Tampere University of Applied Sciences

Digital Marketing Plan For Serlachius Museum's Workshop

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International Business

ABSTRACT

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Digital Marketing Plan For Serlachius Museum's Workshop

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This thesis was to write a marketing plan for a workshop that will be facilitated by Serlachius museum. The workshop is a new product, and the museum did not have a separate marketing plan for that. They wanted to know the target audience, marketing channels, and analysis to gain insights into the market. As a result, they can plan and execute a better marketing plan.

The objective of the research was to discover the target audience, how to find them on social media, and convert them into consumers in a cost-effective and time-efficient way. The research was conducted by a survey. The reason for that is to test assumptions, in this case, customers and their expectations and what media channels they are using for the museum to raise awareness and gain attention from the target audience.

The plan helps the company stay on track when executing but also gives them a bigger picture of the market and internal and external resources that they have to leverage the chance of success. It would help the commissioner to have an analysis and strategy to prepare for a realistic marketing plan in the near future. The commissioner also should set KPIs to track the efficiency of marketing operations and have an interview to understand more about the target audience.

Key words: Marketing plan, marketing, marketing for the museum, marketing strategy

CONTENTS

ABBREVIATIONS AND TERMS

TAMK   Tampere University of Applied Sciences

B2C   Business to consumers

1 INTRODUCTION

The aim of the thesis was to create a marketing plan for Serlachius Museums' Virtual Art Workshop. Selarchius museum is a dream of Gösta Serlachius (1876–1942). It was opened in 1984 to collect and maintain the art collections from Finland's Golden Age. There are two museums which are Serlachius Mu-seums Gösta and Serlachius Gustaf in Mänttä that have been maintained and in operation until now. The museum offers a meeting place for people who are interested in high-quality arts, history, and good stories (Serlachius Museum, n.d.). In 2020, the museum was ranked 2nd on Lonely Planet's list of the top sights in Finland (Discovery Finland, n.d.).

Selarchius wanted a digital marketing plan for a virtual art gallery workshop, a new product. They do not have a previous experience in marketing for the workshop, and thus, they need a separate marketing plan for that. The pur-pose of the workshop is to introduce the international audience to the muse-ums, artworks, and exhibitions and do online art-related activities together. The museum does not have a marketing plan yet, therefore, it was necessary to create a comprehensive marketing plan for it.

The objective of the thesis was to draw up a marketing plan for the workshop which will help the museum have a new perspective and could utilize some suggestions. The marketing plan requires a lot of analysis to understand the environment and figure out how to reach out to potential customers not only in Finland but all over the world.

2 THESIS PLAN

The thesis plan explains the overall picture, including the thesis topic, objec-tive, purpose of the thesis, marketing strategy framework, and how data is col-lected and analyzed to help create a marketing strategy and plan. It will help the readers to see a bigger picture and overall structure more clearly about the thesis.

2.1 Thesis topic

The thesis topic is to write a digital marketing plan for Serlachius museum. The museum would hold a virtual art gallery workshop to get more international audiences around the world and tune them into a potential live visit where the audience are under the guidance of an instructor to create their own interpre-tation of the landscape and the results will be shown in the museum's virtual art gallery.

The workshop will help to create a new level of engagement and interaction where people are offered opportunities to learn new things about museums, and history and have a hands-on experience by creating their artworks. To help to facilitate successful workshops, the museum needs to make sure it aligns with museum's visions and understand who their target audience is, what values they need from the workshop.

The marketing plan includes practical and realistic steps with an emphasis on the right tools and strategy to reach the right target audience in a time-effective and cost-efficient time.

2.2 Thesis objective, purpose, and research questions

The thesis objective is to draw up a marketing plan for Serlachius that will help them have a new perspective on how to market a virtual art gallery. They do not have any marketing plan for that yet. And therefore, the purpose will help them with the marketing plan. The resource and current marketing abilities will be taken into account to give a realistic plan.

There are five main research questions for the thesis:

How to create a comprehensive marketing plan for the workshop?

Who are the target customers?

Which appropriate channels should be used to reach them?

Who are Serlachius competitors?

What are the weaknesses and strengths that they can use it as advantages to be a top service provider?

The primary research is "How to create a comprehensive marketing plan for virtual gallery art", the other sub-questions will help to answer the primary question clearly and help the topic stay on track in the writing process.

Also, the next chapter will explain about theoretical framework and theories to give the readers a basic knowledge before reading the marketing plan for the workshop.

2.2.1 Working methods and data

The most important thing about this marketing plan is finding out who the targeted customers are and their habits. Quantitative research enables generalizing results to large measurable pools. It has been chosen for the study since it is numerical and based on reliable numeric data.

