Social media marketing in performing art centers

Natalia V. Ryzhkova

Follow this and additional works at: http://scholarworks.rit.edu/theses

Recommended Citation

This Thesis is brought to you for free and open access by the Thesis/Dissertation Collections at RIT Scholar Works. It has been accepted for inclusion in Theses by an authorized administrator of RIT Scholar Works. For more information, please contact rit scholar works@rit.edu.
SOCIAL MEDIA MARKETING IN PERFORMING ART CENTERS

A Thesis presented to the faculty of Graduate School at Rochester Institute of Technology

By NATALIA V. RYZHKOVA

Pr. Richard “Rick” M. Lagiewski, Thesis Supervisor

MAY 2010
ABSTRACT

In the reality of an economic recession and increasing competition in all sectors of economy, companies strive to find more effective and efficient ways to increase brand awareness and market their services. This study investigates one such effort used in the entertainment side of the tourism sector – social media marketing. Specifically this research looks at how Performing Art Centers are developing social media marketing. Developing an effective viral marketing strategy within the social media landscape requires being aware of the current usage of social media by Performing Art Centers in their attempt to market the services to their target audiences. There is a growing interest in social media marketing research with only modest research available in the tourism and arts field. To fill this void an online survey was administered to 60 performing arts centers with a total response of 23. The performing art center venues were chosen based on three criteria. These were open-air venues, non-sporting stadiums, and a seating capacity of no more than 30,000. Questions focused on four objectives. The first was to document social media tools used by PACs. The second was to assess the most effective social media tools used in marketing by PACs. The third was to document expenditures on and revenue from social media marketing of PACs. The most common social media tools used by the sample were Facebook, Twitter and MySpace. Among other social media tools Facebook and Twitter were assessed as the most effective used to achieve marketing objectives. Social media was seen as most effective in increasing brand awareness and building strong fan community. It appears that those not using social media tools have plans to do so in the future; however the majority still allocates their resources towards traditional marketing. This study will help other small to medium size tourism attractions and facilities with the use of social media marketing efforts.
# TABLE OF CONTENT

1. Chapter I: Introduction ........................................................................................................... 6  
   1.1 Introduction to the study ................................................................................................. 6  
   1.2 Problem statement, objectives and background of the study ........................................... 7
2. Chapter II: Literature review ............................................................................................... 12
   2.1 Introduction .................................................................................................................. 12
   2.2 A shift from traditional marketing to the social media marketing in PACs ...................... 12
   2.3 Advantages of social media marketing ........................................................................... 18
   2.4 Why PACs use social media marketing ......................................................................... 20
   2.5 Social media marketing usage by the Performing Arts Centers ...................................... 23
3. Chapter III: Methodology ................................................................................................... 32
   3.1 Sample development ..................................................................................................... 32
   3.2 Administering the survey ............................................................................................. 32
   3.3 Questions development ............................................................................................... 32
4. Chapter IV: Data analysis and findings .............................................................................. 42
   4.1 Social media tools usage ............................................................................................. 42
   4.2 Assessment of effectiveness of social media tools used to achieve stated objectives ........ 43
   4.2.1 Promotion services of the open concert venues using social media tools ................. 43
   4.2.2 Increasing web traffic using social media tools ....................................................... 44
   4.2.3 Increasing brand awareness using social media tools ............................................. 46
   4.2.4 Building relationships using social media tools ....................................................... 47
   4.2.5 Fund raising using social media tools ...................................................................... 48
   4.2.6 Learning interests/values/preferences/brand perception using social media tools ...... 49
4.3 The importance of each social media tool with respect to the marketing effort ................. 50
4.4 Benefits attained from social media presence of the open concert venues ...................... 51
4.5 Engaging fans in conversations and stimulating word of mouth using various social media tactics…52
4.6 Music-related websites for social media marketing..........................................................53
4.7 Identifying brand advocates and tactics to initiate word-of-mouth referrals.........................54
4.8 Expenditures on and revenue from social media marketing in PACS..................................56
4.9 Methods and tactics to promote upcoming events.............................................................56
4.10 Social media marketing free venues..............................................................................57
5. Chapter 5: Conclusions and recommendations.................................................................58
5.1 Conclusion.......................................................................................................................58
5.2 Limitations of the study..................................................................................................62
5.3 Recommendations.........................................................................................................62
5.3.1 Major recommendations.............................................................................................62
References............................................................................................................................67
Appendix 1..........................................................................................................................73
Appendix 2..........................................................................................................................74
Appendix 3..........................................................................................................................80
Appendix 4..........................................................................................................................81
FIGURES AND TABLES

Figure 1. Conceptual model of relationship development of a theater ..............................................................24
Figure 2. Usage level of social media tool by PACs ..........................................................42
Figure 3. Effectiveness of social media tools to promote services .........................................................44
Figure 4. Effectiveness of social media tools to increase Web traffic ..................................................45
Figure 5. Effectiveness of social media tools to increase brand awareness ...........................................46
Figure 6: Effectiveness of social media tools to build fan community ..................................................47
Figure 7: Effectiveness of social media tools to raise funds ...............................................................48
Figure 8: Effectiveness of social media tools to learn interest/preferences/values ................................49
Figure 9: Importance of social media tools to the marketing efforts ....................................................50
Figure 10: Benefits attained from the social media marketing ............................................................52
Figure 11: Effectiveness of social media tools to generate word of mouth ...........................................53
Figure 12: Music 2.0 websites used for social media marketing by PACs .............................................54
Figure 13: How PACs identified brand advocates ..................................................................................55
Table 1: A sample distribution among social media tools ......................................................................44
Table 2: A sample distribution among social media tools ......................................................................45
Table 3: A sample distribution among social media tools ......................................................................46
Table 4: A sample distribution among social media tools ......................................................................47
Table 5: A sample distribution among social media tools ......................................................................48
Table 6: A sample distribution among social media tools ......................................................................49
Table 7: A sample distribution among social media tools ......................................................................50
ACKNOWLEDGEMENT

I am very grateful to Professor Rick Lagiewski for encouragement and support I received during his supervision. What is most important to me is that he believed in me and motivated me throughout the whole project.

I would like to give a special reference to my academic advisor Doctor James Jacobs who provided me with valuable suggestions to improve my study and prepare it to be published.

I would like to say many thanks to those 23 marketing professionals in Performing Arts Centers who participated in my online survey and provided me with invaluable data for my research. I received many comments and feedback and at times thoughtful response questions. This part of my project was the most interesting and significant. I appreciate their interest and participation.

Lastly, I offer my regards to all those people who supported me in every respect from the beginning till the completion of my project.
CHAPTER I: INTRODUCTION

1.1 Introduction to the study

Social media has acquired a high degree of popularity. According to Forrester research 3 out of 4 Americans use social media technology (Yale, 2010). Technorati’s 2008 State of the Blogosphere Report indicated that there were 22.6 million U.S. bloggers and 94.1 million U.S. blog readers. Moreover, it expects continuing growth of social media popularity in the future (Leory, 2008). Dramatically fast developing technologies and Internet usage has resulted in the separation of social media marketing into an autonomous branch. Reaching the target group of customers worldwide just by the click of a mouse is the enormous and enticing opportunity for many businesses. These new trends in marketing have had a major impact on developing promotional strategies by companies that belong to social cultural service and tourism industry (Bree, 2009). This study aims to identify practices and tools of social media marketing used by Performing Art Centers (PACs).

There is a growing interest to social media marketing by performing art centers (PACs). In the constantly changing cultural, economic, technological and social environments marketing professionals in PACs realized they must apply new forms of marketing to attract and retain the target audiences. Conventional approaches gradually have become less effective in attracting visitors to events at PACs (Bernstein, 2007). Social media marketing is viewed as an affordable new tool to inform concert venues about upcoming events, build relationship with customers and grow fan communities (Rothschild, 2009). Connecting with the concert visitors and providing them an opportunity to socialize with other fans through social media platforms is of crucial importance to enhance their online experience and affect their purchasing behavior (Whiteperson, 2007).

Performing art organizations are defined in this paper as music, theater, dance, and opera from the traditional to popular music in a relationship between artists and concert visitors and performed in a venue.
Most of these kind organizations are non-profit and rely on the support from the government, local community and/or other types of fund organizations (McCarthey).

Social media marketing is a relatively new form of marketing that implies using social network websites, blogs, social bookmarking, wiki and other social media tools to market goods/services (Wiki, 2010). One of the major benefits of using social media tools is enhancing the power of viral effect by increasing the speed which users can share and spread information to larger audiences (Thackeray, 2008). A viral effect can be achieved by passing a marketing message to users of the Web, resulting in increase of message visibility and awareness. In other words, it's a "virus" that is passed over the Internet to various Web platforms or people (Word, 2007). Later, social media marketing will be used as a comprehensive term embracing viral, buzz, or word of mouth marketing which harnesses promotional activity through social media tools.

1.2 Problem statement, objectives and background of the study

Problem statement

How do Performing Art Centers use social media marketing using social media tools?

Objectives of the study

This research addressed the following objectives:

- To document the social media tools that are used mostly by PACs
- To assess the most effective social media tools to achieve marketing objectives of PACs
- To describe activities and tactics that the PACs implement to stimulate world-of-mouth referrals
- To document the expenditures on social media marketing for PACs
- To document the financial benefits that the PACs generate from social media marketing
Significance of this study

This study will be significant to students and researchers who study and carry out research regarding social media marketing and performing art industry. There has never been a comprehensive, industry wide-look in academic literature about how Performing Art Centers use social media tools. This study aims to fill the gap in the academic literature on marketing and explore the current usage of social media tools by PACs for marketing.

In addition this study will be beneficial to marketing professionals of performing art industry informing them about current usage of social media marketing and effectiveness of social media tools to achieve marketing objectives. There are many examples on social media usage as a marketing tool by businesses. However, there is small number of examples illustrating the current usage of social media tools by PACs. The information regarding marketing practices of PACs in social media would be essential for marketing professional for a number of reasons. First, the majority of PACs are non-profits organizations. This implies there are limitations on budget and human resources available for marketing development. Fundraising is also a significant part and effort of the marketing strategy. Second, concerts are short-term projects that require selling tickets by a specific date. Perishability of performing art services defines an intensive timeframe for the implementation of a promotional strategy. Third, the customers of PACs have a specific interests and needs related to art industry that should be addressed by using relevant social media tools and tactics. All of these define a specific set of objectives, tools and tactics to use while developing a social media strategy for PACs.

Background of the study

There is a shifting tendency from traditional marketing to social media marketing. Traditional forms of marketing, such as TV and radio ads, gradually lose the credibility. Therefore, companies of the performing arts industry have started using social media marketing to promote their services (Thakereay, 2008).
One of the major differences between traditional and social media marketing is a principal of promotions of a company with its clients. Traditional advertisement refers to one-way communication. Instead of talking with the customers it talks at the customers (Scott, 2007). In contrast to traditional marketing social media marketing introduces new promotional principles based on interactive dialogue with the customers (Clemons, 2009, Weber, 2009). It creates a stimulating environment to engage customers in intensive conversation and establish long-term relationships. As long as customers are provided with more options to be able to communicate with a company, e.g. searching, commenting, discussions boards, resending and connecting with other social network sites, they may be more encouraged to integrate with and become a part of a social community. Creating a suitable environment for interaction and exchanging information is a critical element of effective social media marketing and growing demand for a product (Weber, 2009).

