the target groups for your digital marketing channels? Do you have different target groups for different channels?
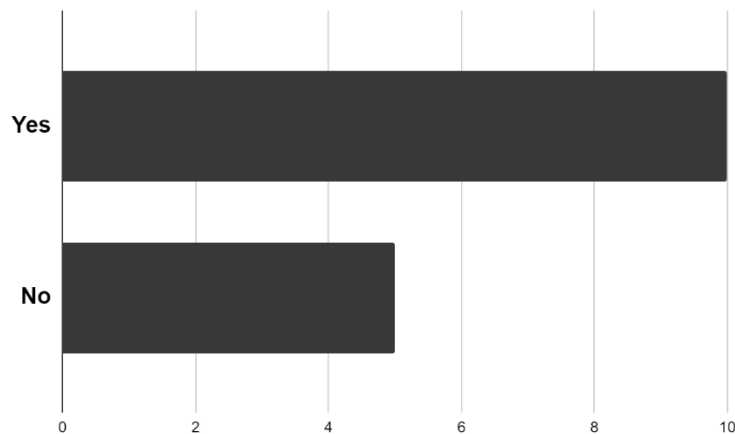
Table 5. Do you have different target groups for different channels?

We can see that 10 of the 15 museums that participated in this survey do target their marketing to specific target groups, while five of the museums don't.

In the answers from the museums, we can see that the target groups are a bit different in different museums. In the museums where digital marketing is targeted in some way, the customers are divided into groups considering both geographic and demographic segment criteria.

Below, some of the answers to the question of which target groups the museum's have.

"Especially to teachers." [7]

"Schools, teachers, families, people with plant- and bird hobbies, people interested in nature." [8]

"In a way, we are aiming for a cultural audience in all our channels. But we do see a younger audience connecting with us on Instagram and Youtube."

"We don't have any specific digital marketing target groups. We choose target groups for each marketing case."

"Tourists and locals, no specific target groups for specific channels." [9]

"Locals and friends of the museum."

I find it very interesting to see that many museums already have specific target groups for their marketing. I would suggest the museum's dig a little deeper into these target groups and define different customer personas. By doing that it is even easier to reach specific target groups with the right kind of information and to also deliver it in a way that is suitable for the specific target group. This will make digital marketing even more efficient.

Lancaster and Massingham wrote that the demographic segmentation criteria focus on age, gender, level of income, education, social class, family size, nationality and family life cycle. This is also something to consider in the targeted digital marketing.

According to the answers in the questionnaire, the most used digital marketing channels for the museums were their homepage, Facebook, Instagram, Twitter and Youtube. The museums answered that the target groups for Facebook are ages 30-70, 45-75 and 35-80. Instagram users are ages 18-40, 25-45 and 25-40. Facebook is targeted to a bit older audience than Instagram. The Youtube videos are mostly targeted to an adult audience,

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[7] Erityisesti opettajat.

[8] Koulut, opettajat, perheet, kasviharrastajat, lintuharrastajat, luonnosta kiinnostuneet.

[9] Turister, ortsbefolkning. Inga skilda kanaler för skilda medier.

but some of the videos are made for younger customers, 18-25-year-old. Twitter is mainly aimed at researchers and institutions.

Many of the museums consist of different areas of responsibility, with different target groups. This can be for example building maintenance advising for old buildings, archaeology, historical teaching for schools and exhibitions for tourists.

The marketing can be directed to locals and tourists and also divided into different seasons. Summer marketing is different from winter marketing and the target groups are also different. The locals "know their museum" but the tourists don't.

According to Randazzo (2014), we should focus on the customer in every marketing strategy. Dividing customers into different segments helps in planning effective marketing strategies and also increases customer growth.

The current target group for Raseborg's museum are women at the age of 30-70. In the future, we want to reach new target groups. To do that we will develop our marketing to suit these new customer groups. We want the museum to be more interesting to young adults because they are our future customers. They are also trendsetters and more active on digital marketing channels, which will also eventually help us reach new customers.

