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Social Media Marketing Handbook for Arts and Cultural Events.

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Bachelor's Thesis

Degree Programme in Experi-

ence and Wellness Management

2018

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Degree programme Experience and Wellness Management	
Report/thesis title Social Media Marketing Handbook for Arts and Cultural Events	**Number of pages and appendix pages** 39 + 22

Events offer the opportunity to cities to create infrastructure, improve the image and revitalize the economy. Especially art and cultural events which reflect the mind, soul, and identity of the destination and their citizen. Offering more individuality to the participant experience, and a real possibility to those cities to differentiate themselves and improve community pride and destination image.

Many of the organization producing this type of events are facing challenges because of the market development. Such as the growth of more organizations insight the same sector, which bring the increased need for finding financial resources for the different projects. Also, the competition for attracting new customer within the sector and other such as the entertainment industry. Another aspect of the market development is that customers are becoming more selected about their choices. Creating the shift from product oriented to customer-oriented market mindset.

Many of these events and organization have a small structure and limited budget for function. As a result, they marketing range is restricted and in very close circles, limiting the possibility to anyone who will be interested in participating. As a solution, social media have the convenient tool for offering exciting information related to the organization or event. Give the possibility and tools to make art reachable to everyone. Also, increase brand awareness and help build a meaningful relationship with fans.

This document is a product-oriented thesis, with the objective to gather and develop social media marketing strategy and tools on a practical handbook, to help promote cultural events. The thesis includes a theoretical framework comprised of three parts, event management, event marketing and marketing of cultural and art events. The empirical part of the thesis consists of the handbook creation process which includes four steps, interview, internet research and benchmarking, classifying the material and designing the handbook. The author had interviewed the different stakeholders taking part in this organization with the purpose to find why and how artist and promoters use social media marketing and participant expectation of the experience. Followed by internet research and benchmarking on the usage of the social media by art and cultural institutions as well as from expert in social media marketing strategy in other industries. From the results, the author selected the most critical point that can be helpful for art and cultural institution to take into consideration when planning the social media marketing camping. So, the last step was the design of the handbook and editing all the material gathered in templates and tables for practical use. The final step is the discussion and reflecting on the future of the book, and the process followed Handbook product as an attachment.

Keywords Social Media Marketing, Arts Marketing, Digital Marketing, Social Media, Cultural and Arts Events.

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1 Introduction

In recent years, there has been an increase in customers' motivation to participate in cultural events. Therefore, many organizations are constantly creating cultural events to attract new customers and to satisfy those already existing. Because of the growth of cultural consumption, museums, theatres, symphony orchestras among other traditional art organizations now have the challenge to compete with cultural industries such as theme parks, music festivals and film industry etc (Ferreira & Sarmento, 2014).

Contrary to other types of events planned by some entertainment industry organizations. Art related and cultural events can offer people the possibility to experience different exhibitions of artists and cultural expressions found in a community. This presentation allows them to expand their horizons and to get a better comprehension of their communities as well as a global perspective of the cultural diversity of our world. Thus, through cultural events communities as well as cities have the benefit to develop a sense of belonging to a community, and to get a better understanding and appreciation of their cultural heritage.

The multidimensional benefit of cultural and art-related events take part in the economic, social, cultural and politic aspect of the location in which they take place. Cultural events help improve the city quality of life, enable the presentation of more creatives activities, increase the number of visitors, build new partnerships and educational opportunities (Ferreira & Sarmento, 2014).

But for cultural and art related events to attain these benefits the audience participation is highly important. In other word besides the planning and execution, the promotion and advertising of this type of event is essential for their success. As well as the interactive communication with the audience not only with the sole purpose of increasing the participation but also to entertain, educate and provide them with information concerning they role and importance in the realization and achievement of the artistic values that they may convey.

1.1 Thesis aim and objectives

The purpose of this thesis is to research and give possible options of the adaptation of social marketing strategies in to cultural and art related organizations. Also highlight the inheriting commercial aspect that arts have and they relation with marketing activities.

1.2   Methods and content

This thesis is product-oriented thesis based, created through the data collection from various marketers in the art and cultural industry, in combination with the author's personal experience. The information gathered from professional sources will be described in the creation process of the handbook in the chapter planning process # 5. Describing the possible solution for applying marketing strategies in art organization in a more effective way.

1.3   Thesis scopes and limits

The scope of this thesis is to gather tools to better apply of social media marketing strategies in art and cultural events. The focus of this thesis is the selection of social media marketing tools and methods selected according of the response from interviewing marketers in the arts fields.

Although social media is widely used by many companies, including art and cultural organisations for promoting their events, there still a lack of academicals researches on its use, and most of the material are non-academicals sources posted on the internet by professional marketers based on their professional experience. The relevant of the sources found may present a limitation in this thesis, since most of the researches are from non-theoretical sources.

1.4   The author motivation for the thesis topic

The author has always had a personal interest in attaining local cultural and art events whenever is traveling in different countries or home. Besides the mainstream and mega events and attractions, the local events characteristic of different countries and regions, especially related to arts and culture, reflect the mind, soul and identity of the visited destination and its citizens, offering more individuality and particularity to the experience.

Combining his own working experience as an artist and professional dancer with his second studies in the Degree Program Experience and Wellness Management led to his interest for the topic of the thesis. For the realization of this thesis to broad his knowledge in the marketing and promotion of cultural and art events topic which would be very beneficial for his future career.

2   Event Management

In this chapter the author makes a brief description and introduction to even management and definition, and categorization of the event to introduce the main subject of this thesis, cultural and related event and their characteristic. For the thesis purpose, understanding the structure and difference between these event type and the other types is important to get a better understanding on how to apply marketing strategies according to their artistic and cultural characteristic, values and mission.

2.1   Event Definition

Many of the event definitions found on theoretical framework depend largely on the point of view of the person trying to define it, but they all have common points. For an event to be named as such it is needed people participation, place and time for a certain reason or purpose that can be either political, pleasure or work related. Kilkenny (2011) describe the word event as happening that occurs when people gather at a certain place at a certain time for a specific reason. In this definition, there are three important factors, the first is the people, the fact of coming together and create human interaction, socialising and sharing experience. The second is time, event have a limited time frame which vary according to the type of event. The last one is purpose of gathering, each event to bring people together must a have a specific reason that is interest or appealing enough to make people participate in it. Creating the intangible aspect of events since the only thing that the participants take with them is the participation memory.

Another example of event definition comes from Bladen, James, Emma, and Nick, (2012) whose defines events as a temporary and purposive gathering of people. Besides the following characteristic that event possess such as being temporary in nature, with the purpose of gathering people, these authors also highlight the fact that events are often a display of ritual, and in some sense, a unique occurrence. Adding to the uniqueness characteristic mention before that event provide. Shone & Parry (2013, 3) in their event definition specify these as non-routine occasions that are set apart from the normal activity of daily life of a group of people. Furthermore, they state that special event has the leisure, cultural, personal and organizational objective, apart from the normal life routine, with the sole purpose of enlightening, celebrate, entertain or challenge the participant experience.

 "Special event is a gathering of human beings, generally lasting from a few hours to a few days, designed to celebrate, honour, discuss, sell, teach or learn about, encourage, observe, or influence human endeavours" (Matthews 2016, 4).

2.2 Event Categorization

In the same way we can find many events definitions in literary research, the categorization of such also bring its challenges, considering the diversity existing among the different types of events. This diversity reflected in the event categorization can be perceive on the different factors taking part in the creation and execution process. All though some events can be similar, they are unique given to the implementation in real time, therefore events are always different regarding the group or category they belong to (Gonzáles Reverté & Morales Pérez, 2009).

For this thesis purpose the author decided to present the following event categorisation based on the type rather than size of the event, since the categorization of event by size does not show the logical application of individual specialty needed within the industry (Matthews, 2016). The following event classification presented below is derived from (Gonzáles Reverté & Morales Pérez, 2009). This event typology besides presenting a clear classification or view, it also shows the different segments as well as event specialization. Typologi:

- Cultural Celebrations: This type of event have cultural significant and differ from entertainment, because of the cultural value that they present. Among these event type, we can find festivals, carnivals, historic commemoration and model shows.

- Events with religious aspect: are formed by rituals considered sacred in the context of any religion, bringing the religious and cultural identity of a community. This type of events are often religious ceremonies or processions.

- Public events (states or politics): these events are usually organize by a public institution or political parties. These types of events are elections, international summits, and political gatherings.

- Art and entertainment: these types of events are meant to entertain the audience, by experiencing any kindy of emotion, most of the time in which some time the participant may not have any link with the culture aspect of the event. These events include performing arts, music festivals and so on.

- Commercial and corporative events: these events are related to the business and entrepreneurial sector with the objective to promote, commercialize or sell, or related to any aspect of this sector management. Inside these events type, we find meeting and conventions, ferias and expositions, products presentation, team building activities and read shows.

- Scientific and educative events: these events are centred in the aspect of creating or sharing knowledge. They are mostly congress and conferences.

- Sports events: these events are centred around the sportive practice and competition. These events are the most known because of the magnitude and impact, as an example Olympic games and championships.

- Social events: most of these events are non-profit, compose by a high sensibility component and community gathering and education.

- Private events: organized for social and private celebrations such as parties and wedding.

- Recreation: they tend to bring the enjoyment and game aspect up. They are normally ferias, visual and performance art or street performances.

2.3   Cultural and Art related events

If necessary, you can create a second level of subchapters. There must be at least two of them under a higher-level subchapter as well.

Although art and cultural events below to different groups, they are more connected to each other. The terms arts usually include visual arts, literary arts and the performing arts, and it is an expression of creativity and imagination. I addition arts events in opposite to entertainment, represent a channel of expression that is usually influenced by culture and it is seen as a vast aspect of it.

As mention before in the event categorization cultural events differ from other types of events because of the cultural value that they convey. According to Gonzales and Morales, (2009, 88) cultural events were defined as a unique, unrepeatable culture- or heritage-based experience which can create a living temporal and spatial context for human relationships, which aims to convey concrete objectives to a specific population.

In 1998 Dechartre describe cultural events as effective tool of management and territorial development, which contribute to the cultural development of communities in the places they are staged and take part in the economic and social development of the communities hosting them (Arnaud & Soldo, 2013.) While Dechartre definition, describe cultural event

as a development and managerial tool that contribute to the social and economic development to the location and communities that stage them. Gonazales and Morales (2009, 89) step out form the benefit to explain the specific characteristic of this types of events. Describing the one-time exclusivity with the sole purpose of provide cultural or heritage experience. In which the participant creates they own space that foster human interaction and community building through relationship and the specific objective or purpose and goals that this one must convey to the population.

With this mind-set, many organization and cities are increasing the staging of cultural events to differentiate them self from the market, attract and create communities and attach them to the brand. The problem within this method, is that many of this institution use cultural events just as a tool to give more visibility to the brand without thinking of that cultural event inherent objective.

3   Event Marketing

Marketing is an essential part of ensuring the future success of any event. For any event to be successful it does not depend only on the type or the attraction that these may propose. But on the way, marketers use these and other factors of the event to attract customers. Although, the main subject of this thesis is to come up with useful tips for using social media profitably and easily. Understanding the basics of marketing is needed as well as its evolution caused by the development of new technologies adding challenge to the communication process. Along with the possibility to engage with the various stakeholders in a different way, especially participant in this specific case.

The purpose of marketing is to identify and profitably meet human and social needs. Kotler (2000a, 4) in his book (Marketing Management Millennium) highlight both social and managerial aspect of Marketing. The managerial marketing defined as the art of selling products. Whereas the social definition sees marketing as the societal process by which individuals and groups obtain what they need and want through creating, offering, and exchanging products and service of value freely with others (Kotler, 2000b, 4.)

The American Marketing Association on they definition explain that "Marketing is the activity, set by institutions, and process for creating, communicating, delivering and exchanging offerings that have value for customers, clients, partners, and society at large" (Armstrong, 2016). Adding to the difficult as well as important exchange process that occurs in marketing Kotler describes defines marketing as "the art and science of applying core marketing

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concepts to choose target markets and get, keep, and grow customers through creating, delivering, and communicating superior customers value".

Event marketing for the past year has gone a transformation from a separated organizational activity. To an integrated professional discipline or subject area, which sustenance depend on the associations where an "organization of persons have a common interest" (Hoyle, 2002). Especially the association with communities', giving event planners a guide or tool find innovative and creative ways to attract participants and create public awareness.

According to Hoyle (2002) event marketing is composed by the three E's (Entertainment - Excitement - Enterprise). These elements are considered critical for the continuing success of any type of event.