“Young netizens” would most likely reject traditional advertisements and would prefer to gather information through online social networking sites. One of the most fast growing and popular social media tools are Facebook, Twitter, LinkedIn, YouTube, MySpace, and Flicker. These social media tools have gained enormous popularity over past several years. Each social media tool can be categorized based on its functions and the purposes they are used for. For example, Facebook and MySpace are designed for communicating and sharing information with others allowing web users to send messages, share audio/video files, create fan groups, monitor updating information through RSS, etc (NielsonWire, 2009, MySpace, 2010). Twitter is a mini blog that allows sharing short messages with web users and connects them with the websites, press releases and promotional sites (Ostrow, 2009). LinkedIn is used for interaction among professionals. Providing access to the business profiles this social media tool can be used for B2B interaction (Perez, 2009).
Lastly, Flicker and YouTube are user-generated content websites which are actively used by the companies to share image and video files with their customers (Craham, 2006, StepCase, 2008, Lee, 2009). The main task of promoters, then, is to learn the art of how to become the part of this networking life to get involved into discussions with their customers (Christopher, 2008).
Terminology

Social media. Social media is defined as the information content created by web users using highly accessible publishing technologies. It is intended to facilitate communications, influence interaction between peers and with public audiences. Social media communication usually occurs via the Internet and mobile networks. (Weber, 2009)

Social media marketing. Social media marketing is a term that describes use of social media tools for marketing, sales, public relations and customer service. Common social media marketing tools include Twitter, LinkedIn, Facebook, Flickr, Wikipedia, Orkut and YouTube (Social, 2010).

Viral marketing. Viral marketing is a marketing technique to spread a marketing message by users of the Web to other users, resulting in increase of message visibility and awareness. In other words, it's a "virus" that is carried over the Internet to various Web "hosts" or people (Weber, 2009).

Word-of-mouth advertisement. Word-of-mouth advertisement relies totally on the individuals who voluntarily share the information with other people. The power of word-of-mouth advertisement is “trust, faith, and knowledge of the person doing the communicating on behalf of a product, service, business, or event” (Bree, 2009, Hugher, 2007).

Web 2.0. Web 2.0 refers to the second generation of the World Wide Web, especially the movement away from static web pages to dynamic and shareable content and social networking. Examples of Web 2.0 include web-based communities, hosted services, web applications, social-networking sites, video-sharing sites, wikis, and blogs (Web 2.0, 2010).

Social media strategy. Social media strategy is a strategic approach to build communication strategy with end users using tools, applications and tactics of social media (Social, 2010).
A brand advocate is defined as loyal customers who very actively participate in social media activity and engage other users increasing message visibility and enhancing brand awareness (Gillin, 2007).

**Methods**

To understand the current usage of social media marketing s survey was carried out, based on questionnaire aiming to cover the research objectives. A list of participants was developed based available data on existing open concert venues across the U.S.
CHAPTER II: LITERATURE REVIEW

2.1. Introduction

The chapter is divided into four main parts. The first part indicates the shift from the traditional marketing to the social media marketing. The second part illustrates the major advantages of using social media marketing. The third part of the literature review describes the reasons why PACs stated adopting social media marketing. The last part provides information about current uses of social media marketing by PACs.

2.2 A shift from traditional marketing to the social media marketing in PACs

Marketing experts claim that social media marketing tends to replace traditional forms of marketing, because traditional marketing practices are becoming ineffective due to media disintegration, rising media prices, falling returns, increased promotion literacy and the adoption of new advertising blocking techniques (Honda, n.d.).

Traditional forms of marketing gradually lose credibility and effectiveness to impact purchase behavior of consumers. People are overloaded with advertisements from TV, radio, e-mail promotions, billboards, and so on (Thakereay, 2008). There is a significant decline of viewership in broadcast television. Instead, people watching evening broadcast national and local news, switch to the Internet as a more convenient and flexible source of information. According to data provided by The State of the News Media 2006 the evening news viewership declined by half between 1980 and 2006. Moreover, the audiences who stay with TV broadcasts do not watch ads, using this time to talk on the phone or turn off the volume instead (The state, n.d.). The effectiveness of the TV advertisement is extremely low because consumers become resistant to direct promotion campaign coming directly from companies. A study conducted by Deutsche Bank in 2004 illustrated that only 18% of television ads generate positive return (Kirby, 2006).
Consumers have altered their behavior and decision-making regarding purchasing. They are more informed and educated about products and services and have changed the source of information over traditional advertisement to alternative sources to evaluate product/service through consulting with peers primarily through online reviews and networking websites (Clemons, 2009, Weber, 2009).

The participatory nature of society is one of the reasons the behavior is changing and driving the strong desire of customers to communicate with their peers online. A growing number of consumers are willing to actively interact with other Web users, organize fan groups, exchange messages, and contribute to various online events. For example, such websites as Facebook or Twitter provide the opportunity to be connected not only with closest network, but also with all registered friends and followers of a particular user (Managing, 2009, Gillin, 2007, Hughes, 2005).

The development of social media marketing started with the second generation of the World Wide Web. The term Web 2.0 originated at the brainstorming session conducted by O’Reilly and MediaLive International in 2004 (O’Reilly, 2005). In fact, elaborating Web 2.0 lead to an evolution of the customers’ usage of the online interface. Customers participate in building content and are able to interact with each other (Kurucs, 2008). Web 2.0 embraces myriad of social networking tools, user-generated content, interacting, and information sharing websites. Some of Web 2.0 tools enjoy greater popularity among Internet users and are used more frequently than others. Anderson (2008) affirms that it is hard to find a person who would not be aware of the buzz around the social networking sites such as Facebook.com, Twitter, MySpace.com, LinkedIn, etc (Anderson, 2008).

Some social network websites quickly gained enormous popularity among web users over past years. Facebook is a social network website designed for communicating with “friends” and other users on a private and public basis (Facebook, 2010). Facebook obtains customized user profile and offers various applications for further personalized experience. This website is actively used by various organizations mostly for B2C interactions and interconnections, including organizing events and updates about a company (Safko, n.d.).
Facebook is constantly growing with increasing number of users and the time spent on a daily basis. A Nelson Report on Social Networking’s New Global Footprint, 2008 illustrates that the total number spent on Facebook globally increased from 3.1 billion minutes to 20.5 billion from 2007 to 2008 (The Neilson, 2009). This report also indicates a shift in the proportion of the age groups among users of Facebook. Early on usage was preliminary among young people and college students. However, the research results of a Nelson Report indicated that the number of users in the age group of 35-49 grew faster by 10% over the younger audience in the age of 18-34 during December 2007-December 2008. These findings illustrate fast adoption of Facebook not only by the young people, but in the broadening audience. Higher usage and widening audience appeal providing opportunities for businesses to use Facebook as a marketing tool for targeting all demographic groups.

Other social networking sites gained extreme popularity over last several years. It has become very common to observe Twitter and Facebook as they appear near icons “follow” or “share.” Twitter is a social network website that enables to send and receive messages known as “tweets.” Being created in 2007, Twitter gained extreme popularity worldwide for the relatively short period of time. According to the statistic data provided by comScore the number of users of Twitter is about 76 million users. In comparison to Facebook with 400 million the number of users of Twitter is significantly smaller. However, the annual rate of users’ growth of Twitter is 1383% the largest compared to such popular social network websites as Facebook and MySpace (Ostrow, 2009). Moreover, the number of “Tweets per day” that occur per day dramatically increased from 10 million to 50 million since 2009. All of this data illustrates extremely fast rising popularity of Twitter among users (Wilhelm, 2010). Twitter can be used as a channel to inform the customers via short messages (tweets) and connect them to a website, press releases, and other promotional sites (Perez, 2009).

MySpace is another well-known social network websites; the first one created for social interaction among people. MySpace was founded in 2003. By 2006 it became the most popular social networking
website. However, it was overtaken by Facebook as its main competitor based on the number of users in 2007. It became extremely popular among music professionals and fans after launching MySpace Music section. This new section was specifically designed for people interested in music allowing them to be connected with people from this industry. Moreover it provides access to entire discographies consisting of MP3 songs and allows creating playlists, resembling the functions of Last.fm, Project, Playlist, iTunes, Napster and others. Music fans have discovered a lot of new talent on the site, and found many independent artists who gained popularity through MySpace over time (NielsonWire, 2009, MySpace, 2010).

Besides social networking websites designed for casual interaction, additional websites for professional networking appeared as popular marketing tool. LinkedIn was created preliminary for professional networkers who were looking for business contacts, a new job, or new candidates to come work for a company (Boyd and Ellison, 2007). The popularity of this website grew constantly because people sought job networking sites due to economic crisis. According to comScore the total number of unique users of LinkedIn increased from 3.3 million to 7.7 million in the timeframe between 2007 and 2009 (Schonfeld, 2009). LinkedIn was also used as a marketing tool for B2B interaction. These websites provide an access to professionals’ profiles of various businesses and tools that can be used for productive networking and business development. Prolific blogger Beth Kanter writes: “LinkedIn can be a terrific place to develop professional contacts, grow your business, and promote your work and opportunities” (Kanter, n.d.).

Besides social network websites social media marketing tools encompass user-generate content websites. Youtube is popular video-sharing website has been ranked as the top visited Web globally. According to the statistics provided by a Pew Internet study, two-thirds of people at the age 18-29 constantly use YouTube for sharing and watching videos (Lee, 2008). The top video on YouTube accumulated more than 120 million viewers (Bree, 2009). This website provides opportunities for companies to share the video clips with the wide audience and can be viewed, evaluated and passed to other users. While YouTube is used for sharing video, Flickr is a website for sharing pictures. It also widely used by bloggers to post images that
they imbed in their blogs and other social media websites. The Flickr’s users are asked to organize their pictures using tags to allow users to find a picture related to a particular topic (Flickr, 2010). Flickr gained extreme popularity since Yahoo purchased it in 2005 (Graham, 2006). Flickr is the fastest growing photo website and the 5th most popular website in the overall web. Currently, it hosts more than 4 million images. Generally, Flickr is used by the companies to expose the images to wider public and generate discussions around them (StepCase, 2008, Colangco, 2001).

Due to high popularity, all above-mentioned social media tools are often used by companies for marketing. The social media marketing report 2010 indicated that Twitter, Facebook, LinkedIn and Blog are used by more than 70% of marketing professionals across the US (Stelzner, 2010). These tools are used to develop social media marketing aiming to build relationship with the audience. It easy to comprehend that establishing strong relationship through Web 2.0 platforms with concert visitors becomes of critical importance for PACs to build loyalty and retain the core group of customers (Rothschild, n.d.)

Applying alternative marketing tools that are more effective and efficient in attracting public becomes a critical issue for PACs for several reasons. First, there is a strong tendency for diminishing returns from the subscription strategies. In fact, there is no decline of performing art popularity as people are still interested in live music. One of the reasons for empty seats at events is lack of knowledge of and understanding new principles of communication with the contemporary audience. People are not willing to pay in advance for the whole season of unknown performances, in contrast to a blockbuster event with the website buzz around it (Haecker, 2009, Bernstein, 2007). A contemporary audience makes decision regarding leisure activity more spontaneously and expects high technological and customized service. This fact actually has a dramatic implication for the art promoters. An organization that relies mostly on single ticket purchase pattern would depend on strong reviews of the performance and word of mouth to attract customers. To meet expectations of the customers, PACs must realize the importance of using Internet technology, such as social
media tools and websites that allow online ticket purchase and social interaction around an event (Bernstein, 2007).

Secondly, the live performance art sector faces new challenges from the flourishing commercial recording industry, and advanced Internet technology that has led to shrinking audience and switched attention of the audience to another source of entertainment (Bree, 2009, Bernstein, 2007, Plommer, 2010).