The new art museum also requires that we reach new target groups outside Finland. To succeed with that we have to start publishing our content also in English.

6 DIGITAL MARKETING COMMUNICATION TOOLS

Digital marketing has become more important in businesses marketing strategies in the past decade. It makes it possible for companies to tailor their marketing to suit their different target groups and because of that also increase the customer's interests in their marketing. (Bogle, 2021)

There are several digital marketing tools to use to support the digital marketing strategy. In this chapter, I will shortly present different marketing communication tools that can be used in digital marketing. In the next chapter, I will present Smart Insight's eight marketing activities to use in creating online marketing for achieving the best return on investment (ROI).

A business should choose the most suitable tools to use in their marketing depending on what they want to achieve with their marketing. In some marketing situations, Social Media Marketing (SMM) could be the most suitable when it in another situation could be more useful to use another digital marketing communication tool. (Gebrmicheal, 2019, p. 12)

Search Engine Optimization (SEO)

It can be quite challenging to be visible in Internet searches. The competition on the Internet is tough. A solution to this is Search Engine Optimization (SEO). It can increase a website's visibility and competitiveness.

There are both On-Page and Off-Page optimization. The On-Page Optimization involves the content of the page and the Off-Page Optimization builds links back to a homepage. (Gebrmicheal, 2019, p. 12)

Businesses that can gain visibility on the first search page will also gain more clicks than the businesses on other sites. On the first page can clicks can also drop up to 30 % between the first and the third search result. To get visibility in searches businesses have to consider Search Engine Optimization (SEO). SEO means that a business achieves a good ranking place in organic searches because of specific keywords. (Chaffey, D. and Smith, P. R. , 2017, p. 369)

The search engine result pages (SERP) are based on different keywords. Marketers should learn to understand the ranking processes and by doing that they can achieve

more traffic to their websites. They should create content that search engines find relevant. (Chaffey, D. and Smith, P. R. , 2017, p. 370)

There are crawlers, spiders and robots on the web who collect and catalogue the data on the Internet so that it can be searched. The data is then stored in a database. Every search engine is connected to multiple databases. The search algorithms determine which information is shown from the different databases. (Ledford, 2007, p. 8)

To appear in searches you should consider a few things in planning your website. Entry and exit pages, page titles, site content, graphics and website structure. By doing an SEO plan before creating a website you can achieve a higher ranking in web searches. (Ledford, 2007, p. 14)

Search Engine Marketing (SEM)

Search engine marketing is one of the most important digital marketing tools when you want to gain customers. People use search engines when looking for specific products or services, they also search about new brands that they are familiar with through different advertising channels. (Chaffey, D. and Smith, P. R. , 2017, p. 368)

Search Engine Marketing is also one of the fastest-growing marketing tools today. There are both organic and paid SEM. It is very beneficial to appear in organic searches on Google. First of all, it's free, but you can also get more clicks because people know the difference between paid and organic results and they rather click on the organic ones. Ads are located on the top of the list, separated from the non paid, organic results. (Gebrmicheal, 2019, p. 15)

Search Engine Advertising (SEA)

Search Engine Marketing increases the visibility of a website in searches. The website traffic is gained through buying advertisements on search engines, it is also called paid placement. Paid SEA helps businesses to gain visibility when people are looking for a specific product or service. When they use search engines SEO and SEM increase the visibility of relevant result pages. SEA on the other hand is the paid advertisement that appears on the top of the page in search engine searches. SEM includes pay per click, cost per click and paid search advertisements. (Woldu, M., Y. , 2019, p. 24)

Content Marketing

Content marketing is the methods businesses use to tell potential customer's about their products or services. This information could be shared through for example storytelling, email lists, videos, podcasts, e-books and blog posts. The main focus of content marketing is to build a relationship with the customers and to gain their trust. This can lead to sales in the future. Content marketing works together with other digital marketing tools such as SEO.