The customer survey plays an important part in the thesis. Data collection is mainly quantitative which is shown in graphs. However, some questions in the survey will be quantitative such as "What makes customers consider when joining a virtual art gallery's workshop?" "How often do they usually come to see virtu-al art gallery" and "What are the reasons they decide to come and see". Therefore, the respondents could express their opinion, feelings, and recommendations. The data was collected from the online customer survey with 100 responses, and one month was the time to collect the survey. Also, books and reliable websites are the main sources for theoretical framework and data collection.

2.2.2 Thesis process

There are six chapters in the thesis. The first chapter introduces the topic, objective and purpose of the thesis. The second chapter is marketing theories which explains the core elements to make a successful marketing plan. Analysis and research will be covered in third chapter which will focus on internal and external environments. it includes company analysis, competitor and customers and SWOT analysis, and marketing plan will be covered later in the chapter. Finally, the last chapter goes in detail about conclusion.

3   THEORETICAL FRAMEWORK OF MARKETING

3.1   Important marketing concepts and theories

This part will explain some basic marketing concepts and theories to help readers understand before going through the marketing plan in the next chap-ter. The chapter has four parts, marketing, marketing plan, business-to-consumer market-ing, and market research. The first and second parts explain the basics of mar-keting and the marketing plan. It is one of the most founda-tional knowledge and core element of marketing. As Serlachius has the end customers as consumers, it is essential to explain the B2C marketing to the reader.

The last part is market research which explains the types of data and type of market research that companies are using and how to choose the right one to answer the question of the marketing plan that they expect

3.1.1   Marketing

This part will explain some basic marketing concepts and theories to help readers understand before going through the marketing plan in the next chap-ter. The chapter has four parts, marketing, marketing plan, business-to-consumer market-ing, and market research. The first and second parts explain the basics of mar-keting and the marketing plan. It is one of the most founda-tional knowledge and core element of marketing. As Serlachius has the end customers as consumers, it is essential to explain the B2C marketing to the reader.

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Marketing, nowadays, has become a part of our daily life and an indispensa-ble part of business. According to Peter Drucker, successful marketing makes selling unnecessary and helps customers with buying decisions (Kotler, 2012, p.5). Most

people have defined marketing in a very limited way, such as mar-keting as sell-ing or advertising.

However, it is just a small part of marketing activities. The basic definition from the dictionary is " the provision of goods or services to meet consumer's needs". In other words, it is about trying to figure out what customers actually need and offering a product or service that meets the requirement in a profita-ble way (John Westwood, 2016, p.4). According to Philip Kotler, an American marketing author, the simple definition of it is that marketing is managing prof-itable relationships with customers by delivering superior values and offering them consistently. The company needs to attract new customers, meet their expectations, and retain the customers by delivering satisfaction (Kotler, 2012, p.5). And successful marketing is putting the right product at the right time in the right place.

There are three essential marketing elements: the company's abilities, cus-tomers' needs, and the marketing environment. Although the company cannot control the marketing environment, the abilities of the company can be man-aged by the marketing function to devise tactics to make a profit and satisfy its custom-ers(John Westwood, 2016, p.4). There are four critical factors often re-ferred to as the "marketing mix" as known as the "Four Ps":

- Product: is the item, commodity, service, and experience offered by a com-pany to satisfy to a consumer's needs, wants, and desires. It can be tan-gible or physical existence, such as clothing, computer, and sham-poos. It can be intangible such as airlines, hotels, or house cleaning services (Kinza Yasar, 2022). The successful product bridge the gap between their offer and market demands. Furthermore, when we talk about the product, it refers to packaging, quality, design, and product type. Based on that, the company will decide how it should be placed and promoted.

- Price: it is the value that is put for by the company that customers are willing to pay for the product. The pricing strategy will depend on the prod-uct and brand's values, how much consumers are willing to pay for it, com-

petitors' prices, segmentation, and seasonal discounts. The price can fluc-tuate based on the product's market (supply-demand) and sale cycles (Kinza Yasar, 2022).

- Place: this is where and how the product should be displaced. A good strategy is to gain the target audience's attention and make it as easy as possible for them to buy. It is displayed in brick and mortals stores and online (Alexandra Twin, 2019). Depending on the target audience and seg-mentation, if the target audience is young people aged 18-23, it would be better to promote the product on social media platforms and online. For instance, Apple pays a premium for the right location be-cause they want to approach the customer with a warm welcome, help them to solve their problems and turn a place to buy products into a destination to have mean-ingful and user-friendly experiences (Pamela N. Danziger, 2017).

- Promotion: promotion refers to how the company reaches out to the core target audience at the right time in the right way. It can include ad-vertising, word-of-mouth seeding, social media campaigns, and media strategy for introducing the service or product to the target market. The goal is to en-courage and persuade them why they would need this product over other products, and it is customer-friendly in terms of price (Alexandra Twin, 2019). In general, marketing is a process by which in-dividuals, as cus-tomers and organizations, create and exchange values with others to sat-isfy their need and want.