- Entertainment is now available everywhere at home, therefore, it is important for the success of your event to success to provide a sort of entertainment, that will compel the audience to leave they home to experience something new.

- Excitement, although the entertainment may generate it, the creation of audience anticipation is a key to making an event memorable.

- Enterprise the wiliness to take risks and try something new. As a marketer, the enterprise should be part of the vision, creating content, shaping and projecting ideas and experiences in the imagination and conscience of the customers the aim to attract.

3.1 Marketing Theory

The 4 C's marketing mix was introduced by Lauterborn in 1990 as a modification of the traditional 4 P's marketing mix. At that time Lauterborn suggested that the product oriented marketing strategies related to product, price, place and promotion were ending. Instead with the shift in market competition from product oriented to customer oriented focus, the 4 C's customer, cost, convenience and communication become more relevant as the customer's decision points corresponding to the marketer's tools. (Das Gupta, 2011.)

Since 1999, , and that in its place marketer should view the 4 P's from a customer oriented perspective. Directing the marketing framework in a more relationship- oriented direction as presented in the tab below (Hougaard & Bjerre, 2002). Kotler explain that while marketer try to sell products or services, customers perceive themselves as buying value or solution

to a problem, highlighting that customers want the service offered to be as convenient as possible and they are not interested in promotion but in a two-way communication.
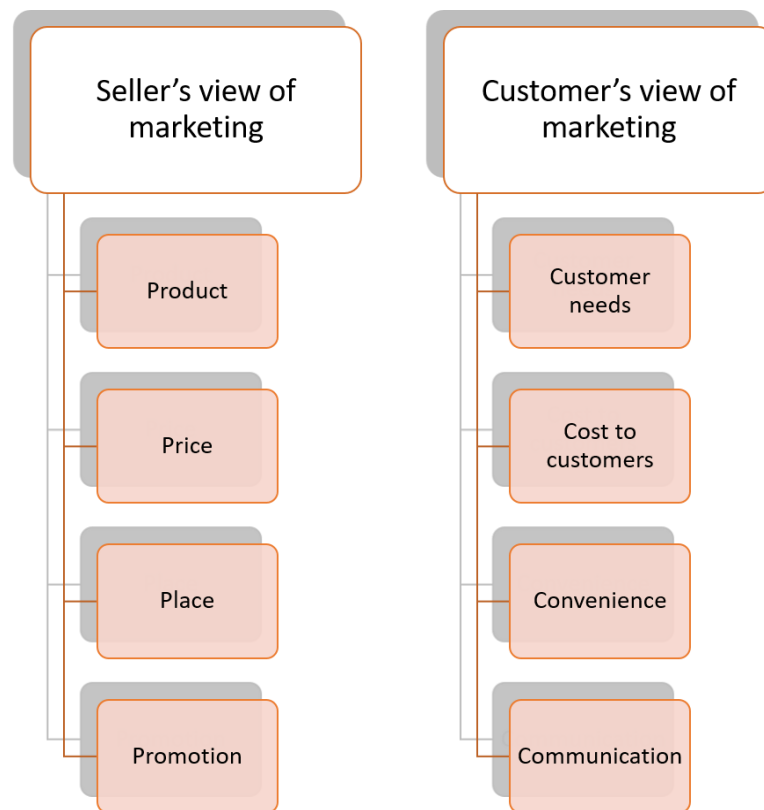
Figure 1 Marketing mix transformation form 4 P's to 4 C's: Kotler 1999

Although the contribution made to this model is valuable for marketers does not mean that there is a new relationship marketing definition, instead it can be seen as an update to the traditional marketing mix, in other words the fundamental stays the same.

The use of 4 c's reflects a change in marketer's mindset reviewing the marketing process and value chain from the customers point of view. This change moves away from the mass marketing concept into acting toward niche marketing, putting more effort in understanding who are the customers and what are they actual needs. As Dasgupta (2011) stated the 4 C's   The 4 C's of marketing emerge to give solution to the existed lack of interactivity and personalization as well as the lack of community building in the marketing strategies. To apply this theory a detailed market research is needing to identify the niche market that the organization desires to attract.

The first transformation of the traditional marketing mix is Product, instead of focusing in products, marketers should study consumers wants and needs, the focus should be in providing what the customers want to buy. Nowadays companies are providing solutions

to customers instead of selling single products, by utilising the advantage that internet provides to customers in designing their products through the customization and personalization process. By doing this companies create value, demonstrate a genuine interest in they customers and appreciation on the desired benefits of the customers.

The second transformation is price, with cost as an alternative element. In comparison to price, cost include the total amount need to satisfy costumers needs, in which price is a part of it. Oher types of cost are the searching of the right service, transportation, usage including any other type of transaction that may occur during the selection, usage or experience of the service or product.

The third transformation is promotion with communication in the other hand. In the traditional communication process marketers use to have the total control of the information the customers were expose to by the company with sole purpose of selling. On the other hand, communication takes direction in creating meaningful relationship whit the customers, focusing on what they want and need and what is they lifestyle. The communication dialogue takes places through various media channels, with social media as the most important media representing the most significant and prevalent changes in the communication ways between organizations, communities and individuals.

The last change in the traditional marketing mix is place with convenience as the next element. The internet technologies now provide the possibility for customers to purchases good or service from any place around the word. In answer to this marketer's focus should be to make the service purchasing process for customers as convenient as possible.

3.2   Digital Marketing

The emerging of the internet has changed the whole marketing process creating opportunities and challenges on the go, making communication easy and possible in a global level. These developments give internet users the possibility to fully experience images and sound, integrated text, graphics, send e-mail and visiting chat rooms to exchanges opinions, making available the easy purchases of products and services, and find information of all kind. (Kotler, 2000).

The digital media phenomenon is constantly changing, and along with it, technologies and the way people use them are also evolving consistently. Changing completely the way people access information and how they interact and communicate with each other in a global scale (Ryan & Jones, 2009). As they described, digital marketing is not related to

technology but about people, connecting with each other (marketers and consumers) and building relationships and ultimately driving sales.

According to Ryan and Jones (2009, 15) there is seven keys in which the widespread adoption of technology is influencing the customers' behaviours:

1. Interconnectivity: Allowing consumers to connect and interact with people that have the same interest around the world, reinforcing social networks and building new virtual communities through peer-to-peer interaction.

2. Upgrading the information playing field: Contents can be created, publish, accessed and consumed faster and easily, making the information available for the customers broader and deeper. Giving consumers the possibility and power of knowledge to conduct their own research, comparing products and services before they buy.

3. Relevance filtering is increasing: because of the amount of information available consumers are increasingly looking for information categorized and delivered to them, learning necessarily how to filter items relevant to them and leaving out anything they perceive as irrelevant.

4. Niche aggregation is growing: The amount and diversity of online content make consumers more eager to participate in and indulge their particular interest and hobbies. The general consumer population is getting fragmenting in smaller circles with individual requirements, a gathering of linked minded individuals.

5. Micropublishing of personal content is blossoming: Digital media allows consumers to express themselves online. Where users can post their opinion visible to anyone and at the same time consult with others before making any buying decision.

6. The rise of the prosumer, thanks to the feedback cycle that digital media provide customers are getting more involved in creating and customizing products to fit their requirements and affect the communication and experience they receive from companies, gradually switching the power from producer to consumer.

7. On demand any time, any place and anywhere. With the help of digital economy barriers such as time, geography, location, and physical stores are less irrelevant. Satisfying consumers' needs in a more faster and easier way.

The digital evolution of the marketplace presents an excess of new challenges to marketers. While consumers continuously adapt themselves to the new ways of communicating, taking charge of the information and entertainment, they receive, marketers must change their approach if they want to connect with them. As an example, online readers in exchange of offline readers are less patient and they want the information they are looking for as soon as possible (Ryan & Jones, 2009). Marketers, on the other hand, need to apply this knowledge about online users, to deliver the information in a format that meets the reader's needs by:

- Grabbing the attention with a clear writing, concise and straight to the point.

- Making it readable with the use of subheading, bullet point to break the text instead of having large blocks of interrupted text.

- Using the inverted pyramid, delivering your story in a decreasing order of importance, starting with the most important point first, then the supporting details and so on, if the readers stop reading at any point at least he can get the core of the content.

- Be consistent: Create content that is simple and easy to read, keeping things consistent along the line.

- Engage with your reader: Engage with the reader on a much personal level, writing as if you were talking with them in specific, by using a conversational style.

3.3 Social Media Marketing

Before talking about social media marketing, a clear understanding of the technology used for this practice is needed. Social media marketing came to be as the result from the impact that social media technology development had on marketing. Changing the way customers and business interact with each other. Becoming an important factor for business success (Evans & Mckee, 2010).

In early mention, Ryan and Jones described social media as the term referring to the combined web-based software and services. Which permit user to gather online and share, exchange, discuss, communicate and participate in any form of social interaction. Also mention the penetration and diffusion in which the social media technology has being adopted into everyday life. In the same way, bringing the increase in user generated content and peer to peer interaction (Ryan & Jones, 2009). Kahn & Jan (2015) add to this definition the user generated content aspect of this technology. Allowing user to create and publish content in the social media networks to be share with other members of the social media website, connected with the user. Likewise, Saravanakumar & Sugntha-Lakshmi in 2012, from the technology aspect, refers to social media as any type of media that allows new conversation, encourage participation, connect people and provide a sense of community. On the other hand, in 2012 Mohammadian & Mohammadreza emphasizing in the engagement and interaction aspect, define social media as the activities, practices and behaviours of people gathered online with the objective of sharing knowledge, information and opinion using conversational media or technology (Whiting & Deshpande, 2016.)

Taking a more business approach Filo (2014) define social media as the new media technologies facilitating interactivity and co-creation, permitting the development and sharing of user-generated content among and between organizations and individuals.

As we can perceive from these author definitions social media entails to points the engagement or interaction amount parties and the technology used. Therefor we can possibly say that Social media involve the activities, practices and behaviours of communities and organizations using any type of media that facilitated and enhances the sharing and diffusion of information through social interaction.

They are countless website on the internet, which varies on their functionality attributes, that caters different segments of the society. Some of them focus on general masses while other are more professional networking focused. Also, media sharing sites and blogging platforms belong to the big technology umbrella of what it's called social media. Khan & Jan (2015) mention the Honeycomb Model of Smith (2007) that identify seven functionality bock of social media websites (Identity, Conversation, Presence, Sharing, Relationships, Reputation and Groups). Stating they significance as a support on which any organization can based they social media marketing strategy structure. Narrow it down in combination with Asa'ad, & Anas (2014) five social media marketing dimension (Online Community, Interaction, Sharing of Content, Accessibility, Credibility) essential to create connection with consumers or build traffic to company's websites (Khan & Jan, 2015).

> *Group and relationship functionality of social media leads to Online Communities.*
> *Conversation functionality of social media leads to Interaction.*
> *Sharing functionality of social media leads to sharing of content.*
> *Presence and identity functionality of social media leads to accessibility.*
> *Reputation functionality of social media leads to credibility.*

Figure 2 Theories on Social Media Marketing and Social Media: Khan & Jan 2015

Social media marketing is the activity or action of organization or individuals using social media technology to create strong public relation with customers online. Felix (2016) suggested that "social media marketing is an interdisciplinary and cross-functional concept that uses social media to achieve organizational goals by creating value for stakeholders"

Despite the integrated benefits that social media offers to organizations, such as the possibilities to build communities and create brand exposure. Many organizations do not fully understand the long-term impact that this offers and the business opportunities these provide when it is done systematically and methodically. With the urgency to keep up with the

market changes, many organizations treat social media marketing as traditional marketing. Forgetting the very objective of it "engagement", changing the why a business can connect with and co-create through collaborative association with its customers (Evans & Mckee, 2010).