The analysis from content marketing can give valuable information about the customers, what they are looking for when they visit your web page and which content makes them stay on the site longer. Successful content marketing demands analytic knowledge and strategic skills but can be very inspiring for marketers with video and audio production skills. (Bogle, 2021)

Social Media Marketing (SMM)

Social Media Marketing means everything a company does on its social media channels. Social media is common to almost everyone today, but marketers should understand the users and use a strategic approach. SMM involves a lot more than just publishing content on social media channels and responding to comments.

SMM must be structured and consistent. There are several different tools to use when automating the social media feed, although it is necessary to post content directly as well. Otherwise, users will soon realise that there isn't a real person posting and that will decrease their interest in the business. The social media message must also fit with the rest of the company's marketing. All platforms should tell the same story.

Social Media Marketing should also be analyzed. How well did a post gain the expected interest and what can we do to develop SMM further? The goal is to eventually convert the users to customers. (Bogle, 2021)

Social media builds communities and networks. It also helps the marketers to get in touch with potential customers, get to know them and understand them and their feelings. This helps in achieving the marketing objectives and creating social media marketing campaigns.

Social Media Marketing consists of three different media types, earned, owned and paid media. Earned media is publicity that is earned by the followers such as comments, likes and shares on social media channels like Facebook, Instagram, Twitter and Linkedin. Owned media is the company's platform such as the website, blog or other accounts online. Paid media means the advertisements a company pays for to reach more customers, increase awareness of the brand or get more traffic to the website. (Woldu, M., Y. , 2019, pp. 25-26)

Mobile Marketing

Mobile Marketing is an important part of the user journey. People often use multiple screens. Many for example use their phone at the same time as they watch television. (Rowles, 2017, p. 13)

Mobile Marketing means reaching customers on their mobile devices. Marketers can reach the audience through mobile applications, social media, websites, email and text messages. Tailored offers can be sent to a specific target group at a specific time. People spend a lot of time on their mobile devices and they are often used in shopping for products or services. Marketers are aware of the fact that the message has to be where the customers are, and they are on their mobile devices. (Bogle, 2021)

Email Marketing

Email marketing means sending personally customized messages to potential customers through email. These emails are sent to customers that have signed up for email newsletters and it is important to send information regularly. Email marketing can be integrated with other digital media tools such as Social Media- and website marketing. These channels can be connected to gain customer activity in all of the channels.

The benefits of email marketing are that it is easy to measure, it is quite low in costs, faster campaigns are possible due to direct responses from the customers and the messages are easy to personalize. (Gebrmicheal, 2019, pp. 21-22)

Email marketing can be a part of the content marketing strategy, it can change an audience to become customers. An important measurement method in email marketing is the goal to increase the click-through rate, which means the number of opened emails and clicks on an attached link. (Bogle, 2021)

According to Hanna, Swain and Smith, there are five elements to consider to create successful email marketing campaigns.

1. *Be relevant to make the email personal.* The email should be relevant to the audience and they should be able to apply the message to themselves. With email marketing, there is the possibility to send specific emails to specific target groups. If you continuously send irrelevant emails to the customers they will lose interest in your email or maybe also unsubscribe. It is always good to customize the messages with personal information.
2. *Pay attention to the metrics.* You should follow up on the metrics and do changes if necessary. A successful email campaign will give a return on investment.
3. *Get the customers to trust you.* If the customers feel that they can trust you they will also more likely read your emails. Otherwise, the risk of the email being deleted is quite high.
4. *Coordinate your emails with the other channels.* The email campaigns should be planned to coordinate with other digital marketing channels. A message seen on several platforms will be more attractive to customers.
5. *Collect and use data for email optimization.* It is important to continually collect data about the customers, which will help in creating emails that are optimized for different customer groups. This will also give information about the content of the message and the best time to send it.