Next, figure 1.1 will the basic marketing system. Firstly, the company and com-petitors try to understand customers by interacting with them, such as doing con-sumer research. Then, they create market offerings and messages to con-sumers directly or through intermediaries. However, major environmental forc-es (demo-graphic, economic, natural, technological, political, and so-cial/cultural) affect the system, and success does not depend only on the com-pany. It also depends on how the whole system works and how well it serves the consumers (Kotler, 2012, p.8)
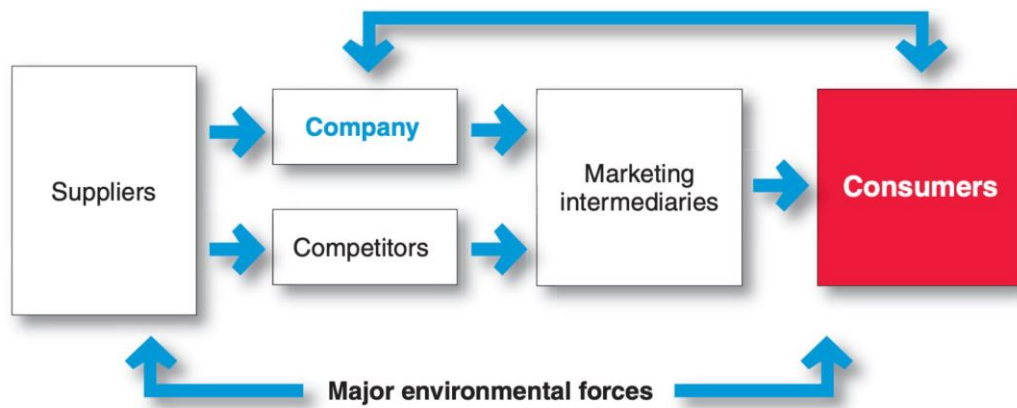
3.1.2 Marketing plan

A marketing plan is a document that includes all the marketing strategy, advertising, or social media plans undertaken over a given period of time. The marketing plan aims to reach its target audience and market, get more leads, and keep track of activities aligned with business goals. Having a marketing plan as a strategic roadmap for business helps the marketing team across the whole company execute and work towards business goals. The main components of the marketing plan include:

- Marketing research to understand customers' desires helps to support pricing decisions and understand the internal and external environment to leverage the company's resources.
- Messages and campaigns that reach out to target customers in certain demographic and geographic
- Selection of the platforms for promotion: TV, print ads, social media, magazines, and the combination of those selections for each marketing campaign
- Measured metrics help to evaluate the effectiveness and whether it is a success or a failure. (James Chen, 2022)

Figure 1.2 below explains the basic process of marketing planning. It helps the company take advantage of resources to determine the opportunities, identify the

market position, and encourage everyone to get involved and move together towards the business goals. In general, there are twelve basic steps in making a marketing plan.

First, the company needs to set a corporate goal that they want to maintain during its operation and development. The corporate goal is measurable results they can track to ensure they move in the right direction. Secondly, the company will do internal and external research, which helps them to collect and analyze the information of the environment and competitors for external and historical data such as sales, orders, and margins in the context of the marketing of the products.

After all data and information have been collected and analyzed. Next step, a SWOT analysis will be undertaken to examine internal and external factors to understand better what the company does best, what could be improved to compete with competitors, and uncover many opportunities that the company might overlook. Then, the company comes up with assumptions and hypotheses to decide on marketing strategy and campaign based on the probability of success, resources, and other factors such as technology, economy, or competitive advantage. The company can now set marketing objectives they want to achieve since everything is more apparent. Marketing strategies are the methods to enable a company to achieve marketing objectives. It considers the marketing mix (price, product, place, promotion) and maps out the steps to implement it in action plans. To ensure everyone knows who is in charge of something, marketing programs are written down to define who does what, when, where, how, and why it matters for the whole process and the company's marketing goals. In addition, a budget plan should be included to avoid financial risks and keep the company in a "safe zone" to implement the plan in a cost-effective way. The plan is now ready after all those steps. Moreover, the marketing plan needs to include a communication plan to manage projects properly and make the communication process between departments and employees as smooth as possible. In a fast-changing environment today, a marketing plan should be regularly reviewed and changed if needed on a monthly, quarterly, or yearly basis. (John Westwood, 2016, p.9-11)

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                    ¦  Set corporate objectives ¦
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            │   Carry out internal marketing research │
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                    │    Carry out SWOT analysis │
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            ──────▶ │     Make assumptions       │
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        │  Set marketing objectives and estimate expected results │
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3.1.3 B2C marketing

The term business-to-consumer refers to the business model in which they target consumers directly rather than selling their products or services to businesses or retailers as the end-users (Will Kenton, 2022).