With the changes that have occurred on marketing since the application of these technologies, customers no longer relay in just advertising and promotion for learning about new products and services. But also, on the personal experience shared by peer customers (digital word-of-mouth), about the brands, products, and services they interact with. These source of information all together with the traditional marketing are still component of the marketing mix. Consequently, adding new levels to the classic purchase funnel (awareness, consideration and purchase), forming the "Social Feedback Cycle". The figure 3 below, is a representation of how people are connected to business and their activity with the use of social technology and internet-based publishing. The connectivity that this technology provides, applied not only for b2b or b2c but between customers too, by sharing and exposing information more broadly (Evans & Mckee, 2010).
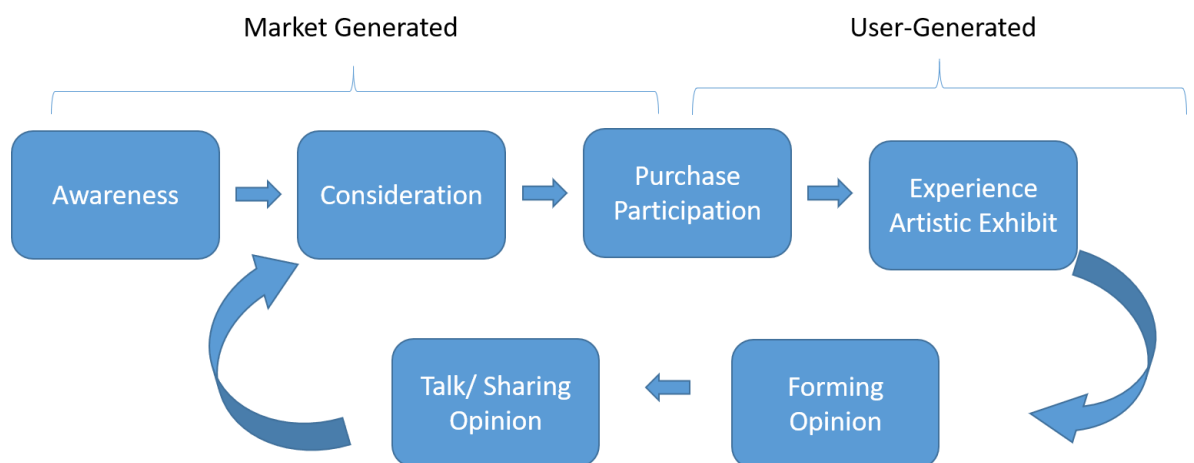
Figure 3 Social Feedback Cycle: Evans & Mckee 2010

Social media is composed by different social media websites based on the function of personal interaction, creating, exchanging and sharing content, rating it and discussing its' subject in a community (Ryan & Jones, 2009). Most of these social media websites can be arranged in groups per their primary function. Although they suggested that it is still possible to find social media sites that do not fall completely into these categories, they can be attached to multiple categories or denied them altogether. Below there are some examples different social media categories and the possibilities that these specific categories offer to marketers.

Social Media Categories	Use for Marketers
1. Social bookmarking: social sites that allow the users to bookmark their favourite web pages, videos, audio etc., and categorize them using tags.	Amplify their exposure and traffic; by creating useful, compelling content, making it easy for readers to bookmark the pages. Getting in return a better reach and obtain of valuable target traffic.
2. Social media submission sites: where the user can submit articles, videos, and other content that their community will appreciate. These sites besides submission also promote the discussion and debate of the content online.	Helps to determine what people in your field are looking for or interested in by searching and analysing the most discussed content. Having highly ranked articles on those sites, provide you with an increase boost in traffic. And posting interesting and relevant content and debating around a subject it can boost the overall community perception of your brand.
3. Forums and discussion sites: online places where anyone can start their own online or e-mail discussion community.	Provide you with insight information to engage in a meaningful way with your customers by following their conversation. You can give advices and shows your expertise on a subject raising your profile, and helps you spot negative comments and resolve it before escalates.
4. Media sharing sites: Formed by popular sites that permit communities to upload, share, comment and discuss their images and videos.	These channels are optimal for the facts distribution of your own digital media content and for analysing the acceptance of the content submitted. By following the comments made by users you can get knowledge on your target market and incorporate them in the next content.
5. Reviews and rating sites: allows the user to rate and review of company's products, services, books, music, hotels or related to specific industry or market.	Besides the advertising possibilities they offer to business. The customers' reviews posted on these sites are the perfect advocacy for your business, supporting the areas in which you are doing a good work and the ones that need improvement, serving as a free market research source.
6. Social networks sites: these are the most common sites people think when it comes to social network. They are digital platforms that connect people with each other around the world. They allow users to build a group of friends where they can share all sort of things. The social networks sites popularity comes from the possibilities that these of-	These social network sites provide flexible advertising options for businesses directing their ads to specific target groups users based on the profile information. Also offer companies the possibility to set up their own profile page allowing users to link these pages as friends or fans, giving them the possibility to monitor what they customers think about them. Through the exchange and communication between the brand and social network users, and the instant respond to feedback, these networks can boost you company online reputation,

fers to the users to find and re-connect with people differently and easily.	and a great place to attract brand advocacy.
7. Blogs: serve as a way of self-expression and communication giving the possibility to any user to become a pub-lisher, providing them with ac-cess to a global audience. People use it to report local news, write out their emotions, to share their visions and ex-periences.	Getting the story picked up and broadcasted by a popular blogger give them more exposure, traffic and inbound links than any other traditional press release. The online community will engage with you if you engage with them providing a more personal insight into the company.

Figure 4 Different Forms of Social Media (Ryan & Jones, 2009).

Social media marketing is of great value for organization that are trying to influence cus-tomers at different stage of the buying process or talk with them during the whole process (Whiting & Deshpande, 2016). It provides companies with tools for co-creating with custom-ers, and a greater understanding of key customers segment. The amount of companies using social media as they mainly tool for reaching out to customers increases yearly. Uti-lising this technology to promote a strong existence and friendly relationship, creating buzz, targeting customers and learning from them (Saravanakumar & SuganthaLakshmi, 2012). With the social media user numbers increasing over the year, social media marketing as become an inherent part of business growth. Considering social media influence as the social network of most popularity on the online activity, with the social media channels Fa-cebook, Youtube and twitter as the first, third and tenth most trafficked sites on the internet. Regularity being use by 91% of adults online (Fan & Gordon, 2014). According in 2018 active social media user reach the amount of 3.196 billion with a penetration of 42 % world-wide same as active mobile social media user with amount of 2.958 billion.

Companies motivation differ in comparison with average social media users, since the mainly interest is to connect with customers with the purpose of making sales. Therefore, according to Meiners et al, the five most goals of organization to use social media marketing are to build relationships, build brand strength, give publicity to the company, aid in the promotion of the business and engage in market research (Whiting & Deshpande, 2016).

 "As people take control over their data while spreading their Web presence,
they are not looking for privacy, but for recognition as individuals. This will
eventually change the whole world of advertising." Esther Dyson, 2008.

Opposite to the traditional media, costumer response is a critical activity that are made possible through the social technology. The engagement in this case occurs when customer

take part in an open, participative social environment, meaning that consumer, as well as stakeholders, are active participant rather that viewers. In other words, what create the difference between traditional media and social media is the participation of customers, by willingly taking time and energy to talk to companies, implying that the customer has a personal interest in what you are bringing to the market.

With the power that social media give to consumers changing the communication with companies, the relation marketing concept started to gain more development in contrary to other marketing forms. In which both parties benefit from the relationship by investing in it (Clark & Melancon, 2013). By applying relationship marketing strategy, companies focus more on improving customer interaction to promote better brand loyalty with it basic on customer experience management (Rouse, 2014).

According to Clark and Melancon, companies using social media in relationship marketing tend to gain more benefits form their marketing efforts through/from the consumers they manage to influence on the process. By having more possibilities of creating higher perception of relationship investment for they follower and creating stronger perception of quality relationship. Taking direct effort on customers service issues and likely raising their satisfaction to a higher level. Fostering loyalty even in customers who do not purchase they offer, by allowing them to show their liking and affinity to the brand; and having higher possibilities of better exposure of the brand by customer through word of mouth (Clark & Melancon, 2013).

4 Event Marketing of Cultural and Art Related Events

Giving the importance of cultural and art-related events in the community where they are staged and the increase on the market for cultural consumption, there still a lack of researches and studies regarding the use of marketing strategies inside this sector. In terms to find a solution to the discrepancy between cultural events and marketing strategies; cause by the assumption that artistic production tend to attract only a certain specify public, and the mindset of artists regarding the concept of marketing. It is important to understand the specificities that this types of event have in contrary to other; to be able to apply marketing strategies and integrate then into the structural organization of cultural events and arts organizations (Ferreira & Sarmento, 2014).

The existing partial exclusion of marketing in the culture and art sector are caused by the belief that artist role is superior to the user in the artistic production. Although, this mindset has changed, and the development of marketing practices in arts and culture institutions

started to happen as an answer to the following challenges that these organizations are facing. (1) The grow of culture and art sector; (2) increase need in finding financial resources; (3) the increase competition within the sector as well as among other sectors; (4) the need to get to know better their visitors (Gluic & Mihanovic, 2015). Besides the growth in cultural consumption from traditional arts organizations like museums, theatres symphony orchestra and performing arts institutions among others. There is a constantly challenge from this organizations to compete with entertainment industries such as theme park, the film industries, and other events to attract more customers, to become less dependent on public funding and stimulate audience participation (Ferreira & Sarmento, 2014).

These challenges have push arts organizations to adopt marketing principles; making the art marketing discipline more integrated into the organizational structure of arts organizations. In the same way, the specific characteristic of cultural and artistic products instead of being contradictory to the marketing concepts can instead reveal they own limitations for marketing. Moreover, new marketing theory in these sectors is suggesting the requirement need for equal attention for managing the artist, artistic work and the artistic consumption meaning the client and public. (Gluic & Mihanovic, 2015). As well as the necessity to understand the relationship between marketing decisions and organizational performance to fully implement marketing strategies in arts organization (Boorsma & Chiaravalloti, Arts Marketing and Performance Management: Closing the Gab Between Mission and Indicators, 2009).

The elementary objective of arts organization has been the presentation of high-quality arts, but the decisive point of artistic experience happens in the communication between the performers and the audience (Bernstein & Kotler, 2007), since without the audience participation the art organization will lose they functionality. Therefore, the implementation of effective marketing strategies is a must do activity for the success of these organizations, always taking into consideration that even though marketing is a customer centred activity, these does not mean that the artistic production needs to compromise its artistic integrity. To have a clear view of the purpose of marketing in arts, Hill, O'Sullivan, and O'Sullivan define arts marketing as "an integrated management process which sees mutually satisfying exchange relationships with customers as the route to achieving organizational and artistic objectives" (Gluic & Mihanovic, 2015).

4.1   Marketers in Art and Cultural Organizations

In the past yeas art organization in Europe are facing managerial challenges, the cause of this is that before they could rely on public subsidies and were not affected by the pressure to respond to market changes to keep functioning (Boorsma & Chiaravalloti, Arts Marketing and Performance Management: Closing the Gab Between Mission and Indicators, 2009). Earlier arts organizations did not pay attention to the changes in consumer behaviours and competition from the entertainment industry. At the present, these changes force this organization to become more market oriented and develop market strategies to stabilize, maintain, diversify and expand funding sources.

When thinking about applying marketing strategies in art organization as the opposite of for-profit organizations which goals is to maximize long-term profits or shareholders. Museum entities as an example, besides increasing customers, focus on optimizing community interest, aesthetics values, and preservation of the institution goals. Aims which may also apply to any art organization or cultural event artistically produced. And above all whatever revenue generating marketing strategy, must be in line with the critical organizational goal (Blattberg C. & Broderick, 1991). Which in some cases respond to the principle or social responsibility that most art organization needs to follow to justify governmental subsidies such as broad their target audience to include less well-educated viewers. Marketing in other hand offer the possibility and required tools for art organization to increase the number of participants, through breaking the barriers that prevented people from attending, by educating, offering a more compelling experience, creating exchanges and influencing behaviours. (Bernstein & Kotler, 2007)

As in any other organization, the marketing mindset in the arts institutions demands a systematic study of their customers' needs and wants, what are they perceptions and attitudes, preferences and satisfaction. The marketer needs to pose questions such as who the customers are, what does they value, and how can we create more value for them, and the organization needs to act with this information in mind to satisfy their customer's needs (Bernstein & Kotler, 2007). As they mention in their book "marketing is a way of thinking for the entire organization, whether it is in the non-profit or the business sector.

The changes in consumer's behaviour, requiring services to satisfy their needs instead of products has brought up the services centred marketing logic that all organizations are adopting creating valuable services in interaction with customers (Boorsma, 2006).

The adaptation of this logic also applies to the arts and culture sector, Boorsma (2006) explains that the goal of marketing programs in these fields is to create art specific organizational objective driven by the customer's involvement in the following for conditions, the value creation process, the core customers value, the selection of customers and performance measurement.

Condition 1: "The art consumer is a co-creator in the total art process, but not a co-designer of the product regarding its form". The involvement of customer should be after the artistic idea form is already develop. The co-producer role of arts consumers is at the final stage of the art process, giving meaning to the artefact, with the use of their imagination and perception of it. Marketing aim is to support and reinforce the co-creative role taken on by the consumer, be developing service to the different arts consumers need for each market segments. Assisting consumers with the right communication and specific attitude and maximizing they support through customer interaction and iterative learning process from both arts consumers and arts organizations.