(Hanna, R. C., Swain, S.D., Smith, J., 2015, p. 9)

Marketing Analytics

Digital marketing is very measurable which is a great advantage when you want to evaluate the marketing campaigns. Different analyzing tools make it possible to get to know consumer behaviour at a detailed level. Marketers can for example measure the number of clicks on a link, the time the visitors spend on a website, how often they open emails and so on. The amount of data is huge and that's why it is important to understand which data is relevant to use. By analyzing the customer behaviour marketers can target the marketing to the right audience. One of the most used tools in analyzing marketing is Google Analytics. By using that tool you can get valuable information about the traffic on your website, how people navigate there and which keywords they use. This helps marketers to determine however a campaign should be cut or if it pays off to continue. This will also save money for the business. (Bogle, 2021)

6.1 Eight key digital marketing activities

The importance of digital marketing is creating new marketing professionals with different specific skills to manage it. These separate teams and professionals make digital marketing challenging. Because of that, it is important to make plans for digital marketing to succeed.

According to Smart Insights, an educational platform for marketers, there are eight marketing activities to consider in creating online marketing to gain the best possible ROI (return on investment). In smaller businesses, these activities can be completed by one person but in larger companies, there are several people involved in the process.

Picture 3. "Eight key digital marketing activities to manage in all organizations." (Chaffey, D. and Smith, P. R. , 2017, p. 15)

These eight activities are *digital experience management, digital marketing strategy, content marketing, search engine optimization, paid search marketing, social media marketing, email marketing* and *multichannel analytics.*

Digital experience management

Earlier, companies used mainly their websites for marketing and communicating with their customers, today they need to think broader to connect with the customers. Now they have to interact through different digital platforms such as mobile apps, social media and email marketing. Different augmented reality techniques also offer great in-store experiences.

Digital marketing strategy and planning

Many businesses do digital marketing without a specific digital marketing strategy. It is important to create different marketing campaigns to engage the customers and to be visible on digital media channels and search engines.

Content marketing

According to Smart Insights, the best way to engage your audience is through content marketing. The content is the link between the digital media and the different digital platforms used in connecting with the customers.

Search Engine Optimization (SEO)

SEO can play an important role when customers are looking for a specific brand or product. To be visible to customers your business should show up in organic searches when search terms connected to your business are used.

Paid search marketing

Paid search marketing is also a very important tool in digital marketing. Google is the most important search tool in many countries and by using Google AdWords businesses can optimize their visibility in Google searches.

Social media marketing

Social media is one popular marketing channel where businesses can reach their customers by using pictures and other visual elements.

Email marketing

Email marketing is still a very important marketing channel when the customers are away from your website or app. With email marketing, you can reach customers with specific, targeted messages.

Multichannel analytics

It can be useful to get analytic results from different tools such as Google or Adobe analytics. To get the most valuable information out of them you need a careful setup, a process that includes customer feedback for optimization.

(Chaffey, D. and Smith, P. R. , 2017, pp. 14-16).

6.2 Results; digital marketing tools in museums

In this section of the questionnaire, I asked the museums about their digital marketing tools, if they use specific tools in their digital marketing and which tools they use. The tools mentioned in the question were SEO, SEM and SEA.

Do you use SEO (Search Engine Optimization), SEM (Search Engine Marketing) and/or SEA (Search Engine Advertising) in your digital marketing? If yes, how?

Six of the museums that responded to this research use some digital marketing tools in their marketing. Eight museums answered that they don't use any tools at the moment, some of the museums are planning to start using some tools shortly.
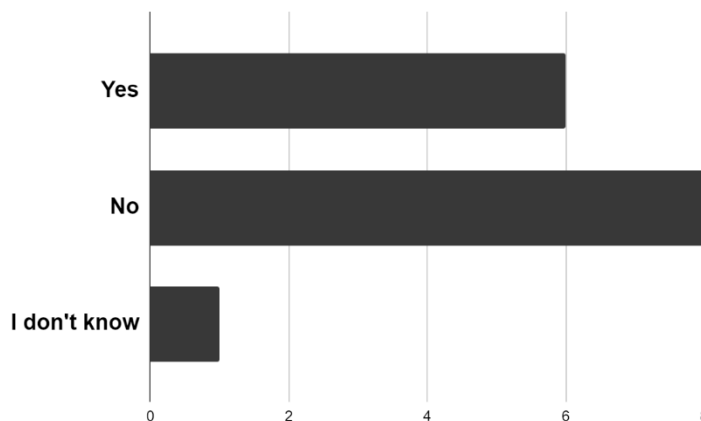

Table 6. Do you use SEO, SEM and/or SEA in your digital marketing?