Thirdly, economic recession is another challenge for the live performing industry that leads to declining buyer attitude, cutting government funding and ticket sales. Market research in the U.S., conducted in 2009, reveals decreased ticket volume for entertainment venues that inevitably affects revenue of this business (McCarthy, 2001). Statistics show that 71% of Americans do not attend music concerts. Moreover, the majority of people who attend concert do it less than twice per year. All of these factors threaten the profitability of these businesses and make the future of live performing arts uncertain. Changing cultural, economical, technological and social environment creates the necessity to find new solutions to prospect in a market (Mintel, 2010).

Integrating social media tools into marketing strategy is considered as an effective solution to respond to current challenges. Even though businesses are only at the beginning of the social web marketing era it is important to take advantage of it now (McCarthy, 2001). A report on a National Survey of Performing during the economic slowdown of 2008-2009 demonstrates that 70% of the respondents are going to use new technology and online social networking in response to economic crisis. This data illustrates that 70 percent of the sample consider using social networking as the effective and efficient response to the economic downturn (Theater, 2009). If companies are reluctant to adopt new tools of marketing it will be harder to retain patrons later. Proactive competitors will entice customers using more beneficial marketing strategies (Weber).
2.3 Advantages of social media marketing

Social media marketing experts underscore the advantages of using social media for marketing as the ability to reach a wide audience, two-ways communication, accessibility and viral effect. Social media marketing promises to improve promotional efforts significantly. One of the major advantages of social media marketing is the ability to reach a wide audience breaking down geographic boundaries. Historically communication with others was limited by geographical boundaries and the current technological of the era. Today’s social media technologies enable nearly everyone to reach a global audience for interpersonal interaction and exchanging information (Hank, 2008). Web 2.0 encompasses tools and platforms that enable people from different part of the world to be connected and to exchange information with each other (GMA’News.TV, 2008, The Nielson Company, 2009, New Media Age, 2009). Statistical data illustrates the enormous number of users of social media. According to Facebook statistics this social network website hosts more than 400 million users. Moreover, the number of unique visitors is constantly growing (The Nielson Company, 2009). On average, users across the US spend more than 6 hours social networking per day in February 2010; this is, two hours more than at the same time the previous year (Nelson Wire, 2010).

Social media marketing is considered as more effective over traditional marketing because it allows building two-ways communication. Social media provides platforms and instruments for intensively exchanging information. Building relationship with customers through dialogue and mutual interaction becomes an essential part of a promotional strategy. It leads to establishing rapport with customers; - is a critical element for influencing purchasing behavior. Moreover, dialogue leads to building trust fundamentally developing loyalty and long-term relationships (Gillin, 2009, Weber, 2009, Valdez, 2009, Drury, 2008).

There is a strong tendency among web users to communicate with their peers online. Consumers are more willing to participate in discussions and exchange information with others. Social networking websites are used by consumers to send messages to other users and keep web users informed regarding current status.
Social media started not only as a casual interaction with friends but also as gathering information about a product/service and recommendations/opinions of other people to make a final purchase decision. New generation of users participate with online social networking websites such as Facebook, MySpace, Youtube, Hi5, Orkut, Mixx, Friendster, Twitter or other sites and focus on communication about products/services. Moving to participatory society enables the companies interacting with customers and using viral marketing in order to increase message visibility and brand awareness (Managing Intellectual Property, 2009, Christopher, 2008, Gillin, 2009).

Customers participating on the Web 2.0 platforms are not only expressing their opinion, but also becoming co-creators of online publications such as blogs or online reviews. The involvement of the customers in the promotional strategy has several advantages for the companies. First, investing time and efforts to online participation customers can learn about it. Second, active participation can also result in the development of loyalty and potential desire to pass the information about the product/service with others (Thackeray, 2008).

Two-ways communication with customers is beneficial for the companies because it involves extracting information that can be valuable for customer relationship management development. During interaction with others, web users provide feedback regarding their experience related to the product/service. In the traditional format of CRM, companies spend a significant amount of financial and human recourses conducting surveys via phone, email, or even personal interviewing. However, many companies realized the effectiveness of using social media marketing to obtain feedback from their customers. They take advantage of social media through interaction with their customers and getting insight into their needs and concerns to effectively address desires (Musico, 2009, Clemons, 2009, Valdez, 2009). Clemons (2009) suggests using the Second Life as a source for observation about how customers make their choices or design their style. Examining users’ choices and online behavior provides an opportunity for the observers to make innovations in their products/services (Clemons, 2009, Drury, 2008).
Companies using social media marketing facilitate increased word-of-mouth referrals and may lead to the enhancing of brand equity and acquiring new customers. Social media technologies including user-generated websites, social network website and other tools enable increased reach and speed of the messages. In other words, social media tools become a fundamental component of viral or word-of-mouth marketing. The main principle of viral marketing is based on “self-replicating viral diffusion” of messages among large number of consumers using social media tools. Encompassing large number of members social network websites provide a great opportunity to reach large audience quickly and spread the word about a brand. Due to shifting brand mindsets, exchanging messages about the brand and stimulating further diffusion among other members potentially becomes an effective marketing technique. Word-of-mouth is considered as the most successful means of promotion versus traditional advertising coming directly from a company. Customers are more likely to accept recommendations of persons they know and trust (Weber, 2009, Word, 2007, Clemons, 2009). Dr. Sidney, chairman of the marketing department at Northwestern University asserts that customers demonstrate reliance to information coming from personalized contact rather than to the information presented in an impersonal way, e.g. TV and radio ads (Rasberry, 2005).

Accessibility to all users of the web 2.0 is viewed by the companies as another advantage for adopting this new form of marketing. The financial means of traditional media are usually available to companies with unlimited resources. Social media marketing provides tools and applications that are available at low cost (Hank, 2008, Art Marketing, 2010, Stover, 2010). The biggest cost of using social media marketing is associated with qualified personnel that would be able to leverage promotion of the company on social media platforms with positive results (Borges, 2009).

### 2.4 Why PACs use social media marketing

According to the literature PACs started adopting social media marketing due to the changing lifestyle of people and technological progress of Internet. Social media adoption is the remedy that art organizations take to meet the needs and wants of the target audience. Traditional marketing becomes less effective to
market services of concert venues due to current changes in the lifestyle of the customers, cost and technological progress (Rothschild, 2009). The change in the lifestyle of customers of the PACs changes the purchase decision process regarding their leisure activity. In contrast to generation X, people of a new generation Y tend to make their decisions more spontaneously. Traditionally the PACs distribute a subscription strategy that restricts customers to their packages. However, concert visitors may not be willing to purchase the ticket if they do not possess the precise information regarding their future experience. Representatives of a new generation would prefer to make a selection of the particular show they are willing to attend versus subscribing for the whole season. People do not want to take a risk purchasing tickets to the concerts if they are not able to answer the following questions, “Will I like this show?” “Will I understand it?” “Will I feel comfortable there?” “Will I fit in?” (Bernstein and Kotler, 2007) Performing art organizations must start updating their websites and adopting new online tools to address recent changes and meet the needs of the art audience. Anne Trites, Director of Marketing & Communications of Yale Repertory Theatre, Assistant Professor of Theater Management, Yale School of Drama said that performing art organizations have to adopt social media technologies for involving customers in communicating with the company (Tvannatter, 2009). For example, the Performing Art Center of Wenatchee considers access to information in the social web of high importance to keep a particular audience informed and engaged. The performing art center director at Wenatchee says, “The need to bring your art to where groups naturally gather and socialize is acknowledged in performing art organizations across the country. Social media technologies are one way to address this need on an individualized level” (PAC, n.d.).

Devine emphasizes that there is a strong tendency amongst patrons of Performing Arts to be involved in interaction with other art lovers through social media. They actively participate in blogs, sharing information, commenting, and downloading. Art lovers practice recording concerts and uploading the videos on YouTube and other content sharing websites. They are inclined to creating customized Web profiles on MySpace and Facebook, joining fan groups pages of their favorite concert venues and contribute to the board discussions expressing both pros and cons regarding a topic. All of these have become possible due to Web 2.0
technologies empowering both art creators and art lovers to meet each other on the social media platforms for mutually beneficial and co-creative interaction (Devine, 2009).

Growing usage of Internet platforms to not only purchase tickets but also to socialize with other patrons is a trigger for PACs to utilize social media tool for marketing. The reasons to visit the web sites vary from taking information about location, parking, a concert schedule, ticket pricing to engaging into conversation with other patrons and joining a fan community (Trites, 2010). According to Global Faces and Networked Places a Nielsen report, social media has overtaken email usage (The Nielson Company, 2009). This data shows the changing pattern of using Internet. It becomes more information based and community oriented where word of mouth is the critical venue for update about events and ticket sales. Social media tools allow customers of the PACs to interact and exchange the information regarding their concert experiences with other Web users (Tvannattar, 2009).

Technological progress creates new platforms for building communication with patrons. While development of long-term relationships was limited by mail opportunities to reach people, e.g. sending booklets, brochures, letters, etc, or organizing live events to get together visitors, Internet technologies widened this opportunities to develop relationships with the target audience (Tvannattar, 2009).

The usage of Internet is growing incredibly fast. However, in comparison to other sectors, PACs were slow to adopt new Internet technologies to communicate with the audience. Until 1999, there was almost zero of Internet usage by PACs. It was even hard to find a webpage of a non-profit with basic information. Even though some organizations maintained a webpage, it was limited by information depicting offline activity and totally ignored marketing. The majority of non-profits still use traditional channels to communicate with their customers (Bree, 2009). The research conducted by Bayer Center for Nonprofit Management at Robert Morris University in 2008 revealed that the most common communication channels used by more than 60% of all the non-profits are e-mailing, website, phone, print, fax, voice mail, and
conference call. As opposed to traditional business communication channels new generation social media channels are currently not in common use in non-profits (Foster, 2008).

This tendency has gradually been changing. Growing number of PACs become aware of necessity of Internet platforms. Nowadays PACs realize that they become a subject of the new paradigm of the Internet economy (Boeder, 2002).

2.5 Social media marketing usage by the Performing Arts Centers

Analyzing the literature several objectives in development of social media marketing by PACs were revealed. The most general objectives of PACs are increasing brand awareness, promoting upcoming events, and building relationship with fan community.

Most studies conducted sought to identify the key factors of the success of organizations within the not-for-profit sector. These studies identified the relationship marketing to be an advantageous approach over the product-oriented approaches (Rentschler, 2006). Establishing a long-term relationship with the target audience and increasing patronage would inevitably lead to stronger ties between PACs and consumers and would gradually form strong collaboration with all stakeholders. The ability to deliver the desired customer experience tailored to their changing needs and preferences enhances the likelihood to build the customer loyalty. Visitors’ loyalty is a strategy that can be used by PACs to respond promptly to current business challenges of the non-profit sector (Passebois, 2003).

Other research aimed to explore the affect of the relationship marketing on the guests’ retention revealed that the positive relationship with customers of a hotel leads to the further purchase commitment and willingness to spread the positive word about the company (Kim, 2001). This implies that interaction with the target audience was an integral part of building customer loyalty. Loyal customers may become brand promoters who would generate buzz around the concert and attract more visitors. Marketing strategies
focusing on the audience and building long-term relationships could ensure sustainable business development of PAC’s (Conway and Whitelock, 2003).