Condition 2: "Arts marketing should aim to support and facilitate the artistic experience as the core customer value". Art consumer gives high value to the artistic experience as a benefit for co-creation. The artistic experience in customers depends on the amount of perceptual interruption, the extent of the challenge to make sense of the artefact and the amount of meaning that this can encourage. For consumers to achieve a positive artistic experience, they need to approach the artwork with an open mind, accepting the challenges and believing that the artwork evokes something news. In this case, the marketer should avoid making prejudice, create an atmosphere of distrust and make a premature interpretation. They purpose should be not only to generate a helpful service but also to create and maintain ideal condition for artistic communication. One aspect important for the success of the artistic experience is the artistic reputation since arts consumer will contribute to the co-creation if they do not believe in the material presented. By doing branding and positioning, marketers can contribute to the build a strong and trustworthy reputation. Besides focusing on the co-creation and the artistic experience, social and educational benefits should also be stimulated.

Condition 3: "The artistic objectives should drive the selection of art consumers". The selection of customers is an important issue in the art marketing. So far arts organizations have been focusing on the creation of value only to the regular customers, because of the commitment to the arts and their intellectual and high cultural skill being able to better complete the artistic work. Besides these being a relatively small group, it also brings problems when it comes to the optimization of the art process as well as the societal function of it. For

the arts to achieve they societal function the artistic language needs to be able to reach an adequate number of people, including new and occasional customers, and the new artistic ideas need to merge with the general culture. To be able to make this merge, it is important that consumers talk about the artistic work, not only using technical language but everyday terms as well. For the attraction of new and occasional customer's arts organization need to consider the decision-making behaviour of this segment in terms to provide meaningful information, since the artists and technical language has no meaning to them. Also, the development of educational programs that provide learning to the non-specialist consumers about their co-creative role is important.

Condition 4: "Performance measurement should focus on the contribution to the artistic objective". Financial performance and the generation of found still a concern, but these factors can also obstruct the achievement of the artistic objectives. In arts organizations, the foundation for performance measurement should being derived from the art consumer's experiences, not only the artistic experience but the experience with the supporting services as well. The adoption of this view means that the organization's mindset pays equally respect to the artist and art consumer's role in the art process. Furthermore, in an artistic context, customer orientation refers to the orientation to the co-creative attitudes of customers and not to the orientation to customers' needs and wants.

4.2 Social Media Marketing in Arts

Recently cultural and art organization are starting to increase the use of social media marketing. The reason to it is that marketers in this type of organization come to realize the need of using these forms of marketing to retain and attract target audience. On the recent years this organization are suffering from a lack of participant and decline on their tickets sales. The cause of these is the lack of knowledge and understanding from arts marketers in how to communicate with the current audience. In fact, there is no decline of performing art popularity as people are still interested in it (Ryzhkova, 2010). The problem relays on the fact that nowadays people don't want to pay for whole season of unknown performance in advance, their decision to participate in this leisure activities are more and more spontaneously, and with high customized/tailored service expectation. The current audience lifestyle it is changing as well as the decision for participate in cultural and art related events, now a day's people before participating in this type of events normally ask this question: *Will I like it? Will I understand it? Will I feel comfortable there? Will I fit in?* Arts and cultural organization have come to realize the importance of using social media and Websites technologies to meet customers' expectations, creating social interaction, offering interesting

information and personalize and inside content on what they are offering around events, which can encourage possible online ticket purchase in return (Ryzhkova, 2010).

Live Nation CEO Michael Rapino, stated the importance of providing functional online spaces to participant that besides concert list, offer fan messages boards, blogs and other Web 2.0 features to create a more positive effect on the concert experiences. When people socialized with other fans about news and upcoming events it can provide a more vivid experience (Whitperson 2007)

To analysis social media in arts and cultural organization, it is important to understand how this entities work and their structure while creating events (performance & exhibitions and so on). Through a self-analysing of the author studies in event management, combined with his experience as an artist, it came to light that these three main stakeholders (visitors, arts producers or curators and artist) are the key factor to understand the communication process in this organizations better. By analysing these stakeholders around the art environment, expectations, what are the reason to participate, questions need and wants, can help you build the foundation to enable a multidirectional communication to amount them with the use of social media, also a way to create communities. Among these three stakeholders the art producer is the key to bring the artist and visitors together since he is the one to put together different artistic output giving them a meaning, although it does not take away the importance that the other two stakeholders have.

The reason for the development of social media in arts and cultural organizations is to increase brand awareness, promoting upcoming events and building relationship with fan community. Therefore, the interest in adapting relationship marketing approach instead of product-oriented one. This approach allows to establish long-term relationship with the target audience in return creating strong attachment to these institutions and with his stakeholders increasing the possibilities of building customer loyalty. In the other hands these participants will become the voices of your organization, promoting your brand and generating buzz around your exhibit, attracting more visitors. Thus, any costumer focused marketing strategy that encourage long-term relationship are favourable to the development and sustainability of Arts and Cultural organizations (Conway and Whitelock 2003).

Another aspect where social media is crucial for this organization is the possibility to make art available to everyone that is interested in the where they naturally gather and socialize. Numerous arts and cultural organizations are already using social networks to interact and engage with their target audience. These technologies make it easy and affordable to these organizations to identify customers' needs and what they value, interact through personalized channels and build and manage online communities. Also, offers the means to gather valuable costumers' data (Rothschild, 2009).

5   Handbook Creation Process

The reason for the creation of the social media marketing handbook is that many art and cultural organization promotion goes undermined, only in close circles and they social media presence is limited to the event timeline. Some of this organization are small, independent and non-profit, meaning that they have strict money use, lack of people and time for the planning and implementation of social media marketing. As a result, it is difficult for them to have interactive communication with they followers and reach out new participants.

As mentioned in the previous chapter, to better implement marketing strategies in cultural and art related events is necessary for marketers to analyses all the participants. Taking into consideration they difference, including motivation and purpose from the artist, participants, art organizations and sponsors. For the creation of this practical social media marketing handbook for cultural and art related events the author had interviewed different stakeholders on this organization. Followed by an internet research on the usage of the social media by art and cultural institutions as well as from expert in social media marketing strategy in other industries. Most of the information where found from non-academic, such as website blogs and online articles, the reason of this is because there is a lack of literary research concerning the use of these communication technology in this industry. From the results the author selected the most important point that can be helpful for art and cultural institution to take into consideration when planning the social media marketing camping.

The purpose of this handbook is to provide marketers in art and cultural institutions with advice and recommendation in how to apply social media marketing to their marketing strategy in the most simple and effective way as possible. Many of the information presented below are from social media expert from other industry, that can be adapted to answers the challenges and needs of these organizations.

The handbook creation process included four steps interview, internet research and benchmarking, classifying the material and designing the handbook.
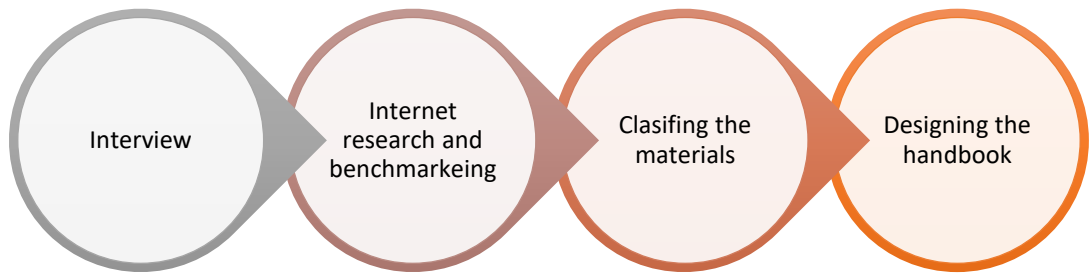
Figure 5 Handbook process graphic

- The first step in the creation of the handbook where to gather information through a questionnaire about the topic. The purpose of it was to find the reason why and how artist and promoters use social media marketing and how this can benefit the participant experience.

- The second step is conducting the internet research based on the founding from the questionnaire as well as the author own experience during his internship at MoCA and previous interaction with artist and artistic organization as a professional dancer, to find answers to the question and possible solution to facilitate the use of social media strategy in art organization as well as method to increase participant and have better interaction with the audience.

- The third step was analyses all the collected information and put it and categorize them according to subject, with the aim to form a coherent model for arts and cultural organizations to use social media in a practical way.

5.1   Interview Process

The first task in creating the hand book was to get more information about the participants. Find out what their reason are to participate in this type of events, challenges, expectations

and questions they may have concerning their experience. To get this information, the author conducted semi-structured interview. The reason for choosing this approach is that in the contrary of structured interview which a have a strict set of question to follow. The semi-structured interview gives you the freedom to bring new ideas or questions during the interview, always related to the specific topic you want to explore. Also, most of the interview are executed during the author internship at MoCA museum of contemporary art in Shanghai where he had the opportunity to interact with people insight the organization as well as outside. Therefore, the interview method was the most appropriate to not interfere with the participant experience, since many of the participants when there for visit and their time are limited to this activity. Another source of information is conversation with artist participating on the MoCA exhibition, as well as other artist professional such as choreographers and art promoters in Finland during his encounter at Zodiak Center for New Dance. The questionnaire was formed on three set of question according to the group; participants, art promoters (the organization) and artist.

In the participants interview the idea was to find out what were they expectation of the exhibit. How do they felt during the experience and what were they missing from it? The purpose was to know what kind of information they are interested in as well as what else could be possibly done through social media to enrich they experience. Therefore, when creating content for your social media you know what information to give to your audience that they will be interested, instead of what you think it may be of interest to them.

For the art promoters or producers meaning the organization in charge of exposing the artist work. The main task was to find out the challenges while using social media, questions and concerns.

When it comes to artist, the interview purpose was to know what they expectation are for being part of the event. They opinion and interest of using social media marketing for promoting they artistic work. And what are they thought about the organization marketing and promoting use of they work. The finding is show in the table below, resulting from the interview conducted.

VISITORS	ARTS PRODUCER	ARTIST
-Difficult to understand and relate to art. -Fells like just and outsider, who does not have nothing to contribute to the organization or exhibit. -Would like to have more opportunities to interact spontaneously	-Challenging dealing with budgets cuts and reaching new audience. - Wants the show to be relevant. -Give people the tools to be critical viewers. -Getting people to be more involved in arts.	-Try to reach more audience by showing his work online -Want they work to reach public domain. -Not getting relevant comment of they work online. -Feeling misrepresented online.

with the different parties of the exhibit not only schedule talks and lectures. -Visiting is not part of regular activities. -Don't feel personally invested in any art or cultural organization. -Wish to have more access to the artist perspective	-Create and foster discussion on our social media channels. -Concerns on using technology without being a distraction to the arts. -Problems measuring, they social media impact	

Figure 6 Interview Results

5.2 Internet Research Process

The internet research part was based on the previous gather information. The search was conducted with the purpose to find answers and possible solutions to the problems found during the questionnaire. As mentioned before the sources are not from an academic background, but it does not take away the relevance since the articles use as reference are written by actual marketers working in the art industry as well as relevant people in the social media marketing field.

During the research, many sources talk about how art and cultural organizations can market the event through social media. They mention tools and tactics to create relevant content increase participants and get people to know what they are doing.

In one of the authors previous courses about social marketing plan in modern business, he has the task of analysis different art organizations social media pages. The result found it was that many of this organization especially in Finland were active on the social media channels only when promoting they event such as performance, exhibitions or courses. As mention before social media marketing purpose is not only to sell or to be used only to provide information about the company. This point directed his research in finding out how this organization can quickly implement a long-term social media marketing plan as well as strategies to use for the different events.

With the purpose of finding more insight on the social media activities of art and cultural organization, the author did a benchmarking of performance arts and theatre companies Facebook page. The table below displays the measures provided by Likealyzer a website that measure and analyses Facebook page performance. The first company selected is from an internet article in which is described as one of the most stunning campaigns of art in social media by (Evans R. , 2015). The other ones were a suggestion by Likealyzer according to best practice and page performance worldwide and regional (Finland). The result shows that the engagement rate is quite ok according to the people talking about it and the

total pages like. On the other hand, the amount of text used in the post is quite significant. Also, by analyzing the pages we see that most of the post contains articles and most commented and shared are the ones with a short title and including a call to action.