Gerbrmicheal (2019) concludes that there are several digital marketing tools to use to support the digital marketing strategy. A business should choose the most suitable tools to use in their marketing depending on what they want to achieve with their marketing.

The tools used by the museums at this point are SEO and SEA. Some of the museums have outsourced the SEA planning to an external partner and others are planning to start using the tools soon. The problem that occurs for smaller museums is that the budget is too small for paid advertisement.

Below, some citations of the answers from the museums.

"Not yet but we have been planning to use it for a "long" time. You have to use a significant sum of money to successfully use SEM or SEA regularly. For a small museum, the budget for advertising is equally small."

"Yes, for museum and happenings marketing."

"Yes. Is interesting to see how people use our webpage and also which keywords they search for. It makes it more effective for us to find a structure and what language/words to use in headlines, image texts and so on."

According to Ledford (2007), you should consider a few things in planning a website. It is helpful to make an SEO plan for your website. This can increase the ranking in web searches. The things to consider in the plan are entry and exit pages, page titles, site content, graphics and website structure.

We will develop the use of different digital marketing tools at Raseborg's museum in the future. We haven't used any paid digital marketing tools up until now, but we will start planning different paid campaigns in our new strategy. Google Analytics has been used when analyzing the traffic on our website, but the information hasn't been used further. We have used our homepage and social media as our main digital marketing platforms, but we will now start to consider the use of new tools such as email marketing and podcasts.

Which digital marketing campaigns have been most successful in your museum and why?

It is always important to measure the results after every marketing campaign. By doing that you can determine which campaigns have been successful and which have not. To the answer in the questionnaire about the museum's most successful digital marketing campaigns, some answered that they haven't measured the results of the campaigns and therefore it's difficult to say if they have been successful or not. Some of the museums haven't done any paid campaigns.

According to Bogle (2021), it is easy to measure digital marketing. This is a great advantage when you want to evaluate the marketing campaigns. There are several

different analyzing tools to use in getting to know consumer behaviour at a detailed level. These tools can help marketers to target the marketing to the right audience. One of the most used tools in analyzing marketing is Google Analytics. By using that tool you can determine however a campaign should be cut or if it pays off to continue. This will also save money for the business.

Campaigns that had been successful in the museums were virtual guided tours, campaigns that are well planned to suit the different target groups, competitions where you can win a prize, campaigns on local history and campaigns where stakeholders contribute by sharing the content on their channels.

Below are some citations from the answers to this question.

"Campaigns that combine different channels of marketing communications are the most effective. Each channel should have well-considered content that matches the nature of the channel and the target group."

"The voice of the Museum" because it shows the human side of a "serious" institution and things that are normally hidden or unknown (measurements of temperature and humidity, previous days of the opening of a show...). Also "Cultura Segura" which translates to "culture is safe". We have put a lot of effort on how our visitors that coming to the museum is almost covid-free."

"I'm not sure. It's difficult to see the results, for example if people will visit museums."

"We have different concepts that go once a week, and being an art museum we have a series that we call #veckansverk (Work of the Week) with an art piece from the collections with a story. It's not really traditional marketing, more content marketing."

One thing we will apply to our new strategy at Raseborg's museum is the analysis of the results of the campaigns and the marketing actions. This is something that hasn´t been done properly before, but it has shown to be quite important.

Successful content that we will also implement in our strategy is virtual guided tours, contests and more cooperation with different stakeholders. We also want to show how we work "behind the scenes" at the museum.