Key groups of consumers are needed to develop relationships to ensure success of promotional strategy. Figure 1 illustrates the conceptual model of relationship development of a theater as a part of strategic marketing. There are four major groups of partnerships: supplier, lateral, internal and buyer partnerships. Within the subsidized context suppliers refer to the companies dealing with all the suppliers. Lateral partnerships include interaction with competitors, Art Council and local administration. Internal partnerships refer to all interactions with internal stuff and all the departments. Lastly, buyer partnerships comprise developing relationships with both funds organizations (commercial subsidizers and sponsors) and concert visitors. Establishing and maintaining relationship with the key stakeholders can lead to a more strategic focus and ensure an effectiveness of promotion. The results of the empirical research of subsidized Performing Arts in the North West of England conducted by Conway and Whitelock (2003) demonstrated that strong relationship with all key stakeholders was a major factor of the success of the studied organizations (Conway and Whitelock, 2003).

Figure 1: Conceptual model of relationship development of a theater (Conway and Whitelock, 2003)
While the development of a long-term relationship was limited by mail opportunities to reach people, e.g. sending booklets, brochures, letters, etc, or organizing live events to get together visitors, Internet technologies widened these opportunities and help to develop relationship with the target audience. Social media tools create conditions to build strong relationship with the target audience ensuring customers loyalty and retention (New Media Age, 2009). Nonprofit community reports show that nonprofit organizations create programs with a purpose of developing relationships through Internet platforms in 2010 (Business, 2010). Being driven by current state of economy and seeking to make their business more efficient, nonprofits may tend to resolve issues using Internet technology to the higher extent in the future. Nonprofits make their websites more welcoming to users by telling the stories about the company and events to enlarge the audience. As well, nonprofit professionals are seeking to embrace new technologies including Web 2.0 to facilitate the integration of the traditional marketing and communication channels (Business, 2010).
A growing number of PACs have started using social networking websites to interact with and engage customers (GMA’News.TV, 2009). Web 2.0 innovations are making it affordable and much easier for PACs to create and manage online communities, distinguish customer values and needs, and interact through personalized channels. Moreover, this creates a means to capture visitors’ contact data (Rothschild, 2009). Michael Rapino, Live Nation CEO, underlines the importance of providing functional online space to customers offering not only concert lists, but also music blogs, fan message boards, and other new Web 2.0 features and services, promising positive effects on the concert experience. When people socialized with other fans about news and upcoming events it can provide a more vivid experience (Whitperson, 2007).

As an example, the Royal Scottish National Orchestra (RSNO) provided an opportunity to their customers to download music that they heard at the concert. Customers were provided with passwords to enjoy the music after they attended the concert. The concerts became more accessible online to the audience members. It was noted that more than 6,700 music files were downloaded after two concerts. The company received positive feedback from visitors that it was very enjoyable to watch concerts many times after the concert (Plommer, 2009). This example illustrates how Web 2.0 innovations widen the opportunity for the PACs to build stronger relationship with patrons.

Social media marketing is used by PACs to increase brand awareness. Word of mouth is marketing tool used to increase brand awareness. Word of mouth can be used to reach an enormous number of customers and bring their interest to the brand. Theoretically, it is presented as an effective option, but, practically, it is hard to implement. Still, there is little study in a marketing literature depicting how to effectively leverage this marketing tool to the maximum extend. Scott (2007) implies that it is not an easy task to go viral “artificially”. He believes that it usually happens spontaneously and almost uncontrollable. Many marketing companies who attempt viral marketing do not succeed and often fail (Scott, 2007). However, gaining expertise and techniques of social web marketing practices, it is certainly possible to go viral. However, to achieve desired results social media marketing has to be well planned and monitored (Chapman, 2008).
Providing valuable content to be shared and syndicated can result in a strong word-of-mouth campaign. The content of the viral message can be designed not only in the form of text but also as pictures, photographs, video clips, cartoons, songs, ringtones, etc. Creating video/audio content is different from messages in a text format and requires a certain skills set. It, also, needs special technology such as software and hardware, including microphones, video cameras, and others (Scott, 2007, Anonymous, 2009).

Dobelea suggests the following characteristics of the content to make a message engaging and inspire people to pass it to others. A viral message should capture the attention by being fun and intriguing. Also, the message should be attached to a product that is easy to use. The source presenting the message should be credited. Lastly, launching viral message should be implemented using technologies that ensure high visibility and fast diffusion among Web users. Social media applications enable exposing and exchanging information via online platforms (Dobelea, 2005). A good example of using social media application on Facebook to stimulate word-of-mouth referrals is the Brooklyn Museum application, Artshare. The users of this application can select and display museum’s objects’ images on their profile. Each image is linked to the Brooklyn Museum catalogue that holds information and resources about the selected object. An additional feature of this application enables artists to upload their own images” (Digital, 2009).

Hughes underlines “the six buttons” to push the conversation (Hughes, 2005). There are several topics that will always capture attention of people. Taboo themes represent the very unusual, the hidden, the amusing, the remarkable, or secretive. These can attract and inspire people to open the information and get the consumers to talk about your content. By nature people are not allowed to talk about taboo. Introducing, e.g. taboo theme, customers naturally become interested in these kinds of conversations and generate buzz around it. The main reason for the success of these themes is that people want to be entertained. The listed buttons refer to fun or intrigue and can be used as a central part of human interest theme and entertainment (Hughes, 2005). Information should be interesting to the customers. Bernstein and Kotler (2007) suggest taking the customers behind the scene to show backstage. It is always exciting for people to know what is
“hidden behind the veil.” Bernstein and Kotler (2007) stress that, “People love hearing about any human drama that takes place in the creation of your show, not only the drama unfolding the stage.”

Content of the viral massage should be designed in “the buyers’ words.” An effective marketing message requires understanding what “language” the customers use. In other words it is necessary to distinguish what words, phrases, expressions the customers use to communicate. This knowledge would be essential to formulate key words for search engines. Being aware of what key words are used most in search engines paves the way to reach the target audience. One of the ways to determine the common words and phrases used by customers is to examine their publications in blogs, comments and reviews, statuses, agendas, topics, online social network sites and web resources. The list of the phrases will help in communicating with customers, but also make the websites appear in the search engines (Scott, 2007, Weber, 2009, Social, 2009).

Word-of-mouth referrals based on intrigue story around an event were a foundation of promotional strategy for The Blair Witch Project, released in 2001. Low budget project lacked enough funds to promote the movie. The movie company posted online a true story depicted the mysterious disappearance of three students filmmakers in Maryland woods while attempting to the movie presentation of their own script at the movie theatre. The company even designed a websites demonstrating the evidence from the case including police reports, pictures, etc. As a result, this story generated buzz around the movie inspiring more than 20 fan sites, chart rooms, forums, a mailing list, etc. Finally, the $30 million movie was developed with the help of viral marketing into $150 million blockbuster (Dobelea, 2005).

Historically, various forms of arts were promoted primarily by word of mouth. For example, Paganini, the most brilliant violinist in the world of the 19 century, found that the created buzz around his personality would increase his popularity. He launched the buzz to the public by wearing black suite on the black stage with black horse at the back during the concert. After that the public talked about Paganini that he sold his soul to the devil. The principle to create a buzz has not been transformed – to intrigue the public. Nowadays,
social media technologies appear the right platforms to expose to the audience and spread the word about an event (Haecker, 2009).

It is not an easy task to adapt viral marketing techniques to arts business. Buzz requires a remarkable event or something new, intriguing, or thrilling to make it “buzz-worthy” and draw attention of the audience. But in the case of classic music it is tricky, because traditional products have preservative nature allowing only minor changes over the time. Haecker (2009) associates viral marketing tactics only with a product that appeals to the audience. The author exemplifies the orchestral performance of Beethoven’s 5th as the classic product which was played often for several centuries as an example. It is not easy to adapt viral marketing techniques to classic performances for many organizations. Linking word of mouth only to product representation most organizations with classical repertoire would prefer to stay conservative rather than tolerate mixing classical composition with elements of popular music (Haecker, 2009).

Despite the fact that traditional art is considered by some marketing experts as difficult to convert to viral marketing techniques, the relevance of this form of promotion should not be limited only by product representations. There is a plethora of other tactics that can be applied to generate buzz around concerts. The Louisiana Philharmonic used viral marketing techniques to spread the word about their programming. The Philharmonic created its “Find and Phil series” using viral marketing tactics. The event was organized for young and Web-savvy audience. The idea was to play a usual repertoire at various places around the city. The clues and tips about where these concerts would be taking place were displayed on the official website. Users referred that information with their friends via e-mails who in turn were encouraged to register on the website. The viral campaign of the Louisiana Philharmonic was a great success. All visitors of the concerts were registered. The example of applying viral techniques by The Louisiana Philharmonic was intriguing yet did not involve a change to the original product. In other words to stimulate word of mouth a company should provide the customers with updated information, offers, acknowledge referrals, rewarding customer loyalty (Bernstein and Kotler, 2007).
Venues across the country have come to realize the importance of using social media for informing prospective customers about upcoming concerts and events. Rothschild (2009) emphasizes an importance for small market venues and performing art centers to use social media marketing. The authors suggest making use of web presence to inform customers of upcoming events. Using Web 2.0 tools such as social network websites or blogs and social media applications as effective channels to reach the wide audience and update the fans regarding upcoming performances and events (Bruno, 2009, Pacioal, 2010). Facebook and Twitter are viewed by many marketing experts as the most effective tools to be used for promoting events. Using social network websites, PACs create fan groups where they portray news and upcoming concerts (EventBrite, 2010, Parr, 2009, PAC, 2009).

The most loyal and active online customers, called as brand advocates, become marketing partners for companies in promoting events on the social media websites (Bernstein and Kotler, 2007). Brand agents are hired employers who are responsible to find leaders of the discussions. These marketers express the importance of giving first hand information to the discussion leaders who will “shout it to others” (Chapman, 2008).

Brand advocates should be given by the opportunity to share information with others and spread the word about the events. The main task of the concert promoters is to find and help the brand advocates who influence other users and convince them to adopt the services of the company (Gillin, 2007, Weber, 2009). Building efforts to effectively communicate with brand advocates and encourage them to pass the information and involve other people in the discussions will transform advocates into effective influencers within the social community. Beth Kanter, during the presentation for a group of senior marketing people from PACs on social marketing, stressed an importance of taking into consideration the fundamental aspects as affinity while implementing influencer strategies. The power of influence is measured not only by the high number of people brand advocates are able to reach. The powerful influencer should be able to make an impact on the followers to inspire them to spread information further. In other words, strong interpersonal
ties between the influencer/advocate and other members of the e-community play a crucial role and can make a big impact on the target audience and to outreach the maximum number of people (Kanter, 2009).

Thus, social media marketing can be used for building relationship with customers of PACs. Establishing long-term relationships with customers is of crucial importance for companies in an entertainment industry. Social media tools and platforms may facilitate effective communication between PACs and events’ visitors. While social media tools can be used for establishing dialogue with customers, effective social media marketing techniques and tactics should be developed to increase a message visibility and brand awareness.
CHAPTER III: METHODOLOGY

This chapter describes the procedures and instruments used to make a sample selection, and carry out the data collection and its analysis. This chapter is divided into the following subdivisions.

3.1 Sample Development

The survey was sent to 60 PACs across the country. There are three criteria used to make the selection of the venues among PACs across the U.S. Respondents were selected according to the type of the facilities, performances and seats capacity. The sample represents organizations that are open concert venues and are not designed to hold sport events. All venues of the sample provide live performances. The seating capacity of this sample does not exceed 30,000 seats.

3.2 Administrating the Survey

The survey was sent to 60 marketing, PR and communication professionals at PACs on March, 2, 2009. It was sent again to increase the rate of responses one week later. Before the deadline 16 respondents fully completed the survey and in addition 6 respondents who started but had not fully completed the survey. Those managers who responded were social media marketing professionals and possessed an expertise to provide an objective response.

The small sample response to the survey means that one response can significantly impact the overall results of the survey, because one company represents 6.67% of the results.