Organization	The Metropolitan Opera	B Street Theatre	Teatteri Jurkka	Savoy-Teatteri
Average post length	229	126	352	246
People talking about it	12105	576	129	251
Total pages like	481073	9,094	3720	8239
Weekly Engagement rate	3%	6%	3%	3%

Figure 7 Benchmarking of Performance Art Theatre companies Facebook page

5.3 Handbook Material Classification & Design

On the first draft the author separates the hand book in two main subjects. The first one is long term social media marketing plan for art and cultural organizations. The idea was to have a very simple as possible model for being active and keeping track of your social media out post. The second is planning the social media marketing strategy, this one has more steps to perform which it may be more demanding for the marketers in arts organization. While the first one helps you keep being active and track your social media presence the second is about planning your social media strategy for a specific event for your organization.

All the material on this handbook can be use at the user own facility. The templates can either be fill in on the computer or printed to have easy visualization of the whole process. The material and format displayed on the handbook are mean to be easy to use and practical. The users could also develop it further by adding more tool and tips that may facilitate they work.

5.3.1 Long term Social media marketing plan for arts and cultural organization.

On this chapter the purpose is to incite marketers in this industry to always be active and keep track of the social media output. To not only post relevant content during the event timeline or not only about themselves and about what are they doing.

The communication planning of traditional marketing generally starts with a message directed to a specific target audience, on the other hands social media initiates with knowing what others say about you. All this with the intention to persuade people and drive conversion. Following the same idea, the author appropriates these three steps, listening, collaborating and measuring as the basis for conversion required for a blog from him, as a simple model for the long term social media plan. With these points (David, 2012.) explain the need to listen to obtain actionable insight, collaborate with an objective and measure to improve the chances of success. Steps that marketers in art field can easily apply in the social media plan. By knowing what people are talking about your organization. How to establish a connection with your stakeholders, create partnerships and incite loyalty from your customers. And make sure that your effort is not wasted.

Listening

The first action is to listen closely and respond wisely, the objective of listening is to strategically create a response that leads to collaboration. In this case the author refers to social listening, meaning that not only listen what it is said on your own page but also search for post outside it.

According to (Templeman, 2017a.) 91% of Tweets updates or comments about your post will never show in the notification, so in other words you need to look for it yourself. Also, to grow brand awareness you need to reach out on your industry, find relevant conversations within your industry to insert your thoughts and give valuable information without selling your product, passing the promotion stage into a leadership thought. This is possible by following these steps, prioritize social listening, find relevant key words, conduct automated search, create an engagement strategy and evaluate and adjust (Templeman, 2017.b)

For the engagement part marketers need to remember that they should not expect the audience to get exactly the message that the artist is trying to give. Instead the audience will elaborate they own understanding of the pieces and act, or comment according to it. Therefore, is important that any person that will be interacting with the audience through the social media channels do not criticize or give any predetermined assumptions of what to expect for the exhibit, this may be a communication killer.

Collaborating

The second action is to foster and stimulate collaboration throughout all your social media marketing output. By collaborating, you engage in activities that are the core of the engagement process (Chugh, Listen, Collaborate, Measure, 2015.)

Collaborating with your audience, being active in any conversation and being part of a community. This type of engagements will provide you with higher loyalty engagement, but remember people like sharing personal content, therefore you need to create personalized and shareable content about what is happing around the company.

Social media values do not reside only on just being a marketing channel to push communication to customers. It's worth relay on the possibility to give companies the chances to create meaningful collaboration, and opportunities for innovation.

Measuring

The third action is measuring your social media marketing efforts. By measuring you can understand how effective your social media strategy is. Being able to see what it is working and what is not and what are the improvement that you need to make (Chugh, Listen, Collaborate, Measure, 2015). The author in this step decide to include (David, 2012) co-founder of Union Metrics, the following steps to easily measure your social media. 1. Define your social goals, 2. Create metrics to Measure these goals, 3. Measure, 4. Monitor and Report, and 5. Adjust and Repeat.

Step 1 Determine and Stablish your social media goals

The purpose of social media can differ from responding customers question, spreading news and information or engaging/interacting with a community. To be able to effectively measure your social media strategy, it is important that you ask yourself what you want measure on social media, and which channels are more relevant to reach it. In other words, your goals need to be specific.

Step 2 Create Metrics

Find actual metrics and behaviours that you can measure to match your goals. Besides the basic demographic information (gender location etc), social media metrics should below there is a list of suggested behaviours to measure base on few common social media goals:

Awareness: if you want to know how far your message is spreading the likely metrics should use are volume, reach, exposure and amplification.

Engagement: the metrics that allows you seen the amount of participant and how often are retweets, comments, replies, and participants.

Drive traffic: knowing if people move through social media to your external site and they action there, you need to follow URL shares, clicks and conversations.

Advocates and fans: by tracking contributors and influence.

Brand's share of voices: To know form the overall conversation in the industry how much is related to your brand, you need to track your volume relative to your closest competitors.

Step 3 Measure

Find a social analytic tool that fits you. They are social media channels that offers some forms of analytics, or then you can use a third-party tool, that can easily be found through google search. Most of the social analytics tools work in real-time, so is in your interest before your campaign begins to set up the tracking, making easier to access the data you need for your report in advance. At this stage the tools do all the work, from your part make sure to track the social post that are of interested to you.

Step 4 Monitor and Report

This step includes setting a baseline with the initial findings for future measurements. Also, to compare this numbers with your expected results and with your competitors or other related campaigns. This also the time to start considering your schedule, a regular checking of your metric and reporting keeps your efforts on check, and compare older data with new one, giving you valuable information that you can highlight in your report and share with your stakeholders.

Step 5 Adjust and Repeat

In the last step take time to review your measurement program, see what needs improvements, make changes and continue measuring. Take a step back to review your initial goals and make sure that whatever change you make still in line with them.

5.3.2 Planning Social Media Marketing Strategy for cultural organizations.

On this subject the purpose is to create a social media strategy for a specific event that the company is producing. Having a social media marketing strategy is fundamental part of the event communication process, not only allows you to retain and acquire new audience, but at the same time helps you keep track of your results and adjust so that your efforts do not go to waist, aligning the social media objectives through the whole organization. More generally, describe how the organization will use social media to accomplish its communication goals as well as the tools and platforms it will use to achieve them.

On the figure bellow, the author explores in the model the different steps in the planning of the social media strategy for arts and cultural organizations. This model is based on the digital marketing planning model SOSTAC redesigned by Dave Chaffey in collaboration with PR Smith in 2012. In the model originally develop by PR Smith in 1999, he tents to cover the main issues needed in the creation of a marketing or business plan (Chaffey, 2016). Which Davey latter on apply it to digital marketing. Having SOSTAC model as a base for the creation of this plan there were two more factors that was taken in to consideration. The first one was the organization using this plan and the second one the type of technology

used for the implementation. Therefore, the author decides to switch the tactics step with creating relevant content. In social media the curation of the content is of importance to have higher interaction and engagement. Other resources used on the creation of this model were (Tripp, 2017; Lai, 2016.)

When approaching the social media marketing strategy planning, there are few factors that need to be paid attention regarding the different condition that art and cultural organizations have. Such as the relationship between curator's artist and customers, creating an engagement schedule according to the time it will be more effective and the possibility of interpreting the exhibit in (Lai, 2016.) two or more distinct ways.

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Marketing Analysis Research
- Get in deep with the exhibit you are promoting
- Research information about the artist background
- Study your customers social media footprint
- Knows what else is out there that can be related to you

Defining your Objectives
- Keep it simple and reachable
- Align it with the artistic values of your organization or exhibit

Strategy
- Select your audience in correspondence to your exhibit
- Post content from other sources that may be of interested to your audience
- Create different messages for different social media channels

Creating Relevant Content
- Use all the information gather during the artist encounter
- Create behind the scenes content
- Put your self in your audience shoes

Actions
- Engaging with your audience
- Align response schedule with the exhibition time
- Creating and curating content
- Collaborate with other organizations on your field

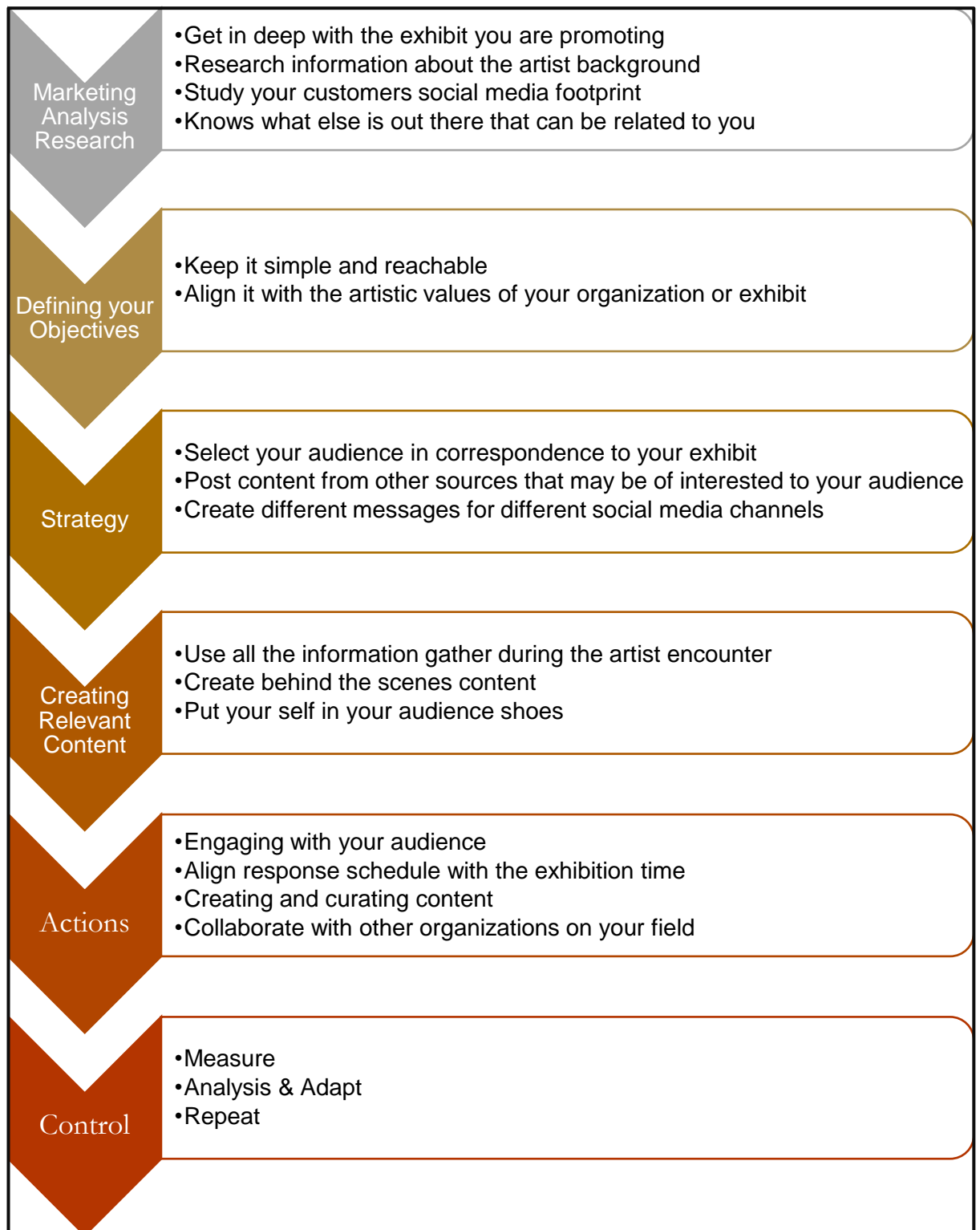**Control**
- Measure
- Analysis & Adapt
- Repeat

Figure 8 Social Media Marketing Planning Steps.

Market Analysis Research

A proper market research is handful and essential part, before starting your social media marketing strategy. Analyses your competitors your past social media post target audience, do a research about your own exhibit and other works related to it, and who are the influences people in your industry.

Researching what other arts and cultural institution are doing, give your insight information in how they use social media to increase participation and bust their image in social media. Get in deep with the exhibit that you are promoting and what else is happen out there that it can be related to it, this step helps you to create cross-reference and inbound participation. Research information about the artist background, motivation and personal view of the work, what are the inherent objectives that they want to convey, in other word try to document/record everything that happens from the first time you make a connection with the source of your exhibit. All this information can be used as resources material for post and content creation and collaboration.

Study your customer's social media footprint, their interests which of your post were more liked, shared or commented to. Knowing your audience interest and preferences helps you to create content that insight their curiosity and grab the attention, ensuring high engagement probability on your next post.

Defining your objectives

It is always good to remember to define your objectives by selecting/choosing simples and clear goals, reachable for your social media marketing strategy. Also take into consideration that social media is more than just a communication tool, through it you have the possibility to create art communities, educate and give people the knowledge to get a better understanding of their contribution to the artistic process.