To succeed in business-to-consumer marketing, they have to understand the customer journey and touchpoints of the customers with the products or services to help them solve the pain points along the way and reap a reward at the end as profit, customer equity, and manage long-lasting relationships with them. Also, brand personality is of importance in business-to-consumer marketing. When the company tailors its message in a personalized way, it is more appealing and easy to raise awareness among target customers. Especially if the marketing messages appeal to them on a personal and intermediate level. In addition, they can customize the experience for each individual, such as how Apple offers an experience to their customers. From the moment the customer steps into the Apple store until they make a purchase or leave the store, Apple employees try their best to give customers a warm and personalized welcome and help them solve their problems instead of selling the products. By doing that, they have an outstanding reputation for the service, gaining popularity through word-of-mouth effects from the customers. It is also their secret success to retain customers, grow the customer base, and be successful in business-to-consumer marketing. Furthermore, the sale cycle moves faster than ever before, and in the digital age, information and constant digital content have been published and made daily. It would be a constant distraction for customers. That is why the company nowadays must focus on the marketing plan and strategy to make a fast impression, grab their attention and sustainably convert into conversions after the first interaction with their target audience. (MasterClass, 2022).

3.2   Market Research

Alexander Twin (2022) defines market research as determining the viability of the product and service by conducting a survey, product testing, or focus group to get consumer feedback about their new products or services and understand the target audience. They can do it themself or hire a third-party company that specializes in conducting market research.

There are two types of information when researching: primary and secondary information. Primary information is the data collected directly from the company or

collected by a person or another company that is hired to do research. Secondary research is the data that other organizations or companies collect, and the company can use it to back up their ideas and get new perspectives on something as a suggestion. Secondary examples are textbooks, data, or statistics from Statistica (Alexander Twin,2022).

Additionally, there are two types of data which are quantitative and qualitative data. Quantitative data refers to numerical values used to test assumptions or hypotheses, requiring a large sample size. Surveys and observations are typical examples of quantitative data collection methods. Qualitative data refers to data that is mainly expressed in words, and it requires a small sample size. It will be taken to explore ideas and formulate hypotheses. For example, interviews with open-ended questions and focus groups are an example of qualitative data collection methods (Raimo Streefkerk, 2019). Market research can help the company understand the consumers and get tested to improve product features or customer satisfaction depending on market research goals (Al-exander Twin, 2022).

4   MARKETING PLAN

4.1   Company analysis

The museum has been operating for 77 years since 1945, so they have a deep understanding of the educational and cultural values that benefit the market. The museum has a strong experience in operations, organizing, and delivering customer experience, but marketing the online workshop successfully can be quite challenging. There are 300 professional museums and several hundred non-professional museums (The Finnish Heritage Agency, n.d.), but none facilitate online workshops. It brings an opportunity for the museum to attract internationals who do not know much about Finnish and Nordic arts. Additionally, this is the possibility to reach a majority of potential customers, offer them something unique, and possibly attract them to visit the museum physically. The workshop targets international people, so it is in English; customers can make participate and learn more about Finnish arts since the language barrier has been a problem for avid museum-goers in Finland to under-stand and get to know it.

On the other hand, no other Finnish company has been doing or done some-thing similar before, so there is no successful model to learn from museums in Finland. The museum must use many resources in terms of money and time to attract enough potential audiences at the beginning of the marketing process (Awareness and Attention). Not having enough resources or directions can lead to big problems of confusion and feeling lost in organizing the workshop or optimizing the marketing channel. The internal and external factors will be analyzed more in the section SWOT analysis, where it points out the opportunity and threats in the market and what strengths and weaknesses to leverage their business.
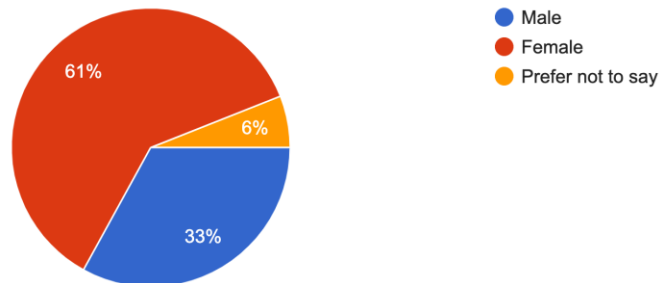
4.2   Customer analysis

According to the customer survey, women make up 61% of the people who answered the survey, followed by 33% of men. It can be said that there are more

women who are museum visitors and keen on joining the workshop more than men.