3.3 Questions Development

Survey Design

At the beginning of the survey, definitions of social media marketing, social media tools, word-of-mouth advertizing and brand advocates were introduced to the respondents. The questionnaire has 28 questions in
total. The questionnaire covers the presence of PACs in social media, objectives and effectiveness of using social media tools by PACs, social media activities of PACs and their budget distribution and revenue from online marketing. A cover letter was created and attached with the questionnaire (Appendix 1). It introduced to the respondents the main objectives of the survey. Survey Monkey was chosen as an online platform to collect the responses and for the further technical analysis of the survey. The instructions about how to complete the survey and the deadline to complete the survey was also explained in the body of the cover letter. The respondents were assured that the obtained data would be treated in strict confidence and only for academic purposes. The respondents were informed that they would receive the results of the surveyed upon completion of the study. The questionnaire of the survey is presented in Appendix 2.

**Objective 1: To identify which tools the PACs use to promote services**

The first question is used as qualifying section to identify the current usage of social media tools by PACs.

**Question 1: Please choose what social media tools you use to promote your company. Please choose all that apply**
- Facebook
- Twitter
- MySpace
- Blogs
- LinkedIn
- Youtube
- Flickr
- Forums
- Social bookmarking
- Do not use social media tools
- Other

The first objective of this question was to determine whether a respondent applied social media tools. If the respondent denied using the social media tools there was an automatic transition to the last section of the questionnaire. This option allowed skipping the questions addressing companies that use social media tools. A list of social media tools represented in this question was composed of sites used by the most businesses
for social media marketing. This data allows identifying the popularity of each social media tools applied by the participants of the survey.

**Objective 2: Identifying effectiveness of using social media tools to achieve the primary objectives of PACs**

Questions 2, 3, 4, 5, 6, 7 and 8 aim to identify the effectiveness of each of the social media tools to achieve marketing objectives. The following objectives were chosen as the main viral marketing objectives of PACs:

1. Promoting events/services/programming/ticketing
2. Increasing web traffic
3. Increasing brand awareness
4. Building relationships
5. Raise funding
6. Learning interests/values/preferences/brand perception of patrons
7. Other objectives (please specify an objective in the comment box below)

To build social media marketing PACs pursue objectives and apply a set of social media tools to achieve each of them. Effectiveness of using each social media tool may vary in the attempt to accomplish a particular objective. Each question from 2 to 8 encompasses assessing an effectiveness of using social media tools to achieve the listed objectives. For each of the objectives the following social media tools were assessed on the scale from 1 (not effective at all) to 5 (very effective) by the participants of the survey:

- Facebook
- Twitter
- MySpace
- Blogs
- LinkedIn
- Youtube
- Flickr
It is important to know how effective each of the social media tools works in the attempt to achieve various objectives. It is essential to select the right platforms and channels to deliver a message to the customers when developing marketing strategy objectives. For example, Facebook may work better for building relationship with customers, while Twitter is excellent to promote upcoming events. By taking into account the capability of each social media tool the marketing professional will be able to develop the content for the marketing message according to the appropriateness of each social media tool. Moreover, application of each social media tool in the social media marketing strategy is an additional cost in financial and human resources. Careful selection of social media tools is necessary to rationally distribute financial and human resources. Rates of the effectiveness of social media tools would allow other companies concluding potential capability of social media tools of social media tools in achieving various marketing objectives.

**Objective 3: To describe the viral marketing activities of the PACs in social media**

**Question 9: Please assess the importance of each social media tool with respect to your social marketing efforts on the scale from 1 (not important) to 5 (very important)**

- □ Facebook
- □ Twitter
- □ MySpace
- □ Blogs
- □ LinkedIn
- □ Youtube
- □ Social bookmarking
- □ Other
This question helps assessing efforts the respondents put in developing marketing strategies for each of the tools. The data obtained from this question illustrates the amount of time, effort, finance resources distributed to each social media tool. This information actually determines the major concern of the problem showing the importance of each social media tool for the respondents when they develop a marketing strategy.

**Question 10:** What benefits did you attain using social media marketing? Please assess the effectiveness on the scale from 1 (not effective at all) to 5 (very effective)

- Increased number of sold tickets
- Increased brand awareness
- Reduced overall cost of marketing
- Attracting visitors from other geographic locations
- Attracting visitors of competitors who are not representing online
- New partnerships with other art organizations
- New partnerships with donation organizations
- Expanded market of potential performers
- Bigger and stronger fans communities
- Other (please specify)

Obviously, using social media marketing may lead to various results and bring the company a set of benefits with different level of success. The question 10 indicates what results had been gained through social media marketing. Rating from 1 (not effective at all) to 5 (very effective) illustrates how successful the companies were in achieving these results. It was assumed that these benefits are the most likely to attain via social media tools by PACs. This data helps the PACs to estimate the potential benefits of viral marketing based on experience of the respondents.

**Question 11:** Please assess the effectiveness of the options in the attempt to engage fans in conversations and stimulate word-of-mouth referrals

- [ ] Posting questions to initiate discussions on the wall
- [ ] Announcing online contest among fans
- [ ] Providing ticket sales
- [ ] Announcing upcoming events
- [ ] Posting polls
- [ ] Commercial banner adds
- [ ] Providing music downloads
- [ ] Post video clips
This question indicates which important tactics are the most effective in making the content viral. Since the main goal of the viral marketing is to involve customers in online activity and pass a message to other users, marketing professionals use various tactics to stimulate word-of-mouth referrals. The question includes a list of options that are used by many businesses in the viral marketing. The last response option “other,” is provided if a respondent does not utilize the other options above in their marketing strategy. The respondents were also asked to rate the effectiveness of each tactic.

The next three questions are related to respondents using Music 2.0 websites as tools to carry out viral marketing strategy.

**Question 12: Do you maintain a profile at any of the following radio stations or other music-related websites that provide social networking services? Please select all that apply.**
- Live Nation
- iLike
- Pandora
- Do not use it
- Other, please specify

**Question 13: If yes, what are your main activities on these websites? Please, select all that apply.**
- Upload music for fans
- Involves fans in discussions
- Provide information about concerts
- Promote ticket selling
- Posting blog
- Other (please specify)

**Question 14: If no, do you plan to expand your presence on these kinds of websites with the purpose of social interaction with your customers?**
- Yes
- No
The music-related websites may serve as the effective platforms for the social media marketing of PACs due to the active usage of the sites by various target markets. Many of them possess Web 2.0 features that can be used for social interaction with customers and building fans community. The data obtained from question 12 and 13 illustrate what kind of Music 2.0 websites are used and viral marketing activities are carried out by the respondents. Question 14 indicates the willingness to expand the presence on these websites. It is important to observe the tendency among the respondents. Even if they currently do not undertake any marketing activity they may plan to start using them in near future.

The next three questions determine practices of PACs in social media working with brand advocates/opinion leaders.

**Question 15: Do you identify the potential brand advocates or opinion leaders who present on your social media tools?**

- [ ] Yes
- [ ] No

Identifying brand advocates is an important part of viral marketing strategy that may enhance the diffusion of a marketing message and influence on credibility of the information and finally adoption by the customers. This question would help to observe the tendency among the PACs in identifying the potential brand advocates. This question also serves as a determinant whether the respondents are qualified to answer the next two questions. Those respondents who denied identifying brand advocates in their social media strategy there was an automatic transition to question 18.

**Question 16: If yes, what measurement do you use to identify brand advocates or opinion leaders?**

- [ ] Not applicable
- [ ] Active participation on the social networking websites (comments/reviews)
- [ ] Most loyal visitors of the venue based on a number of purchases/tickets
- [ ] Number of friends
- [ ] Geographic location
- [ ] High level of connectivity/ties with their friends
- [ ] Other (please specify)
This question was administered to document measurements used by the PACs to identify influencers. Brand advocates identification is one of the most critical tasks for social media marketing professionals. Brand advocates may become powerful promoters of the company and expose the viral message to the broader audience. Applying the proper measurement to distinguish the potential promoter ensure reach of the maximum number of recipients.

**Question 17: Do you design tactics to encourage brand advocates / opinion leaders to pass information to other users?**

- No
- If yes, please explain

This question aims identifying whether the surveyed PACs develop tactics or methods to encourage influencers to spread the message to other social media users. In the case if the respondents answer positively they were asked to share the detailed information describing their tactics and methods.

**Question 20: Please share the most successful activity you used to promote upcoming events using social media? Open ended**

This question is used to receive detailed information from the marketing professionals regarding their marketing practices in social media. The open ended question helps to generate the detailed data about the most successful tactics used by PACs to promote events. The open ended format was chosen to receive more detailed information regarding their marketing practices in social media, since every marketing manager bases marketing campaigns on different ways according to chosen social media marketing tools and strategy.

**Objective 4: Identifying quantitative indices of financial allocation on and profitability from viral marketing.**

Questions 18 and 19 seek to identify financial flows related to using social media marketing expenditures and revenue.

**Question 18: What percentage of the overall budget do you spend on social media activities?**

- Less than 5%
- About 5-10%
About 10-25%
☐ About 25-50%
☐ More than half

Question 19: What percentage of the revenue do you generate from social media marketing?
☐ Less than 10%
☐ About 10-20%
☐ About 20-30%
☐ About 30-50%
☐ About 59-75%
☐ More than 75%

These questions were administrated to document the budget distribution on social media activities and identify the return on investment from the viral marketing. This data allows making conclusions the correlation between the amounts of expenditures on and generating revenue from the marketing activities in social media.

Objective 4: Identifying the strategic vision of social media tools usage by viral marketing free venues.

Questions 21, 22, 23 and 24 are addressed to those venues that do not use social media tools. Even if some PACs do not use any social media tools they may plan to start using them in the future observing current shift in marketing. These questions are used to determine the willingness to adopt social media tools for promoting the services. It is important to know the exact tools the PACs are planning to use and what objectives they are trying to achieve. The respondents are asked to prioritize their objectives according to the importance on the scale from 1 (not important) at all to 5 (very important). The last question of the survey aims identifying the main reason to reject using social media tools. It is important to know what barriers exist to adopt new marketing tools specifically for PACs.

Question 20: If you don’t use social media tools, do you plan to start using them?
☐ Yes
☐ No
Question 21: If yes, what social media tools are you going to use?
- Facebook
- Twitter
- MySpace
- Blogs
- LinkedIn
- Youtube
- Flickr
- Social bookmarking
- Other

Question 22: If you plan to use social media tools, indicate how important each of the following goals are on the scale from 1 (not important) at all to 5 (very important)
- Promoting events/services/programming/ticketing
- Increasing web traffic
- Increasing brand awareness
- Building relationship
- Raise funding
- Learning interests/values/preferences/brand perception of patrons
- Other objectives (please specify an objective in the comment box below)

Question 23: If you do not plan to use social media tools, what are the main reasons for reject the use of social networking websites? Please choose all that apply
- Do not see advantage for the company using these sites to achieve major goals
- Lack of appropriate knowledge/expertise to monetize social media
- Lack of control
- Potential threat of leaking corporate secrets
- Lack of resources (time/financial/human) to develop/update the content
- Other (please specify)

Thus, these questions were presented to the respondents of the survey. The results of the survey are provided in the Chapter 4.
CHAPTER IV: DATA ANALYSIS AND FINDINGS

The results and findings of the study are analyzed and discussed in this chapter. The survey was sent to 60 open performing art centers across the US. Out of the 23 respondents who took the survey 17 marketing professionals fully completed the survey. However, the survey was administrated using online website it was impossible selecting for analysis only fully responses. That is why both incomplete and complete responses are taken into consideration for analysis and therefore the sample varies from question to question. A list of the organizations completed the whole survey is represented in Appendix 3. Two of the respondents chose not to disclose the name of the company.