Another important point/factor is that when defining the objective of the social media marketing plan you choose, to remember that this one must be aligned with the artistic values of the organization or the exhibit that for which is implemented.

When it comes to cultural and art related events sometimes it is necessary to educate the audience and offer them a prior explanation about what the will experience, in that way the audience expectation of the exhibit will not fail when it comes to visiting, there for you should consider to:

Educate your audience

Alter the stylistic mindset that art have in people. Speak to them in they own language, talking with them not to them.

Provide better communication between the artist and the visitors.

Aim to create communities

Strategy

One of the biggest challenge in many art organizations and for cultural event producers is to reach out to a larger audience, it is a fact that the arts pieces and cultural exhibits have the own market or target group to which they are the most adequate for and set of communities that are interested in it, according to the cultural values and artistic language they try to convey. (It's unreasonable to target kids to an exhibition or event in which the art pieces' main messages is nudity or violent in its core). In this step, you need to now the core messages or language that the artistic product wants to transmit to the audience to define the target market which will be appropriate for or interested in attending or participating.

By analysing the stakeholders around the art environment, it gives you a better understanding of what are the objective you need to set for your social media strategy. Below is a table listing the different stakeholder's challenge and expectations, what are the reason to participate, questions need and wants.

Creating relevant Content

"Content is king, but context is god" (Lai, 5 ways to make social media work for your arts organization, 2016). For the creation of relevant content, the selection process of the art pieces or exhibit, meeting with the artist and everything related to planning of the event or exhibit, can be a great source of information and material. Most of the time curators and producers have the possibility to visit the artist in they own environment and get face to face impression and insight in what they are about to present. Collecting all that data and registering through video and picture allows creating more interesting and relevant content to your audience about the artist and exhibit that just posting the bio and general information that can be found on his own website or everywhere on the internet.

Applying content marketing matrix in social media marketing in arts. When it comes to the content, you want to create, a good option is to follow the content marketing matrix model (Bosomworth, 2014), the matrix suggests entertaining, inspire, educate and convince as an objective for content creation. Although originally the matrix purpose was to push/drive customer purchasing decision, it can also be used to attract and drive customer's participation by creating and distributing relevant and valuable content, that engage with a clearly defined and understood target audience. Trying to move the audience stay of mind from a rational to an emotional and from notice you to active participation.

Content Marketing Matrix explained use for arts organization:

- ❖ Educate: short & straight to the point (tutorials, infographics, guides, trend reports, Articles, eBooks'). What is the audience role in the exhibit, why the selection of material or any other sources for the creation of the piece, art trends related to you or the exhibit?

- ❖ Entertain: get awareness & grasp people's attention. A side see of your studio, pictures or video of the work in progress start to finish, fragment of the artist personal live or the institution (behind the scene shoots).

- ❖ Inspire: create influence on the market "social prove when someone else talks about it" (testimonials, reviews, community forums, case studies) Share what other had said about your work, pass review

- ❖ Convince: Checklist, webinar. Highlight possible personal or social benefits that the exhibit may have. It could be statement or reflective questions. If is related to any social problem, or current situation now or in any time phase. online seminar or webinar in which the choreographer can explain they method or process of creation, they different techniques and so on.

Another factor to take into consideration is the format and language used on the content. If you want to attract different target markets you need to understand the way they communicate, the language they use and what are they interested in. knowing the social media behavior of your selected target market allows you to communicate with them in a way that they will understand and relate to you. Sometimes arts exhibit content tends to use many artistic language and dialect which are not comprehensible for the rest of the population, easing up the language and use terms that the audience will understand is a better way to attract your audience and give room to interaction on your social media posts. Taking out the elitist image that this type of presentation mostly has.

In creating behind the scenes content, cultural organizations in a contrary to other business can be more open and less traditional, having a more natural and friendly approach. They can take advantage of this factors by sharing behind the scenes, backstage at events, inside your planning sessions, artist meetings and around the offices.

While creating content, although people like the finish process, we also are fascinated about the process, remember people that are using social media like to be entertain so if you involve them in the artist life, the artistic presentation or even the process, people will get

interested and more eagerly to open a relationship with you. It can be as simple as the motive of why using one painting style against another, or the material used for piece or even the music any sources of inspired that the artist use. Also, to each visual content that you post try to ask for your audience for they opinion or give a comment that will establish the cross-communication process.

Actions

On important thing during the engagement process to remember is that when it comes to communicating and interacting with people you should praise and teach and avoid any type of criticism.

When creating the post, do not try to put out or the information at ones, or highlight all the benefits or in art product case the messages or artistic language that you want the participants to receive in one article. As in any type of conversation, if you say all that you have to say at ones there will not be anything else/lest for the rest, in other words the communication ends there. Social media posting is like having a conversation with someone that may have the same interested as you so nurture it and the most important factor is that it goes to way, questions and answer, post and comments. Another factor to take into consideration is the long and lasting articles that many arts organization post in social media, as it shows the name, social media is all about being social, whatever you do, can be educating convincing entertaining or inspiring don't try to make it a lecture.

Make articles short inspiring and refreshing, no matter which language you use, make your post interactive and personal, videos shorts, catching and visually attractive, and use good quality pictures to convey your feeling and emotions, sometimes visual images say more than text. And most of all easy to understand and relate to it.

Put yourself in your audience shoes, not all the content that you want to put out there may be of interest to your audience, so remember when creating your content do not follow your list blinding try to also see what could suit your audience to. As for example:
Try to combine your administrative post with one which only purpose is to engage or delight your audience.
If you are trying to communicate with and specific target group, let them know upfront in your post. Nobody wants to waste they time reading something that they are not interest to. Social media is all about sharing and making connection, what is the best way to do so that to share others organization articles with the same subject that you are addressing or contents from artist your organization features.

Any positive content shared about you it is a plus for your social media output, ask the people the permission to shares they contents about you, it also a way to show your appreciation to them.

Be social. Always invite your readers to respond, by leaving a comment, a vote, or to share they own story or ideas together with yours and share the post inside the own communities. Always remember to be clear/specific about the response you want, they may not follow but at least the know what are expecting of them.

Respect the platform and audience. Another important step in your social media marketing strategy is the right selection for social media channels to post the content that you have created. Each social media channel has its own function, so using the same content for each of them is not advisable. You need to consider the different channels functions, and for which purpose your audience use it.

Control

Social media is being used for a countless amount of artist and art organization. Some of them which are taking the strategy seriously have become successful in building communities and driving leads and traffic through the social media channels. But in the other hand one of the most tiresome challenges that this organization must face is the measurement of your social media.

Through social media you have the possibility to address many goals at the same time. But to be able to see if your social media is successful, you need to identify what is successful means for you. Some key ideas for better measure the effectiveness of your social media is:

- Conversion, the purpose of this is to know the numbers or percentage of how many social media users are taking meaningful action leading to your website and the value that those action is creating.

- Engagement, instead of paying attention about how many fallowers you have, it is better to check how many engagements you are creating, such as likes, shares and comment, these demonstrate that those people are actively interested in your post and not just inactively seeing them.

- Growth velocity it another way of getting meaningful information by always comparing your metrics with the same in the past, checking if there is any grow or decline giving you valuable piece of information.

–

- On-site behavior. See how your traffic is behaving on your site with the use of google analytics. The pages that received more visits and the level of interest you get from your audience.

To successfully measure your social media marketing strategy, you need to define what is the meaning of success for you, (and use) a series metrics to determine whether if your strategy is working or not. (3 basis to adapt for social media in art institutions). Remember that your social media marketing success cannot be defined by one variable or metric. The selection of metrics should happen before your get to advance in your social media to avoid selecting favorable metrics that look goods.

Another aspect for facilitating this step is the use of measuring tool to helps you measure and keep track of your efforts below there is a list of few measuring tools, functions and the channels the measure

Even though you have your metrics to help you measure your social media efforts try to look for successful examples where the customer has been delighted by your trough social media outside the metrics. It is always good to remember that the main factor of this technology is to be social, involving social engagement, community management, share of information and cross communication (dialogue). There for, it is also valuable information to look for any complains via social media that have being resolved and resulted in the delighted of the customers.

Remember to always test, evaluate and adjust your social media marketing plan.

Adjusting

For of any social media marketing strategy to be successful, it takes time, to create the right guideline that works for you, you need to experiment to find out the channels, content and type of message that works better with your audience. Then after that you will be able to adjust your strategy and get more constant results, based on all the information that you have been gathering so far (Smith, 2017.)

6   Discussion

With the constant growth of social media user's, marketers need to increase the range of tactics being used to gain more marketing penetration as well as acknowledgment for their organizations. Therefore, the importance of being in control of their social media strategy is eminent to all organization using this technology. Having a clear vision of social media

role, not as selling ticket direct line. However, a way to engage, have a conversation and allow their organization to be remembered. Also, placing more value on their organization during the purchase process.

Another critical factor to look in the future is the different form of engagement that new technologies can offer, enhancing content delivering to audience and engagement. One of the most recent development is the use of virtual reality which social media channel Facebook is pushing forward in the mission of future interaction. This concept belongs to the eight realms of the multiverse that form the mixed reality (1. reality, 2. augmented reality, 3. augmented virtuality, 4. alternative reality, 5. physical virtuality, 6. mirrored virtuality, 7. virtual reality, warped reality. Each of this realms concept can also offer different possibilities for engagement with the audience with the use of social media. This concept could also take part in another chapter of the handbook for future improvement.

Reflecting on the future of the Handbook, another version is needed since the present one is mostly base on research and theoretical methods. On the next version, all the material should go through a testing stage, in this way the author can have more reliable information about what is working and what is not and what is needed to be done to improve it. Especially since the purpose of the handbook is to be easy to implement and to obtain results.

One aspect that was challenging in the handbook creation process was the need to think of it from the practical point of view. Meaning that all the material was edited with the idea of learning by doing. Although there are some text theories, most of the knowledge the user gets it from the practical part, which brought the problem of finding the balance between the text theories and practical actions.

Another problematic step was to find the tools and methods that are easy to implement and at the same time give results. There are many social media strategies theories and tools that could be adapted to art and cultural organizations, but they are implemented by a person in charge of the social media marketing section or a group of people working together. Whereas many of the organizations for which this handbook is created don't have the possibility to hire people to only oversee the social media marketing as big entertainment companies do.

The useful part of the creation of the handbook is the author realizes that is not difficult for marketers in art and cultural organization to use social media to attain the marketing goals. The most important thing is to know the company and the service they provided. It is not only knowing about yes, they do exhibitions and so on but instead; they should aim to be art fan in a sort of way. Meaning that they should appropriate artist reflection and the way of thinking to be able to communicate the values that this organization supports. Also,

another aspect is time, it can be one hour a day or a few hours a week, once you dedicate time to your social media strategy that will show in the results.

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Appendix 1. Social Media Marketing Handbook for Art and Cultural Organizations

SOCIAL MEDIA MARKETING HANDBOOK FOR ART & CULTURAL ORGANIZATIONS

AUTHOR: DAYRON NAPOLES RUBANT

Organization Name:

Participant:

INTRODUCTION

- The purpose of this handbook is to provide marketers in art institutions as well as in cultural event; tools and methods for the use of social media. How to apply social media marketing to their marketing strategy in the most simple and effective way as possible. Many of the information presented below are from social media expert from other industry, that can be adapted to answers the challenges and needs of art and cultural organizations.

- Any of the material gathered in this handbook is proper to changes according to the aim of the institution as well as the country in which these entities are placed, taking into consideration their difference in the market.

Ps: All the material on this handbook can be use at you own facility. It can either fill in the templates on the computer or printed to have easy visualization of the whole process.