Gender
100 responses

At first glance, it is clear that the biggest potential is in people aged 24-30 years old. Tricenarians came in second place (26%). In addition, a group of people between 18-23 and 41-50 years old are almost the same, 20%. This brings us to the conclusion that visiting a museum is more popular for people for youngsters and adults among aging or older people.
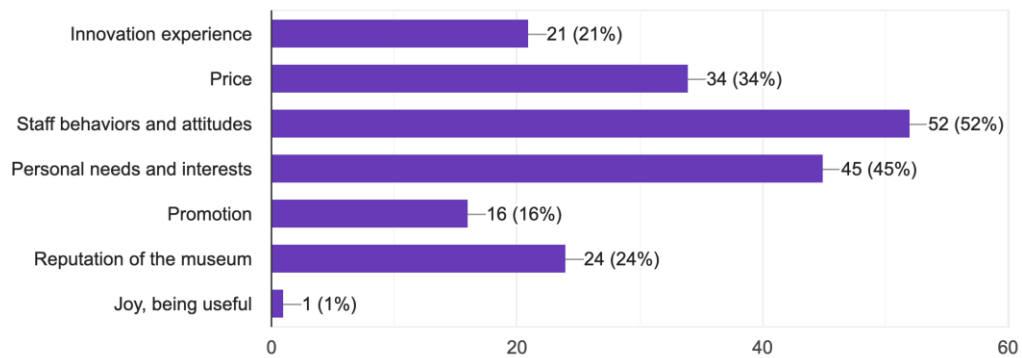
Age
100 responses
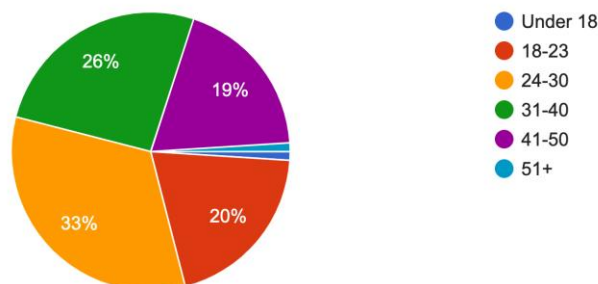
Survey shows that friends' recommendations greatly impact the decision when they visit a museum. Other social media platforms such as Facebook, Instagram, or Google also affect their decision on that. This leads to the conclusion that a good customer experience is a must to ensure they share positive experiences with their friends to get a lot of customers. Word-of-mouth advertising is very effective and cost-effective if every touchpoint of customers is taken into consideration to bring the best results for the business. The goal can be set to, for example, 90% of customers are happy with the service and the workshop; it can be considered as a north-start metric. Therefore, the museum can track to see how effective its operation is and make changes to improve the metric if needed.

What makes you consider when joining an online workshop offered by a museum?
100 responses

Category	Value
Innovation experience	21 (21%)
Price	34 (34%)
Staff behaviors and attitudes	52 (52%)
Personal needs and interests	45 (45%)
Promotion	16 (16%)
Reputation of the museum	24 (24%)
Joy, being useful	1 (1%)

Staff behaviours and attitude (customer service) are the most important factors when people consider joining museums' online workshops, among other factors such as price, the museum's reputation, or promotion.

To sum up, the customer experience is the essential factor. Most potential customers are 24-30 years olds with curiosity about history and art. Customers care about staff behaviours and attitudes whenever they want to visit the museum and listen to their friend's advice and recommendation before making any decision. Serlachius could also try to get feedback to improve the part that could be improved and keep them satisfied throughout the whole process.

4.3 Competition analysis

There are museums that are big and be good at virtual or online workshops. They are considered as competitors of the Serlachius museum in this market. It consists of:

- Natural History Museum (UK): They have virtual workshops with different themes for kids aged 7 to 14.
- The British Museum (UK): The Museum offers a free live interactive workshop for UK school children aged 7–11. These workshops cover areas of history from ancient Egypt to Roman Britain. (British Museum, n.d.)
- National Museum of Ireland (Ireland): They also offer history workshops for students from the 3rd to 6th class. (National Museum of Ireland, n.d.)

- Spy Museum (USA): The target audience is school kids with the theme of testing their spy skills, encouraging teamwork, and bringing the Museum's collections to life under the supervision and guidance of a teacher or a parent. (Spy Museum, n.d.)