4.1 Social Media Tools Usage

Social media tools’ usage is widespread among open concert venues. Almost all respondents (95.7%) use at least one social media tool. Figure 2 illustrates the responses of the survey regarding social media tool usage among PACs.

Figure 2: Usage level of social media tool by PACs

![Bar chart showing social media tool usage among PACs]
According to the results of the survey, Facebook is the most popular of the commercial social networks among surveyed companies. Almost all respondents (96%) indicated they have an institutional Facebook presence. More than half of the respondents maintain a presence on Twitter and MySpace.

The rest of the tools are not widely used by the majority of the respondents. Tools such as Youtube, Blogs, Flickr, Social Bookmarking, LinkedIn and Forums are used by less than one-third of the respondents. Fewer than 5% of the respondents use other social media tools. For example, in the open-ended questions one respondent indicated that its official website hosts video clips as YouTube does. One respondent comments that they “add these tools enabling others to share our content virtually anywhere.”

According to the response of one marketing manager in the open-ended question, traditional ads are placed within other social network websites. Hence, some of the venues utilize social media tools as the platforms to place traditional direct ads.

4.2 Assessment of effectiveness of social media tools used to achieve stated objectives

In this part the assessment of the effectiveness of social media tools by PACs are presented. On a scale from 1 (not effective at all) to 5 (very effective) the marketing professionals of the PACs rated the effectiveness of the social media tools used to achieve a list of marketing objectives.

4.2.1 Promotion services of the open concert venues using social media tools

Figure 3 shows the effectiveness rate of social media tools to promote services/ticketing/programming of the PACs. The number of respondents who took part in the assessment of each social media tool is presented in the Table 1. Only Facebook and Twitter were assessed by respondents as effective social media tools used to promote events with the average scores of 4.3 and 4.0 accordingly. Blogs, YouTube, MySpace, Flicker, Social Bookmarking and LinkedIn were assessed by the respondents as less effective and received the average score ranged from 2.8 to 1.9.
4.2.2 Increasing web traffic using social media tools

Figure 4 demonstrates the assessment of the effectiveness of social media tools to increase Web traffic by PACs. Table 2 represents a sample distribution among the social media tools. Twitter, Facebook and blogs were rated by the respondents as the most effective tools with average scores of 4.1, 4.0 and 3.4 accordingly. Other social media tools fall under the category of the ineffective with regard to increasing web traffic. The average scores ranged from 2.5 to 2.1 according to marketing professionals who took part in the survey.
One of the respondents in the open-ended questions referred to Facebook’s pay per click tactic as the most effective to stimulate web traffic. This is a commercial advertisement in Facebook where a company places an advertisement on the right side of the users’ page. Companies can select the target market according to the age, location, social position, occupation, etc. The payment method can be estimated based on the number of clicks made by the Facebook users. It is easy to monitor the results since Facebook provides the statistics automatically.

**Figure 4: Effectiveness of social media tools to increase Web traffic**

![Figure 4: Effectiveness of social media tools to increase Web traffic]

<table>
<thead>
<tr>
<th>Social Media Tool</th>
<th>Effectiveness</th>
</tr>
</thead>
<tbody>
<tr>
<td>Twitter</td>
<td>4.5</td>
</tr>
<tr>
<td>Facebook</td>
<td>4</td>
</tr>
<tr>
<td>Blog</td>
<td>3.5</td>
</tr>
<tr>
<td>MySpace</td>
<td>3</td>
</tr>
<tr>
<td>Flickr</td>
<td>2.5</td>
</tr>
<tr>
<td>YouTube</td>
<td>2</td>
</tr>
<tr>
<td>LinkedIn</td>
<td>1.5</td>
</tr>
<tr>
<td>Social Bookmarking</td>
<td>1</td>
</tr>
</tbody>
</table>

**Table 2: A sample distribution among social media tools**

<table>
<thead>
<tr>
<th>The social tool</th>
<th>Number of the respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Twitter</td>
<td>17</td>
</tr>
<tr>
<td>Facebook</td>
<td>20</td>
</tr>
<tr>
<td>Blog</td>
<td>14</td>
</tr>
<tr>
<td>MySpace</td>
<td>16</td>
</tr>
<tr>
<td>Flickr</td>
<td>12</td>
</tr>
<tr>
<td>YouTube</td>
<td>14</td>
</tr>
<tr>
<td>LinkedIn</td>
<td>11</td>
</tr>
<tr>
<td>Social Bookmarking</td>
<td>11</td>
</tr>
</tbody>
</table>
4.2.3 Increasing brand awareness using social media tools

Figure 5 represents results from the survey about effectiveness of social media tools that can be used to increase brand awareness. Table 3 illustrates the number of respondents who participated in the assessment of each social media tool.

Twitter and Facebook are assessed as effective with the same average score of 4.1. The rest of the tools are seen by the respondents as less effective with average scores ranging from 3.0 to 2.4.

**Figure 5: Effectiveness of social media tools to increase brand awareness**

![Effectiveness of social media tools to increase brand awareness](image_url)

**Table 3: A sample distribution among social media tools**

<table>
<thead>
<tr>
<th>The social Media tool</th>
<th>Facebook</th>
<th>Twitter</th>
<th>YouTube</th>
<th>Blog</th>
<th>Flickr</th>
<th>LinkedIn</th>
<th>MySpace</th>
<th>Social Bookmarking</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of the respondents</td>
<td>20</td>
<td>18</td>
<td>12</td>
<td>14</td>
<td>12</td>
<td>11</td>
<td>16</td>
<td>10</td>
</tr>
</tbody>
</table>
4.2.4 Building relationships using social media tools

The effectiveness rates of social media tools assessed by the surveyed venues are shown in Figure 6. Table 4 shows the number of respondents who made the effectiveness assessment of each social media tool. Twitter and Facebook were viewed by the respondents as effective social media tools which can be used with the purpose of building relationships with the fans and were assessed as 4.3 and 4.2 accordingly. YouTube tended to fall under the category as more effective rather than ineffective based on the assessment with an average score of 3.1. Other represented social media tools received an average score below 3.0 and were not seen by the participants of the survey as effective in an attempt to building community.

**Figure 6: Effectiveness of social media tools to build fan community**

<table>
<thead>
<tr>
<th>Social media tool</th>
<th>Effectiveness</th>
</tr>
</thead>
<tbody>
<tr>
<td>Twitter</td>
<td>4.7</td>
</tr>
<tr>
<td>Facebook</td>
<td>4.5</td>
</tr>
<tr>
<td>YouTube</td>
<td>3.6</td>
</tr>
<tr>
<td>Social Bookmarking</td>
<td>2.8</td>
</tr>
<tr>
<td>Blog</td>
<td>2.7</td>
</tr>
<tr>
<td>Flickr</td>
<td>2.5</td>
</tr>
<tr>
<td>MySpace</td>
<td>2.0</td>
</tr>
<tr>
<td>LinkedIn</td>
<td>1.7</td>
</tr>
</tbody>
</table>

**Table 4: A sample distribution among social media tools**

<table>
<thead>
<tr>
<th>The social media tool</th>
<th>Twitter</th>
<th>Facebook</th>
<th>YouTube</th>
<th>Social Bookmarking</th>
<th>Blog</th>
<th>Flickr</th>
<th>MySpace</th>
<th>LinkedIn</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of the</td>
<td>17</td>
<td>19</td>
<td>13</td>
<td>10</td>
<td>13</td>
<td>12</td>
<td>14</td>
<td>11</td>
</tr>
<tr>
<td>respondents</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
4.2.5 Fund raising using social media tools

All companies taking part in the survey assessed social media tools as ineffective to facilitate generating fundraising revenue. Figure 7 illustrates the range of average scores of effectiveness of the social media tools used to raise funding. Table 5 illustrates the number of respondents who made an assessment of each social media tool with regard to effectiveness to raise funds. None of the social media tools had an average score higher than 3. Average scores of Facebook, Twitter, Blog and Social Bookmarking are ranged between three and two. And YouTube, LinkedIn, Flickr and MySpace were assessed by the respondents at less than two on average. These results demonstrate very low effectiveness of the presented social media tools in fundraising.

**Figure 7: Effectiveness of social media tools to raise funds**

![Effectiveness bar chart](chart)

**Table 5: A sample distribution among social media tools**

<table>
<thead>
<tr>
<th>The social media tool</th>
<th>Facebook</th>
<th>Twitter</th>
<th>Blog</th>
<th>Social Bookmarking</th>
<th>YouTube</th>
<th>LinkedIn</th>
<th>Flickr</th>
<th>MySpace</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
4.2.6 Learning interests/values/preferences/brand perception using social media tool

Figure 8 demonstrates the average scores of the effectiveness of using social media tools by PACs to do research regarding interests/values/preferences/brand perception of the concert visitors. Table 6 shows the number of companies participating in the assessment of each social media tool. Facebook and Twitter are the only tools viewed as effective by the surveyed PACs with average score of 4.2 and 3.8 accordingly. The rest of the tools were assessed as ineffective. The average score ranges from two to three for Flickr, LinkedIn, Social Bookmarking, YouTube and Blog. The effectiveness of MySpace to do the research about the customers was seen by the respondents as very low with a score of 1.7 on average.

Figure 8: Effectiveness of social media tools to learn interest/preferences/values

<table>
<thead>
<tr>
<th>Effectiveness</th>
<th>Facebook</th>
<th>Twitter</th>
<th>Blog</th>
<th>YouTube</th>
<th>Social Bookmarking</th>
<th>LinkedIn</th>
<th>Flickr</th>
<th>MySpace</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.5</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.5</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.5</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.5</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>0.5</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>0</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table 6: A sample distribution among social media tools
4.3 The importance of each social media tool with respect to the marketing effort of the open concert venues

Figure 9 illustrates the rates of importance of each social media tool provided by the surveyed organizations in regard to the marketing effort. The sample distribution involved in the assessment is presented in the Table 7. Twitter and Facebook were assessed by the respondents as important with average scores of 4.5 and 4.3. The importance scores of blogs, YouTube and Flicker range from 3.4 to 3.5. Such social media tools as Forum, MySpace, Social Bookmarking and LinkedIn are not seen as important to the participants of the survey with given average scores varied from 2.5 to 1.5.