-Determine your social goals
-Create Metrics to Measure these goals
-Measure
-Monitor and Report
-Adjust and Repeat

-Participate in Social Listening.
-Find relevant key words.
-Conduct automated search.
-Come up with an engagement strategy

Measure

Listen

Collaborate

-Define Objectives
-Understand & Organize
-Engage
-Measure
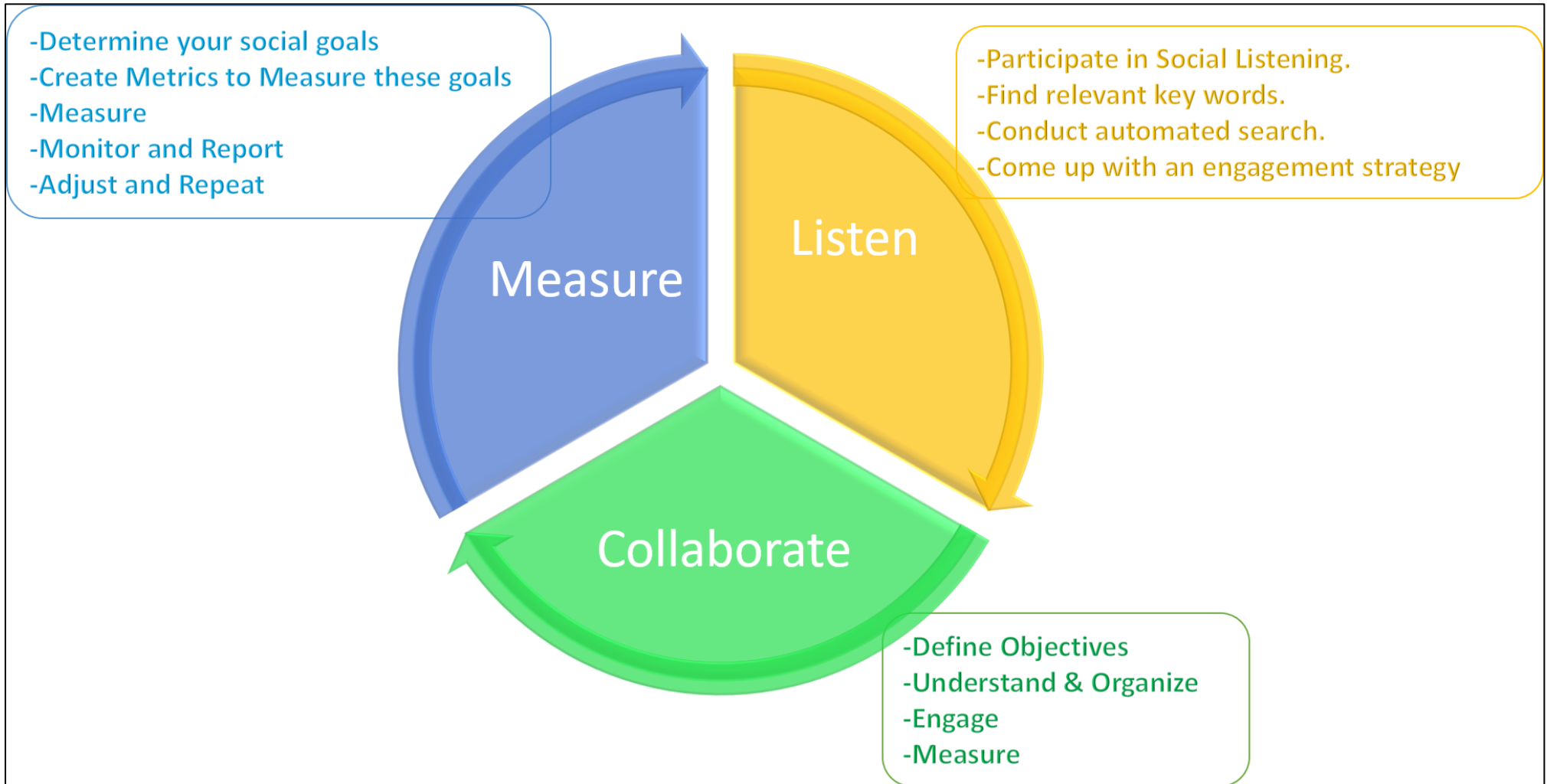
SOCIAL LISTENING

Social listening includes searching for your post and comment of your services outside your own page. According to Mike Templeman 91% of Tweets updates or comments about your post will never show in the notification, so in other words you need to look for it yourself. Also, to grow brand awareness you need to reach out on your industry, find relevant conversations within your industry to insert your thoughts and give valuable information without selling your product, passing the promotion stage into a leadership thought.

Eliminate unnecessary keywords and add frequented use ones

Listen to your conversations

Select keywords and phrases

Select listening tools and conduct and auto research

Use response rulebook as first answer
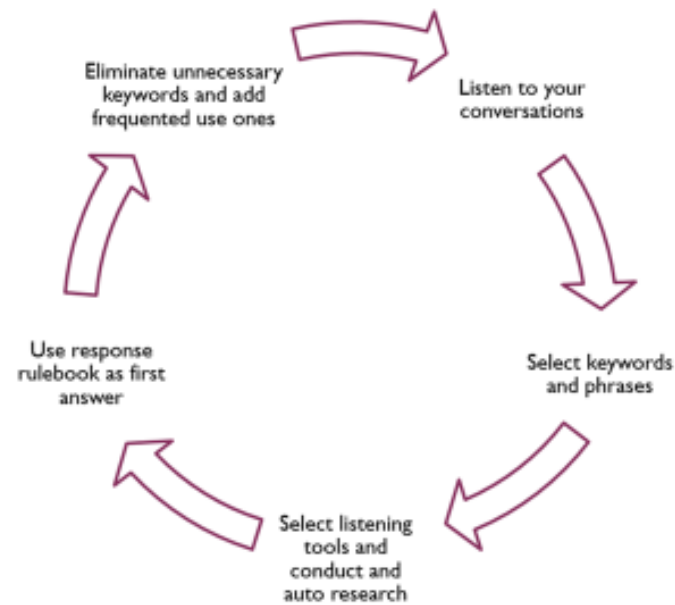
Figure #2

Many social media management tools offer listening services as well. Try to find to find the best listening services that suit you brand.

Create a rulebook that strategically permits you to create a first response to each type of comment on the relevant conversation you find. Also, taking into consideration that a different type of response it is required according to networks in which this discussion happen.

Monitoring listening tools

Tool	Description
Hootsuite	Helps your to keep track of hashtags and keywords related to your brand and industry. Giving the possibility to answer in the same platform.
HubSpot	Keep tracks on relevant conversation and brand mentions, follow up engagements and allows to schedule your social post to be publish at the right time for the right people.
Google alerts	Allows you to monitor your brand mentions anywhere on the web. By setting alerts for any keywords that you select and notifying you by email.
Mention	Keeps track in real time on any mention of your brand any where in the web. Connecting your social media accounts to the site and provide immediate answer from with it.
Brandwatch	Social media listening and analytic solution that permits you to discover conversation related to your brand on the web. Turning the data into actionable business decisions
Meltwater	Media monitoring and intelligence platform. That keep track on all your media content. Scanning conversations and filtering out wat is relevant for you.

Figure #3

Response rulebook

#	Positive response	Negative response
1	Listen to everything they have to say	
2	Do not use templates responses	Do not deleted, and answer immediately
3	Use the same social media platform in which the comment is posted	
4	Try to give a personalize answer	Express regret, ask for more information
5	Encourage them to continue posting comment	Give an honestly explanation
6	Ask approval to share it in other social media platforms	Always try to compensate in any way possible

Figure #4

COLLABORATING

The second action is to foster and stimulate collaboration throughout all your social media marketing output. By collaborating, you engage in activities that are the core of the engagement process.

The purpose is to be active in any conversation and being part of a community. This type of engagements will provide you with higher loyalty engagement. Keep in mind that people like sharing personal content, therefore you need to create personalized and shareable content about what is happing around you organization.

Remember that Social media values do not reside only on just being a marketing channel to push communication to customers. It's worth relay on the possibility to give companies the chances to create meaningful collaboration.

Social Media Collaboration Steps

- Organization objectives

1. Define

3. Engage

- Social media channels.
- Content to post
- Engagement schedule

- What are they saying about you

2. Understand & Organize

4. Measure

- Evaluate the impact of your conversation.
- Future adjustment.
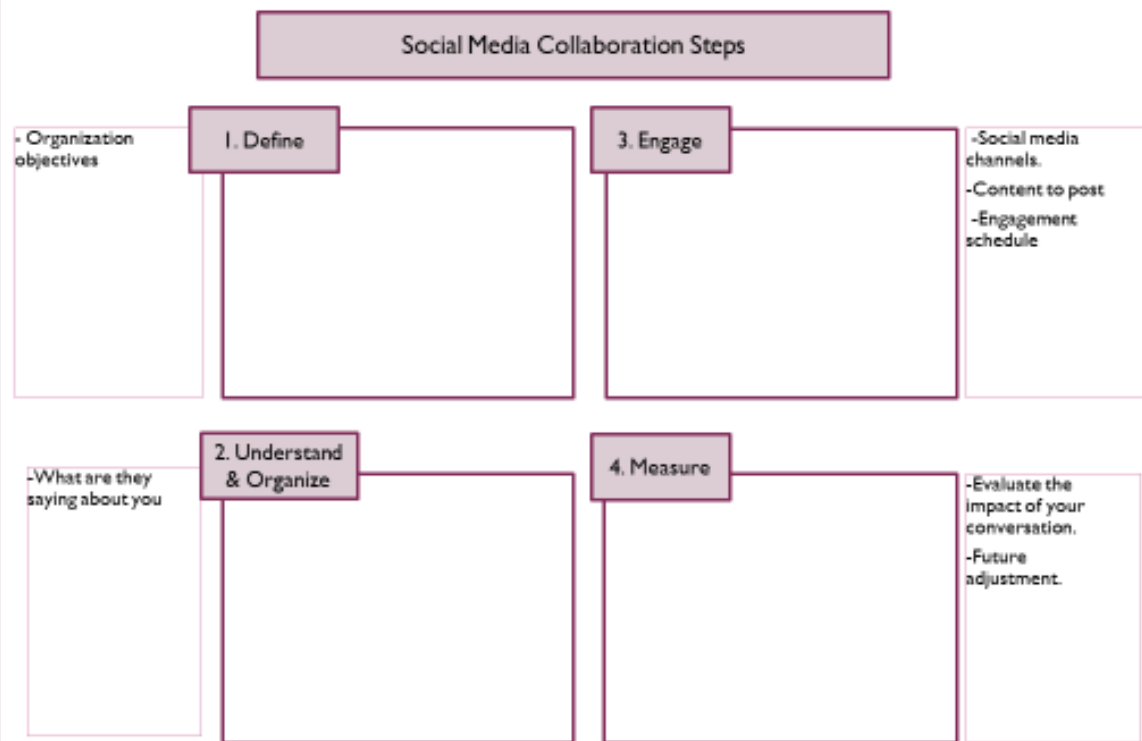
MEASURING

The third action is measuring your social media marketing efforts. By measuring you can understand how effective is your social media strategy, be able to see what it is working and what is not and what are the improvement that you need to make (Chugh, n.d.). According to Jenn Deering the co-founder of Union Metrics, you can easily measure your social media by following these five steps. Determining your social goals, Creating metrics to Measure these goals, Measure, Monitor and Report, and Adjusting and Repeat (Davis, 2017).

Social Media Measuring Steps

Social Media Goals	Metrics to measure goals	Measure	Monitor & Report	Adjust & Repeat
			Compare your results with related events and competitors. Create schedule for checking your metrics and report	Review measuring programs, make improvements .

Goals	Awareness	Engagement	Drive Traffic	Advocates	Brand Shares Voices
Metrics	• Volume • Reach • Exposure • Increase	• Shares • Comments • Replies • Participants	• URL Shares • Clicks • Conversation	• Contributors • Influence	• Own volume in comparison with your competitors

Figure #7

7

PLANNING YOUR SOCIAL MEDIA MARKETING STRATEGY FOR ART AND CULTURAL ORGANIZATIONS.

- Having a social media marketing strategy is fundamental part of your communication process, not only allows you to retain and acquire new audience, but at the same time helps you keep track of your results and make adjustments so that your efforts do not go to waist. More generally, describe how the organization will use social media to accomplish its communication goals as well as the tools and platforms it will use to achieve them.

- When approaching the social media marketing strategy planning, in art and cultural organizations there are few factors that need to be paid attention to. First the relationship between curator's artist and customers, second creating an engagement schedule according to the time it will be more effective and third is the possibility of different interpretation of the exhibit depending on the participant own experience.