The main competing factors are price, group of people, availability of the schedule, customer service, and the platform. The chart below compares the main competing factors about competitors

Competing factors	Natural History Museum	Spy Museum	National Museum of Ireland	The British Museum
Price	£10	$150	Free	Free
Group of people	One class	5-30 students	30 students max	30 students
Availability of schedule	10am, 11am and 1.30pm on certain weekdays.	Monday to Friday between 9-5 PM	Tuesday's from 10.00am-11.00am and 11.30am – 12.30pm	Workshops are held every weekday: 10.45–11.45 12.30–13.30 14.00–15.00
Customer service	Ok	Good	Good	Good
Platform	Zoom(45-60 minutes)	Zoom (50 mins)	Microsoft Teams (1 hour)	Zoom (1 hour)

4.4 SWOT

SWOT stands for strengths, weaknesses, opportunities, and threats. It is one of the most important parts of the planning process. It is the essential framework for business to evaluate and assesses the factors which have an impact on business. Strength and weaknesses are internal factors over which the company controls;

it usually refers to the products and the company, whereas threats and opportunities are considered external factors. SWOT analysis involves analyzing and understanding the business's strengths and weaknesses, exploring the opportunity in the market, and identifying threats from competitors. Therefore, it will help the business have an overall picture of their market position. And, they can exploit their strengths to grow faster, overcome their weaknesses, find out opportunities and protect, and defend themself against threats. (Wil Kenton, 2022; John Westwood, 2016)

Strengths

Serlachius museum was opened for the public in 1945 (Serlachius, n.d.), and it has one of the most important, largest private art collections in the Nordics. Because the museum has been in operation for so long, it has the advantages of more experience, a big customer base, and is well known in the Art town. Since they offer high quality and excellent experience, Serlachius was chosen as the Museum of the Year in Finland in 2015 and was ranked the second visited museum in Lonely Planet's list (Discovering Finland,n.d.)

Being the first museum to have the first online workshop in Finland, Changing Sceneries workshop can get a lot of attention and curiosity from avid museum visitors in Finland and international audiences, and they can build a large customer base from that. This is where customers are loyal to a company or a brand that innovatively start something new. In this case, Serlachius is among the first museum that offers an online workshop to get to know more about Finnish nature and artworks depicting Finnish landscapes. Then, the audience can do their artwork depicting landscapes of where they live. It is an engaging and interactive workshop, encouraging people to get involved in it and nurture their artistic skills. The workshop has much potential to develop and become something iconic for museum culture in Finland.

The museum is also located in Art Town Mänttä between two big cities, Tam-pere and Jyväskylä, which makes it generally easily accessible. Interested people can visit the museum first to explore artworks and history and join the workshop later or vice versa.

Weaknesses

The online workshop is the very first and new thing for the museum. It means they do not have many experiences; therefore, they need to manage and deliver a good experience in order to meet the expectation of customers to keep them satisfied. Adaptive and experienced guides are also required to facilitate and keep the workshop engaging and organized. The quality of the workshop really depends on the curator, who makes sure to deliver a high-quality experience for the target audience.

Opportunities

After the pandemic, we have seen changes in the way people work. Everything has eventually moved online, and it brings the opportunity to create innovation as a competitive advantage. Due to technological advancements, it is now possible to start and run workshops online efficiently. It is also easily accessible for people from all over the world. Serlachius can collaborate with some schools and institutions with huge followings to help their marketing.

Finland's museum sector is not that big (over 1000 museums) compared to the US, with more than 33.000 museums, or Germany, with almost 7000 museums (Statista Research Department, 2022). Therefore, if they can succeed in creating the workshop, it will give the museum a big competitive advantage, revolutionize the way how it approaches customers, and have an opportunity to be in a top market position.

Threats

The Museum faces competition from other museums such as The International Spy Museum, the British Museum, National Museum of Ireland are also competitors for Serlachius. They get steady customers since their target audience is mostly students aged 7-14 from schools. Therefore, it is also a good marketing strategy to have a partnership with schools to introduce the workshops. It brings

them sustainable revenue to maintain the Museum's activities and bring value to students.

However, Selarchius offers an interactive way that people can also use their imagination and creative skills to do their artwork which sets them apart from the competition, and it can be considered a unique selling point of the workshop.

4.5   Marketing strategy

This part of the marketing plan will analyse the 4 P's based on the insights into the survey answers from respondents to give the museum an overall picture of the marketing strategy of the workshop.

Product

The product is "Let's have a change of scenery" workshop for people from all over the world. According to the survey, almost 60% of people think 30-45 minutes would be suitable for the workshop.

How long would it be suitable for the workshop?
103 responses

- 15-30 mins
- 30-45 mins
- 45-60 mins

60.2%
23.3%
16.5%
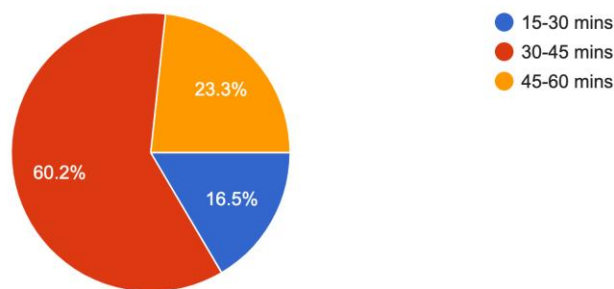
There are some expectations for the workshop from customers:
-          The workshop should be interactive in a way that does not make participants uncomfortable.
-          The workshop has a clear timeframe and instructions so they will not be confused about what to do and how to do it.
-          They also expect to gain some insights for the next visit to the museum or background knowledge about the topic.