Figure 9: Importance of social media tools to the marketing efforts
Table 7: A sample distribution among social media tools

<table>
<thead>
<tr>
<th>The social media tool</th>
<th>Twitter</th>
<th>Facebook</th>
<th>Blog</th>
<th>YouTube</th>
<th>Flickr</th>
<th>Forum</th>
<th>MySpace</th>
<th>Social Book</th>
<th>LinkedIn</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of participants</td>
<td>14</td>
<td>16</td>
<td>9</td>
<td>10</td>
<td>9</td>
<td>7</td>
<td>12</td>
<td>5</td>
<td>8</td>
</tr>
</tbody>
</table>

4.4 Benefits attained from social media presence of the open concert venues

The respondents chose from a list of benefits and rated the level of the effectiveness for each of them. Figure 10 demonstrates the effectiveness of achieved benefits using social media tools. The number of respondents involved in the assessment is presented in each column in the figure. When asked about the benefits companies attained using social media marketing, it was found that the strongest results were achieved in increasing brand awareness, building bigger and stronger fan communities and increasing number of sold tickets. The respondents assessed the level of success from 3.5 to 4.0 on average. The rest of the benefits described in this question were assessed with lower average score ranging from 3 to 2.1. The company managers did not feel these tools were effective in developing partnerships with the donation organizations.
4.5 Engaging fans in conversations and stimulating word of mouth using various social media tactics

Participants of the survey made an assessment of various tactics using social media tools to engage fans and stimulate word of mouth on the scale from 1 (not effective at all) to 5 (very effective). Figure 11 represents the results of assessment of various social media tactics by PACs. Announcing events is seen by the respondents as the most effective tactics with an average score of 4.1. According to the assessment made by the marketing professionals, online contests, posting questions on the wall, posting pictures galleries, ticket sales and online polls tend to be more effective rather than ineffective with average scores ranged from 3.9 to 3.3. The respondents indicated that social media applications they use for marketing. The capacity of widgets, music downloads, podcasts and video clips to make the message viral and encourage engagement of customers was viewed as less than effective at the range between 1.2 and 2.8.
4.6 Music-related websites for social media marketing

In this question 16 respondents identified their use of music-related websites for social media marketing. Figure 12 presents the results of the survey regarding the usage of music-related websites by the PACs. About half of the respondents identified that they use Music 2.0 websites for social media marketing. Live Nation is the leader among other options in the survey. Live Nation is used by 43% of the respondents for the marketing. Importantly, several venues who participated in the survey belong to Live Nation and are officially promoted through this website. This implies that the Live Nation website is used by these venues as a major part of marketing not as an additional channel for the promotion. Other responses are distributed among the rest of the respondents who use radio stations for marketing (Pandora 13%, Last.fm 13%, iLike 7%, k-earth 7%, Playlist 7% and iMeem 7%).

When asked about marketing activities on the music-related websites 10 marketing managers indicated they focus mainly on providing information about the concert and selling tickets. Venues representing
relatively a small number of companies (2) undertook some activities to involve fans into discussions and only one respondent uploaded music and posting blogs on music-related websites.

One third of respondents do not use this kind of websites to carry out social media marketing. However, 7 of those companies who currently do not use these websites for social media marketing but plan to expand their presence in the future.

**Figure 12: Music 2.0 websites used for social media marketing by PACs**

4.7 Identifying brand advocates and tactics to initiate word-of-mouth referrals

Based on the survey results, half of the marketing managers out of 18 identify brand advocates/or the so-called opinion leaders as a part of social media marketing. Those marketing professionals who belong to this category were asked to check methods they used to identify their potential brand advocates. Figure 13 illustrates tactics and methods the surveyed companies use to identify brand advocates. Two-thirds of the respondents make their conclusions based on the level of participation, e.g. number of comment/reviews at the social networking websites. Number of friends was the second most popular answer among respondents, forming 40% of the sample. And one third of the professionals believe that loyalty to the organization and geographic location may ensure the potential motivation of fans to spread the word about the company. The
high level of connectivity with their friends (affinity) is considered a valuable indication of the brand advocates only for the 20% of the respondents.

Despite the fact that marketing professionals of the open concert venues make an effort to identify the potential brand, the vast majority (15) do not utilize any tactics to stimulate the word-of-mouth referrals. Only two marketing professionals identified the practices they use to stimulate brand advocates to share information about a company with other users. One respondent identified his company’s practice, a “retweet message for the chance to win ticket.” This tactic usually is designed by the companies to ensure fast diffusion of messages using their customers who would like to share information through their own Twitter network. When followers of a company receive a message (Tweet) they are asked to resend (retweet) the message to their own followers on Twitter. The respondent in this case used an incentive “to win a ticket” to stimulate potential brand advocates to share information with the network, increasing the outreach of the marketing message. “Providing information to music blogger” was a method exemplified by another respondent. Bloggers can be potential brand advocates since they already show their interest in the industry/topic/theme writing blogs and reviews about it. So, providing information to the music bloggers may be an effective way to share information with the larger audience.

**Figure 13: How PACs identified brand advocates**

![Bar chart showing how PACs identified brand advocates]

- High level of connectivity/ties with their friends
- Geographic location
- Most loyal visitors of the venue based on a number of purchases/tickets
- Number of friends
- Active participation (comments/reviews)

Number of respondents N=9
4.8 Expenditures on and revenue from social media marketing in PACS

Budgets for social media marketing are relatively low when compared to expenditures on traditional marketing. Two-thirds of 14 responding organizations spend less than 5% of the whole marketing budget on social media activities. The rest of the respondents spend up to half of the marketing budget on social media. The revenue generated from the social media marketing does not exceed 20% for 12 of the respondents.

4.9 Methods and tactics to promote upcoming events

The marketing professionals were asked to share the most successful social media tactics used to promote upcoming events. Appendix 4 illustrates coding of the responses to this question. Announcing shows, contests and promotions are the most common tactics used by the companies and being the most effective. Some respondents specified social media tools they used to carry out the above mentioned tactics. Twitter is mentioned by the majority of the respondents as a tool used for contests and sales promotions. In addition to news announcements, Twitter is actively used by the marketing professionals to inform patrons about ticket sales. Fans of some open concert venues are provided with opportunities to participate in the contests. One participant gave an example of the venue’s contest as “Retweet to get a free ticket.” By stimulating patrons to spread information to their friends on Twitter, this contest allows companies to reach the larger audience and consequently to attract more visitors to the venues. Announcing shows on Facebook was another tactic mentioned by some respondents.

Using a simulcast Web stream was another example of a successful tactic used by one respondent to promote the company and increase their fan community. One example was a promotion campaign for their Holliday Celebration – a live 6 hour show that was broadcast throughout Southern California. About 10,000 people who came out to see it live got tickets free of charge. Moreover, they created a simulcast Web stream for people across the country and from all over the world to view the show. Using Web technology to
broadcast to the world wide audience and providing tickets free of charge were the main components of the campaign. The main objective of this event was building a fan community through enlarged viewership and interactivity of those fans.

The rest of the responses were related more to miscellaneous technical aspects. The respondents provided information regarding some aspect of social media tools usage. One marketing professional mentioned the method his company monitors the results of social media activity promoting events, for example, using a special password for selling tickets through social media to make ROI clear.

One respondent emphasized the value of Facebook as a free marketing tool. As he explained, “We are a nonprofit venue so spending money is hard for us. We have had great success on Facebook. We grew from 50 fans in January to almost 3,000 today. It took a lot of work but it is really a useful tool for us.”

4.10 Social media marketing free venues

Only one respondent out of 22 who indicated that his company does not use social media tools to promote its business. The respondent indicated the willingness to use social media tools for marketing in the future. Because, this venue is a government entity and usage of some social media tools may be restricted the respondent did not check any tools he would use in the future. As far as the future objectives of using social media tools, promoting events/ticketing/programming is viewed by this company as the most important tactic and was rated at 4 (important). Increasing web traffic and brand awareness, building relationship, raising funding and research interests/values/preferences of patrons were assessed as unimportant with a score ranging from 3 to 1.

The data obtained of the analysis of the survey results were used to develop conclusions and recommendations of the study which are presented in the Chapter 5.
CHAPTER V: CONCLUSION AND RECOMMENDATION

5.1 Conclusion

As a result of this study the development of social media marketing by PACs was documented. The major findings are summarized and represented in this chapter.

Facebook, Twitter and MySpace are used by more than half of 23 respondents who participated in the survey. Other tools are not widely used by the majority of the respondents. LinkedIn and Forums are the least identified social media tools used by the surveyed venues.

Considering the study objectives, Facebook and Twitter were indicated by the respondents as the most effective with an average score of 4 or more. Effectiveness of blogs for increasing web traffic and YouTube for building a fan community was assessed with an average score higher than 3. Effectiveness of other social media tools in achieving all objectives was assessed as low ranging from 1.5 to 3. Despite the fact that MySpace is a social networking website widely used by people with an interest in music, it was not assessed by the respondents as an effective tool in achieving any of the study marketing objectives. The respondents did not assess any represented tool being effective in fundraising.

Increased brand awareness was indicated by the surveyed companies as the benefit best achieved with the highest average score at 4. The respondents also rated as effective their achievements in building fan communities and ticket selling through social media marketing.

The majority of the social media tools in the study are considered by the respondents as important in regard to their marketing effort. The surveyed venues place high importance on Twitter, Facebook, Blog, YouTube and Flicker with respect to the marketing effort of the open concert venues.

Announcing upcoming events is viewed by the respondents as the most effective tactic leading to word-of-mouth referrals. It was also indicated by the respondents that announcing online contests and posting questions on the discussion boards to initiate discussions among fans tend to be effective in generating word
of mouth. Posting video clips was assessed as the least effective in making a message viral. When asked about the best tactics used to promote upcoming events in the open-ended question, the respondents identified announcing upcoming events, contests and ticket sales on Twitter and Facebook as the most effective.

Brand advocates identification is a part of social media strategy to initiate word-of-mouth referrals for half of the 18 respondents. The majority of respondents identified their potential brand prospectors based on their participation on the social media websites.

The budget spent on social media is relatively low when compared to expenditures for traditional marketing. In a sample of 14 respondents, about 85% of them spend less than 10% of the marketing budget on social media activities while 92% of the surveyed venues generate less than 20% of the total revenue from social media marketing.

Despite rising popularity of LinkedIn, as a business networking product, it was rated as the least effective tool for the most objectives. However, literature illustrates many examples when LinkedIn demonstrated successful results in fundraising for non-profit organizations. The survey results show that the respondents did identified LinkedIn as a tool that contributed to fundraising. As literature suggests using LinkedIn as a tool for communicating with professionals should not be ignored. Customers are not the only group of the stakeholders the concert venues should communicate with. Communication with donation organizations, art organizations and other professional organizations should be a part of the social media strategy. As Facebook or MySpace are the social networking websites designed for casual communication, LinkedIn was designed specifically for business professional networking which can be an effective tool to reach a sizable number of organizations and generate funds to a venue.

It was no surprise that Facebook and Twitter would be used for marketing by the majority of the respondents. This can be explained by the extremely high popularity of these websites among people and their familiarity with basic techniques and principles in using the websites to communicate with others. Many people who network with others use these two websites in everyday life; it is easy to adapt knowledge
and skills for business purposes. It was expected that the high popularity of and familiarity with Facebook and Twitter would possibly lead to producing the most valuable results in achieving marketing objectives according to the assessment in the survey.

It was also surprising certain tools did not receive higher use or effectiveness responses. For example, even if MySpace is a social networking website with an emphasis on music, the surveyed venues do not place an importance on this website and do not assess it as an effective tool in achieving the stated goals. It seems that MySpace is less popular. One of the indicators of declining popularity is the number of users of MySpace compared to other popular social networking websites. While the number of fans on these two websites was equal several years ago, today Facebook hosts more than 400 million users worldwide compared to MySpace with 57 million (Facebook, 2010). It seems that that the respondents have a fan page on MySpace because this website is related to music. However, the respondents are not willing to spend their resources on MySpace due to its declining popularity among people.

Despite rising popularity of LinkedIn as a business networking product, it was rated as the least effective tool for the most objectives. However, the literature illustrates many examples when LinkedIn demonstrated successful results in fundraising for non-profit organizations. The study results show that the respondents did identify LinkedIn as a tool that contributed to fundraising. As literature suggests using LinkedIn as a tool for communicating with professionals should not be ignored. Customers are not the only group of the stakeholders the concert venues should communicate with. Communication with donation organizations, art organizations and other professional organizations should be a part of the social media strategy. Whereas Facebook or MySpace are the social networking websites designed for casual communication, LinkedIn was designed specifically for business professional networking, and can be an effective tool to reach a sizable number of organizations to generate funds to a venue.