Which digital marketing campaigns have failed in your museum and why?

Opposite of the successful campaigns, some campaigns have failed. From the questions I found out that there have been technical problems with marketing virtual guided tours, a lot of marketing on social media gives customers high expectations that the museums haven't always been able to fulfil, some campaigns haven't been planned enough and then failed and there have been lack of money to pay for the campaigns. Some Google Ads campaigns have also failed.

Below are some citations from the questionnaire.

"I've noticed that sustainability is also important here. Museums that blaze on social media, but doesn't keep up with their promises also loses followers" [10]

"Those that we haven't had the time to really look into..."

"How did you discover Picasso?" because we ask customers to tell us how they discovered Picasso. We received only 3 answers..."

"Some marketing of happenings, in Google Ads. I don't know why they failed. Maybe I don't know how to use them correctly or I had the wrong keywords."

"Hard to say. Everything that becomes too complex seems to fail. It must be easy, relatable and engaging."

Dodson (2016) concludes that creating a successful marketing campaign requires that you use the right marketing channels.

You should start by setting up the frameworks for the strategy. In digital marketing, you can change the plan along the way and also choose to change marketing channels. You can test what seems to be the best way to go and do small test campaigns. By doing that you can start with a smaller budget and when you see that the campaign is working you can increase the marketing budget.

Next, you should gather as much information as possible about the business, create customer profiles and understand the differences between audiences. Creating these

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10 Olen huomannut, että kestävä kehitys on tässäkin tärkeää. Museot jotka hehkuttavat liikaa somessa... mutta eivät sitten pysty vastaamaan lupauksiinsa myös menettävät seuraajia.

personas will help you in developing targeted marketing campaigns. In creating content and campaigns you must be aware of the different audience groups you have. You can not create the same campaign for different customer groups. It must be based on the interest of each group. (Dodson I., 2016, pp. 338-342)

There are different tools to use to get to know which platform to use, what works better and what doesn't work so well. It's helpful to use a calendar in planning the marketing campaign and to have a budget for the campaign. (Dodson I., 2016, pp. 348-352)

Last but not least, it's good to follow up the campaign to see what is working and what is not. Leave the ideas that didn't work and focus on those which are more successful. (Dodson I., 2016, p. 352)

7 CONCLUSION AND FUTURE RESEARCH

The importance of digital marketing is increasing rapidly. Digital media is used by most of the customers of today's businesses. The development of digitalization affects museums in many ways. To communicate with the customers online and reach them with marketing messages, museums have to develop their digital marketing.

The purpose of this research was to determine what museums should consider in the future to be able to create a profitable online marketing strategy. The research questions of the thesis were, which different digital marketing channels museums should use, which the main target groups are for museums and which content is most profitable to publish in the digital marketing channels.

In this research, an online questionnaire was sent to several museums to get to know more about their current digital marketing. 15 museums participated in the survey and the answers given were very informative and useful in this research. The answers gave many insights on the current digital marketing in museums and the research gave many new points of view that can be considered in the further development of digital marketing. The results of this research show that it is important for museums to plan their digital marketing activities by developing a digital marketing strategy. Some of the museums already have a digital marketing strategy, but many are in the stage of starting to plan their strategy. The strategy will help the museums in planning their digital marketing campaigns and in that way also eliminate unstructured campaigns that don't give any ROI. This research can also be implemented in other organizations in the cultural field.

At the moment most of the museums use their homepage, Facebook and Instagram as their main digital marketing channels. These are the channels that most users use, but it is important to target the marketing to the target groups. The museums should focus on their customers, analyzing which their customer groups are and what they are interested in. In that way, they can plan their marketing actions in different channels to match the customer's interests.

For future digital marketing we shouldn't forget upcoming target groups such as the youth, they are innovative trendsetters who will engage even more customers. They are also good at sharing information on different social media channels. This gives more visibility to digital marketing campaigns. It is also important to measure and evaluate every campaign to avoid making the same mistake twice.