To conclude, the workshop could be around 30-45 minutes. The expectation for the workshop is that customers would get values or something interesting that they would not get online or by visiting the museum. Having a clear timeframe, instructions, and values of what they get from the workshop will give them clear expectations and help them answer the question, "Is this the right workshop" would be helpful. Furthermore, it should be facilitated interactively and innovatively instead of listening or watching it.

Price

How much are you willing to pay for museum online workshop (60 minutes) ?
103 responses

- 10-30€
- 30-50€
- 50-70€
- 70-100€
- 100+€
- depends on what is offered, no fixed amount
- 0
- 5
- <10
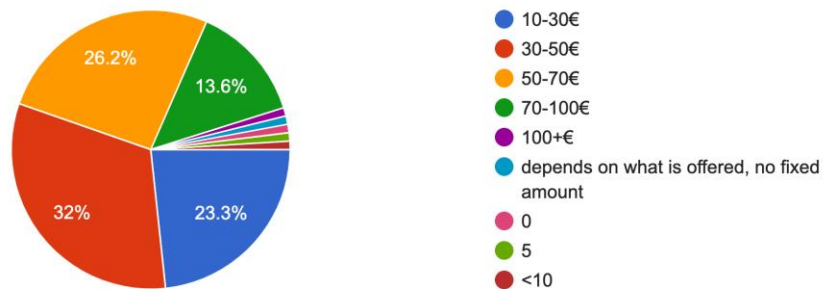
Price is one of the most important factors in the customer buying decision. We can see from the graph how much people are willing to pay for the workshop. Usually, the workshop's price varies from 50 to 100€ on average. 37% of the respondents would spend 30-50€ for the workshop. The difference between the price range from 10-30€ and from 50-70€ is almost nothing. It clarifies that 30-50€ is affordable for most people in the target audience. In addition to that, to attract more customers, the museum could offer discounts for students or add pricing based on the age group to get more customers from a particular group of interested people (24-30 years old) in the beginning to get more people to participate in the workshop. Moreover, a few people are willing to pay 70-100€ and over 100€ for the workshop. The reasons might be the online workshop, and they never participate in it, so they do not want to risk paying a high price without knowing the quality or reviews from previous customers.
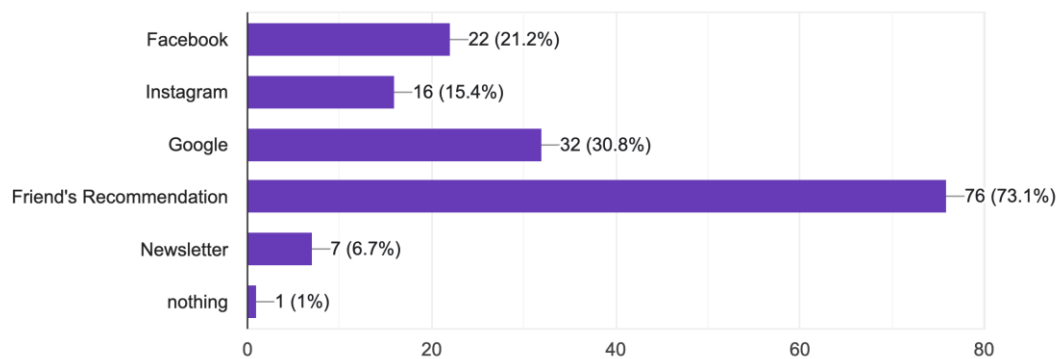
Place

Surprisingly, 76% of respondents find out about a museum by asking friends' suggestions. Almost 70% of respondents have been to history and art museums, meaning they are interested in interesting stories and values from history. Google, Facebook, and Instagram are popular social media platforms that people use to search for information about museums. As a result, the museum could promote the contents on this platform to reach the target audience. Additionally, the museum can use a CRM system to give a newsletter about the workshop and exciting stories and ask for feedback to figure out which areas need improvement and how they can make customers happy and willing to suggest to their friends to join the workshop.
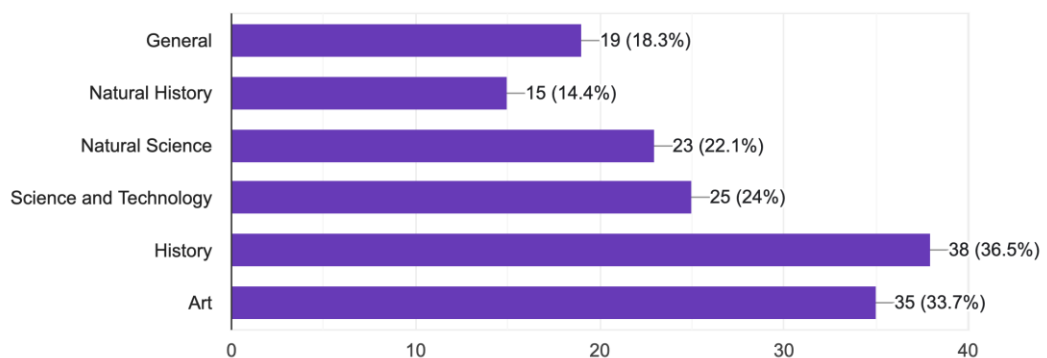
Which social media do you find out about museums?
104 responses