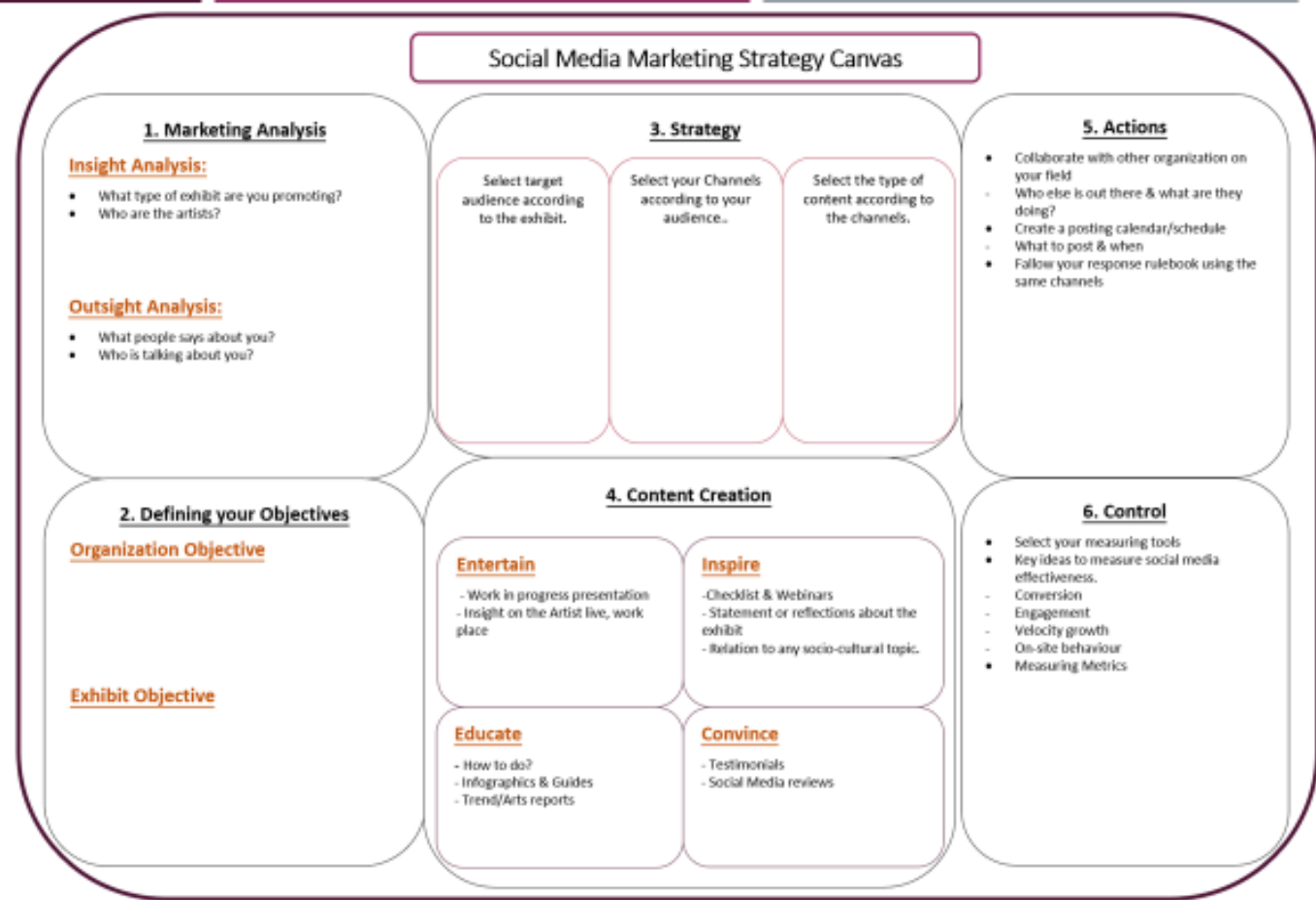| Marketing Analysis Research	Get in deep with the exhibit you are promoting	Research information about the artist background	Study your customers social media footprint	Knows what else is out there that can be related to you
Defining your Objectives	Keep it simple and reachable	Align it with the artistic values of your organization or exhibit		
Strategy	Select your audience in correspondence to your exhibit	Post content from other sources that may be of interested to your audience	Create different messages for different social media channels	
Creating Relevant Content	Use all the information gather during the artist encounter	Create behind the scenes content	Put yourself in your audience shoes	
Actions	Engaging with your audience	Align your response schedule with the exhibition time	Creating and curating content	Collaborate with other organizations on your field
Control	Measure	Analysis & Adapt	Repeat	

8

The social media marketing canvas is an exploring concept for developing social media strategy in companies. The visual charts offer steps, tools and actions to help companies plan, execute and measure they social media marketing strategy.

Social Media Marketing Strategy Canvas

1. Marketing Analysis

Insight Analysis:
- What type of exhibit are you promoting?
- Who are the artists?

Outsight Analysis:
- What people says about you?
- Who is talking about you?

3. Strategy

Select target audience according to the exhibit.

Select your Channels according to your audience..

Select the type of content according to the channels.

5. Actions
- Collaborate with other organization on your field
- Who else is out there & what are they doing?
- Create a posting calendar/schedule
- What to post & when
- Follow your response rulebook using the same channels

2. Defining your Objectives

Organization Objective

Exhibit Objective

4. Content Creation

Entertain
- Work in progress presentation
- Insight on the Artist live, work place

Inspire
- Checklist & Webinars
- Statement or reflections about the exhibit
- Relation to any socio-cultural topic.

Educate
- How to do?
- Infographics & Guides
- Trend/Arts reports

Convince
- Testimonials
- Social Media reviews

6. Control
- Select your measuring tools
- Key ideas to measure social media effectiveness.
- Conversion
- Engagement
- Velocity growth
- On-site behaviour
- Measuring Metrics

MARKETING RESEARCH

- As we all knows a proper market research is handful and essential part of any social media marketing strategy. Providing you with knowledge about your current SM situation, data for future strategy planning and resources for creating engaging content

- Recording everything that happens from the first time you make a connection with the source of your exhibit. All this information can be used as resources material for post and content creation and collaboration. Knowing your audience interest and preferences helps you to create content that insight their curiosity and grab the attention, ensuring high engagement probability on your next post.

- ..

Marketing research check list

☐ .	Analyses past social media post, more liked, shared and commented and why.
☐ .	Get in deep with your own exhibition
☐ .	Record all the material during the artist encounter and selection of the pieces
☐ .	Look out what else is happen out there that can be related to your exhibit
☐ .	Analyses your competitor social media post
☐ .	How are the influence people in your industry

1. Marketing Analysis

Insight Analysis:
- What type of exhibit are you promoting?
- Who are the artists?

Outsight Analysis:
- What people says about you?
- Who is talking about you?

DEFINING YOUR OBJECTIVE

- It is always good to remember to define your objectives by choosing simples and clear goals, reachable for your social media marketing strategy to attain. Also take into consideration that social media is more than just a communication tool, through it you have the possibility to create art communities, educate and give people the knowledge to get a better understanding of their contribution to the artistic process.

- Another important point is that whatever social media marketing objective you choose, it must be aligned with the artistic values of the organization or the exhibit that for which is implemented.

2. Defining your Objectives

Organization Objective

Exhibit Objective

STRATEGY

- In this step, you need to now the core messages or the artistic messages that product wants to transmit to the audience. To define the target market which will be appropriate for, or interested in attending or participating.

- Take in to consideration that different channels need different messages. Social media channels vary among each other not only for the way of posting content but also the type of audience that may use it.

- Also the steps to communicate this messages. Nowadays, many art exhibitions and cultural events try to engage with the audience in a variety of ways. It should be in the art marketer obligation to make sure that in those cases the audience shouldn't spend time figuring out how to interact with it, instead that time should be spend it in the actual interaction.

3. Strategy

- Select target audience according to the exhibit.

- Select your Channels according to your audience.

- Select the type of content according to the channels.

CREATING RELEVANT CONTENT

- When it comes to the content, you want to create, a good option is to follow the content marketing matrix model, the matrix suggests entertaining, inspire, educate and convince as an objective for content creation. Although originally the matrix purpose was to push/drive customer purchasing decision, it can also be used to attract and drive customer's participation by creating and distributing relevant and valuable content, that engage with a clearly defined and understood target audience. Trying to move the audience stay of mind from a rational to an emotional and from notice you to active participation.

- Something to always remember is to give the possibility to people to contact you by adding your contact information in all the social channels and post as well as link to your company website.

- Print out the social media content marketing template fill in with ideas to create content

Social Media Content Channels			
Channels	**Content**		**Media Type**
Facebook	• Behind the scenes • Blog posts • Work in progress	• Quotes • Newsletters or announcements	❖ Photo ❖ Articles ❖ Video ❖ Texts
Twitter	• Blog post • Interesting articles • Newsletter or announcements	• Quotes • Industry news • Vine or Youtube videos • Event updates	❖ Photo ❖ Text ❖ Article
LinkedIn	• Product updates • Industry news • Job postings	• Blog post • Recruitment videos • Newsletter or announcements	❖ Article ❖ text
Pinterest	• Artistic product photos • Infographics	• Guides & eBooks • Blog posts • Curated content	❖ Photo
Youtube	• Work in progress • Behind the scene	• Inside the artist mind • Artist workshop insight view	❖ Video
Instagram	• Work in progress	• Exhibition process	❖ Photo ❖ Short video

Social Media Content Marketing Matrix Template

Entertain
 - Work in progress presentation
- Insight on the Artist live, work place

Educate
- How to do?
- Infographics & Guides
- Trend/Arts reports

Inspire
-Checklist & Webinars
- Statement or reflective questions about the exhibit - Relation to any cultural or social topic.

Convince
- Testimonials
- Social Media reviews

Entertain	Inspire
Educate	Convince

ACTIONS

Social media posting is like having a conversation with someone that may have the same interested as you so nurture it, and the most important factor is that it goes two way, questions and answer, post and comments.

Make articles short inspiring and refreshing, no matter which language you use, make your post interactive and personal, videos shorts, catching and visually attractive, and use good quality pictures to convey your feeling and emotions, sometimes visual images say more than text. And most of all easy to understand and relate to it.

Action steps:

- Combine administrative post with ones to engage or delight your audience.

- If you are communicating with an specific target group, let them know.

- Balance text with image and multimedia post

- Share others organization articles with the same subject that you are addressing or contents from artist your organization features.

- Invite your readers to leave comment, vote or share they own experience and share them with they permission.

- Create a editorial calendar/schedule

- Fallow your response rulebook using the same channels

Possible Collaboration

Companies	What are they doing

Editorial Calendar

Name/Title	Content Type	Owner/ Author	Priority	Assets Complete Due Date	Publish Live Date	Status	Theme/ Categories	Audience	Social Media Channels
	Press Release		High			Complete			
	Blog Post		Medium			NEW! In Progress			
	Case Study					NEW! In Progress			
	Announcement					Not Started			
	Email								
	Notification								
	Newsletter								
	Article								
	Video								
	Advertisement								
	Report/Research								
	Infographic								

CONTROL

Through social media you have the possibility to address many goals at the same time. But to be able to see if your social media is successful, you need to identify what is successful means for you. Some key ideas for better measure the effectiveness of your social media are:

- Conversion, the purpose of this is to know the numbers or percentage of how many social media users are taking meaningful action leading to your website and the value that those action is creating.

- Engagement, instead of paying attention about how many fallowers you have, it is better to check how many engagements you are creating, such as likes, shares and comment, these demonstrate that those people are actively interested in your post and not just inactively seeing them.

- Growth velocity it another way of getting meaningful information by always comparing your metrics with the same in the past, checking if there is any grow or decline giving you valuable piece of information.

- On-site behaviour. See how your traffic is behaving on your site with the use of google analytics. The pages that received more visits and the level of interest you get from your audience.

Social Media measuring tools	Social networks	Functions	
Hootsuite	Facebook, Twitter, LinkedIn, WordPress Foursquare and Google+	Weekly reports on brand analysis, engagement numbers and team performance.	
TweetReach	Twitter		
Buzzsumo	Facebook	Content research, analysing and monitoring pages	
HowSociable	Tumblr, WordPress, Facebook, Pinterest, Twitter and so on	Shows which social media platforms work best and which needs attention	
Likealyzer	Facebook	Benchmarking and competitors option Facebook page rank (Likerank) Engagement, likes over time	

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RESUME

- With the constant growth of social media user's, marketers have increase the range of tactics being used to gain more marketer penetration as well as acknowledgement for their organizations. Therefore, the importance of being in control of your social media strategy, is eminent to all organization using this technology. Having a clear vision of social media role, not as selling ticket direct line. But a way to engage, have conversation and allow your organization to be remembered. Placing more value on your organization during the purchase process. Another important factor to look in the future is the different form of engagement that new technologies can offer, enhancing content delivering to audience and engagement. One of the most recent development is the use of virtual reality which social media channel Facebook is pushing forward in the mission of future interaction. This concept belongs to the eight realm of the multiverse that form the mixed reality (1. reality, 2. augmented reality, 3. augmented virtuality, 4. alternative reality, 5. physical virtuality, 6. mirrored virtuality, 7.virtual reality, warped reality. Each of this realms concept can also offer different possibilities for engagement with the audience with the use of social media.

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