The case museum, Raseborg's museum, is currently going through a development process when a new art museum is donated to the existing organization. This means higher demands on digital marketing since we have to reach new target groups. The result of this research will give us some guidelines on how to develop our new digital marketing strategy.

The first thing we will do in creating our new digital marketing strategy for Raseborg's museum is to get to know the customers properly. By doing that it will be much easier for us to plan successful digital marketing campaigns. We will start planning strategic, targeted campaigns in different digital marketing channels and also try out new marketing channels. By changing the content in some of our channels we hope to reach new customer groups both in Finland and abroad. Analyzing the results of a campaign is often left undone, in the new strategy we will put more effort into analyzing and evaluating the results of every campaign and marketing action. By doing that we can develop the campaigns further and increase our ROI.

For my learning, this thesis has given me even more understanding of the importance of investigating the customers when planning marketing actions. We can not always affect what the customers want, what they do or which channels they use. We have to adapt to the customers to be able to reach them and to communicate with them. I have learned the importance of communicating with customers. Another thing that I've learned is that every marketing action should be evaluated after its implementation. It is easy to jump from one campaign to another without evaluating the results. It is much more effective to put some time into planning, executing and also evaluating every marketing campaign.

This thesis has presented different tools to use in creating a new digital marketing strategy for museums and other cultural organizations. For future research, it would be interesting to go further with the information gathered in this research. Studying target groups in the museums on a deeper level and creating different user personas for

different social media channels. Consumer behaviours on social media would be interesting to study further and also to investigate the efficiency of using new digital marketing channels such as TikTok and Snapchat in engaging a younger audience.

The future of social media marketing is changing continuously and it is still very uncertain, even though there are a lot of positive aspects of social media we shouldn't forget the challenges and concerns regarding this. GDPR concerns people and they are afraid of which information different digital channels collect about them and how the information is being used. Further studies could be interesting to do in that field.
People using social media have also proven to be more isolated and lonely, the social media channels are competing with real friendship and spreading isolation. This would be something worth researching further, trying to find solutions to these problems.

An overall understanding of the digital channels helps both consumers and marketers use them properly. By doing that we can enjoy all the possibilities and innovations they offer in the future.

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Research questionnaire

Digital marketing in museums

I am writing a Master's thesis about how to develop a digital marketing strategy for museums. I work with marketing at Raseborgs Museum in Finland, which is an Art and History Museum. At our museum, you can learn more about the life and history of the Raseborg area. One of our permanent exhibitions is about the life and art of the famous Finnish painter Helene Schjerfbeck. This spring the building of a new art museum will start. The art museum is planned to open its doors in the summer of 2022.

*Required

1. Does your museum have a digital marketing strategy * *Mark only one oval.*

Yes ⬭

No ⬭

⬭ *Other* _____

2. Which digital channels do you use in your marketing? *
Tick all that apply.

☐ Homepage

☐ Facebook

☐ Instagram

☐ Twitter

☐ Youtube

☐ TikTok

☐ Snapchat

Other: ☐ _____

3. Which are the target groups for your digital marketing channels? Do you have different target groups for different channels? *

4. Are you planning to start using any other digital marketing channels in the near future? Which channels and why? *

5. Which channels do you find most useful in marketing your services and why? *

6. What do you publish on your channels? *
Tick all that apply.

☐ Pictures

☐ Videos

☐ Stories

Other: ☐ _____

7. Which content do you find most successful to publish on your channels? Which content gives the best response from your customers? *

8. Do you use SEO (Search Engine Optimization), SEM (Search Engine Marketing) and/or SEA (Search Engine Advertising) in your digital marketing? If yes, how? *

9. Which digital marketing campaigns has been most successful in your museum and why? *

_____

_____

10. Which digital marketing campaigns have failed in your museum and why? *

_____

_____

Thank you for your answers. Please, fill in your e-mail address if you want me to send you the link to the survey results and the finished thesis. Your e-mail addresses won´t be saved in any register nor used for any other purpose.

_____

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