Platform	Responses
Facebook	22 (21.2%)
Instagram	16 (15.4%)
Google	32 (30.8%)
Friend's Recommendation	76 (73.1%)
Newsletter	7 (6.7%)
nothing	1 (1%)

Which type of museums have you been to? (Pick all that apply)
104 responses

Type	Responses
General	19 (18.3%)
Natural History	15 (14.4%)
Natural Science	23 (22.1%)
Science and Technology	25 (24%)
History	38 (36.5%)
Art	35 (33.7%)

Promotion

The competitor analysis shows that the museums have a partnership with schools. It helps them do promotions more easily, giving value to students and

getting sustainable customers. Offering discounts for schools and groups of people would be a great way to gain some understanding of the interests and insights into customer behaviours and help improve the quality of the workshop quickly in a short period of time. Similarly, building a group of people with the same habits and interests to interact outside the workshop and bring value to them. Once they find it interesting and get a sense of community, they will introduce to other people. In fact, none of the museums in the world have done that for museum visitors before can turn into a future museum visit and recommendations for the workshop.

here.

5 CONCLUSION AND RECOMMENDATIONS

The primary question of the thesis was: "How to create a marketing plan for the Let's have a change of scenery workshop?" The thesis already answered the question in Chapter 4, where the marketing plan was outlined. The data were collected and analysed to find the most realistic and cost-effective plan for the workshop. It gave the proper guidelines for the commissioner in the near fu-ture.

The sub-questions "Who are the target customers?" "Which appropriate chan-nels should be used to reach them?", "Who are Serlachius competitors?" and "What are the weaknesses and strengths that they can use it as advantages to be a top service provider?" were answered in detail also in Chapter 4. The chapter answered who the target customers are, the social media platforms to reach them were found, competitors were recognized, and the weaknesses and strengths Serlachius museum has to take advantage of and improve to be successful in marketing. The marketing plan and overall picture was estab-lished to help the museum understand the internal and external situations. As a result, they could use it as a suggestion and have a new perspective to make a marketing plan for the workshop.

This thesis benefits the commissioner because it gives insight and realistic steps for the future marketing plan. Understanding the analysis makes it easier for the museum to know where the customers are on social media channels, their ex-pectations, pricing strategy, and the opportunity to explore and defend them-selves from threats.

In addition, some recommendations will be mentioned in this chapter to give more guidelines for the marketing plan after conducting the research.
Firstly, it is advisable that the company has KPIs during the implementation to track customer satisfaction rates. For example, keep the customer satisfaction rate over 90% for the next six months since the first workshop. By doing that, the museum can track to ensure everything is on track. Moreover, setting KPIs for

every marketing activity for marketing channels would make it easier to under-stand what works and what does not work for the marketing channel. As a result, they could see the plan's effectiveness and make changes if necessary.

Secondly, the museum should do the customer's interview to understand the ideal customer persona deeply. It would help them target the exact audience and understand their behaviors, interests, and lifestyle. Thus, they can deliver the right marketing messages and make them engage with the marketing offerings in a cost-effective way instead of testing and figuring out how to find them on social media channels. That is one of the most common marketing mistakes when the company spends much money to get customers, does not under-stand who they are, and has no knowledge about them.

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APPENDICES

Appendix 1. Survey questions for Let's have a change of scenery workshop

Survey questions for Let's have a change of scenery workshop

1. What's your gender
2. How old are you?
3. What is your field of study (if you have already graduated, choose the field that you studied)?
4. How often do you visit the museum?
5. Which type of museums have you been to?
6. Which social media do you find out about museums?
7. Have you ever participated online or interactive workshop of the museum?
8. What did you like and dislike about it?
9. How much are you willing to pay for museum online workshop?
10. How long would it be suitable for the workshop?
11. What would be your expectation when joining the museum online workshop?
12. What makes you consider when joining an online workshop offered by a museum?