Despite the fact that the respondents cited YouTube, Blogs and Flickr as important to their marketing effort, these tools were not effective in achieving the listed marketing objectives with some exceptions. There are several explanations possible to understand this discrepancy in marketing efforts and resulting
achievements. Since these sites are relatively new to marketing professionals, the possible reason may be the lack of knowledge and practical experience of the surveyed organizations to effectively monetize these tools. Another possible reason may be the inability to effectively monitor outcomes of marketing endeavors through these social media tools.

The study demonstrated low effectiveness using traditional methods for advertising in a social media landscape. Referring to the literature review, traditional forms of marketing gradually lose its credibility to impact the purchase behavior of customers. Moreover, marketing experts stated that applying traditional forms of advertising with social media do not lead to positive results. Commercial banners were assessed as ineffective in stimulating word-of-mouth referrals, justifying resistance of customers to direct promotions through social media websites.

The survey also indicated that the majority of companies in the study do not apply methods/tactics that are recommended by the marketing experts in the literature. For example, social media marketing experts consider identification of users with a high level of connectivity with their friends as the most effective method to recognize potential brand prospectors. The study shows that the majority of respondents rely on other methods to achieve this. Surveyed organizations used the number of friends as a major criterion to identify brand advocates. Most active participant on the websites was another criterion used by the majority of companies to identify brand advocates.

It was expected that the organizations in the study would demonstrate low expenditures on social media compared to traditional marketing. This fact illustrates that social media is still viewed by many marketing professionals as an inexpensive or free tool that can produce effective results. Social media marketing seems to be as an inexpensive means to promote the services of a company. However, many marketing professionals concluded that, to produce effective results, social media marketing requires significant financial and human resource investments.
5.2 Limitations of the study

Considering the findings of the survey, it is essential to take into account that results may not provide an adequate representation and assessment of marketing practices in the performing arts industry. First of all, the data were derived from a relatively small sample may not reflect the comprehensive viewpoints of the majority professionals of this industry. In addition, after analyzing the survey results, it was found that the number of respondents who participated in identifying usage of social media tools and those who make assessments of these tools in other questions is dissimilar. This discrepancy may be evidence of a tendency of some respondents to make assessments based on their general opinions, not actual experiences in using these social media tools. Thus, the findings of the survey are most likely based on the current understanding of social media marketing by the surveyed venues rather than their concrete practices and experiences.

5.3 Recommendations

Before listing the major recommendations, several recommendations about the study methods are important. First, increasing the sample size is important. Responses could be increased by broadening the list of the open concert venues located across the US. Increasing the number of participants would increase the likelihood of receiving a higher rate of responses and could enhance the validity of the data analysis.

Another difficulty of the survey was the intention of the researcher to generate information regarding current social media practices which mostly refers to qualitative data using a quantitative method. A survey is a quantitative method which can provide little information and details regarding actual practices. A more thorough study would have been possible using both qualitative and quantitative methods.

5.3.1 Major recommendation

Considering the literature review and survey results the following major recommendations were formularized.

Social media should become an integral part of the marketing strategy for PACs. It is essential for PACs to realize that traditional advertising gradually becomes less effective over time. Today customers use
Web 2.0 sites to attain valuable information. Moreover, customers are savvier, taking advantage of modern technologies, e.g. using social media for ticket purchase and accessing to downloading and streaming audio/video music files. These are just a few of the reasons for building increased involvement of concert visitors in social media activities. Delay in using modern technologies and understanding the shifting preferences of the market will potentially threaten the ability of PACs to retain their core group of customers. Those companies that become first adopters in social media marketing will be able to take the market share of the competitors who are not present there.

The number of actively used social media tools should not be limited to the most popular sites. There is no doubt that Facebook and Twitter are the current leaders in social media for almost all industries including performing arts. Performing arts companies could benefit more from social media by increasing the number of social media tools they actively use for marketing. For example, the survey results indicated low usage of Music 2.0 tools. Music-related websites with social networking features may significantly increase the coverage of the target audience of PACs. Maintaining a customer profile and connecting with the audience on Music 2.0 websites could be a great opportunity for PACs to promote events and ticket sales among other opportunities.

Developing social media marketing should be strategic and well planned. Leveraging social media tools spontaneously without any concrete plan may not bring effective results in promoting business. PACs should think strategically to monetize social media tools and achieve the desired results. Concrete objectives should be defined when developing social media strategy. Moreover, it is necessary to plan and use a set of social media tools and tactics to achieve each objective. Selection of social media tools should be based on their relevancy to achievement of the marketing objectives. Social media embraces a plethora of tools that can be used to achieve objectives. For example, there are various social media tools that allow the passionate supporters of the non-profit organizations to set up individual online donation pages to fundraise from their friends or families, e.g. chipin.com, sixdegrees.org, change.org, changingthepresent.org, and firstgiving.org. Using volunteers and supporters of the organization on their behalf is the traditional method
of fundraising for non-profits. The difference in using online tools for fundraising could make them more effective and efficient. These new tools are specifically designed for fundraising, allowing the users to upload pictures/video and provide information about their involvement in the cause. Moreover, these social media tools for fundraising offer widgets that can be connected with social networking websites or blogs to reach out to existing online communities. Some of these tools are equipped with functions that allow monitoring progress of the campaign.

It is very important to develop tactics once a set of relevant tools for achieving each of the objectives is compiled. Success does not lie with a particular tool. It is necessary to know how to use them and to monitor the results to understand contribution to ROI. Facebook may be effective now without significant efforts. But it is only a short-term perspective. It is essential to learn the main principles/mechanism of social media marketing that can be applied via any other tools. For example, MySpace, once extremely popular, lost its clout after the advent of Facebook. In the near future something new may come up and the popularity of present social networking websites could steeply decline. Hence, continuous change and improvement are necessary.

Simple presence in social media without well-planned strategy will not guarantee success nor positive outcomes. Marketing professionals of PACs should be aware of the following steps when developing a marketing strategy in social media.

The first step is defining the target audience of an organization in social media. It is essential to develop insight about the target audience’s needs and interests, e.g. web resources they use, most common topics they are interested in, etc.

Once the target audience is defined, the next step is developing marketing tactics that will appeal to the customers’ needs and interests.

The content should be interesting to web users of a venue. The form of a marketing message may vary depending on a social media tool and objective the campaign. For example, the form of the marketing message on YouTube is video, while the content for blogs is a text message. But the form of the message is
not the most important. The content of the message is of crucial importance. The main goal of each tactic is total involvement of the audience. For example, PAC can use a ticket sale promoting a concert. However, a free ticket is not a tactic. An interesting contest/online event would be a tactic that could appeal to brand advocates. A ticket sale should be used as an incentive to stimulate your brand advocates to share information about the concert.

For creating brand awareness and building a fan community, it is very important to involve fans with interesting conversations, posting blogs, or active discussions boards. The topics of marketing messages in social media should appeal to the customers.

The main goal of the social media activity is involving the fans in conversations to help them interact with each other. Simple postings about concert venue news do not stimulate them to get involved. People are not interested in just a concert venue, but music and all related experiences they may garner. Conversations should be focused on the music trends, singers, songs the fans are interested in and more. Moreover, people would always be interested in something very intriguing, e.g. the life of the artists, favorite songs, etc. One of the methods to make people talk is asking questions and creating a dialogue with them. Posting questions initiates dialogue among people. When people sense a high level of involvement with the PAC and other customers, this may stimulate further participation.

Creating a donor community as one of the main goals a marketer should keep in mind while creating the content for social media. Connecting potential donors in the community and engaging them in a cause could serve as the effective tactics to humanize the process. Instead of automatic procedures, such as a button “click here to donate”, telling a story can make a cause more personal and touch the feelings of people. In turn, authentic connections between people create movement. From the affect of a touching story, community members could communicate with each other and further spread the story to others outside the community. This process would increase the outreach of a fundraising campaign.

Pull marketing should not be overlooked. Using the words in the content that can be used by the customers in the search system may enormously increase web traffic. Moreover, keywords for tagging
should be selected based on words the potential reader would use in the search engine. There are many other
tips the social media writer should be aware of to ensure effective generation of traffic to a website.

In general, the content in social media should be valuable and relevant to customers and prospects. Web
users may be more interested in discussing those topics they are interested, rather than commercial
information. Moreover, it is of crucial importance to keep communication with the web users interactive and
mutually beneficial. If a company asks a question from its fans and expects them to answer, it is necessary
to maintain a dialogue to instill the feeling to the customers that their voices had been heard. Interaction
would be more valuable when PACs involve its employees. Responses to fan comments encourage
interaction. Providing valuable information to the web users and keeping interaction with the audience can
insure a strong relationship with a fan community based on trust and loyalty is built.

When creating a social media tactic, a company should always be innovative. Exploring the Web to
find new innovative solutions is valuable. There are a lot of applications and instruments that can be
integrated to ensure a higher diffusion.

However, streaming media and music downloads are not the only options to engage customers into
social media activities. For example, PACs can use iPhone applications to allow their patrons to keep track
of concerts and book tickets. There are always new technologies that can be utilized by PACs. It is essential
to make use of the advancing technology to facilitate experiences and meet expectations of the concert
visitors.

Thus, this study showed PACs use various social media tools to achieve their marketing objectives at
various level of effectiveness. However, the tactics and tools of social media marketing used by PACs are
still limited. The recommendations provided in this study can be used to achieve better results of social
media marketing in PACs. While the content is of utmost importance, the ever developing and changing
technologies should not be overlooked as channels of getting the content to the end user. Similarly,
identifying the channel is only a small part of the job, while the effective means of using each of them is a
determinant of success.
REFERENCES


Boeder, P. (2002). Non-profit on E: How non-profit organizations are using the Internet for Communication, Fundraising, and community Building. Retrieved from


Honda, D. C. & Fill, C. (n.d.) Evaluating viral marketing: isolating the key criteria. Retrieved from http://assets.emeraldinsight.com/Insight/ViewContentServlet;jsessionid=B8D0DF4F68882816CF3DB4F9BCE0BE08?contentType=Article&Filename=Published/EmeraldFullTextArticle/Articles/0200260704.html


Safko, L. & Brake, D. (n.d.). The social media bible. Retrieved from http://books.google.com/books?hl=en&lr=&id=YzLo5x6QX7IC&oi=fnd&pg=PT9&dq=facebook+is+a+leader+social+media+marketing+tool&ots=s15YjeefyQ&sig=6o3-y3mEiqZIIlnizVm5nlWw12Q#v=onepage&q&f=false


Dear Marketing Professional,

As the faculty advisor for Natalia Ryzhkova I ask that you take 15 minutes to complete the following questionnaire regarding social media marketing. Natalia is completing her Master’s Thesis in Hospitality and Service Management at Rochester Institute of Technology (RIT). This is her final requirement for graduation and all information is confidential and does not require any proprietary information regarding you or your company. There are no right or wrong answers, just take a minute to express the first answer that comes to mind. If you would please complete the survey by March 10th that would be greatly appreciated. The results with analysis will be sent to you after completion the study. If you have any questions don’t hesitate to call or email me.

Please click on the following link to complete the survey:
http://www.surveymonkey.com/s/social_media_marketing_survey

Thank you for your kindness.

Sincerely,

Richard M. Lagiewski

Richard "Rick" M. Lagiewski
Faculty
Hospitality & Service Management
College of Applied Science and Technology
Rochester Institute of Technology
14 Lomb Memorial Drive
Rochester, New York 14623-5604
USA
Phone 585-475-2820
Fax 585-475-5099
email: Rick.Lagiewski@rit.edu
APPENDIX 2: A sample of the survey questionnaire

Thank you for taking time to complete this survey. This survey is designed to research the objectives, extent and methods of social media usage by Performing Art Centers as a marketing and sales tool. Your answers will be completely anonymous and will be used for thesis of a graduate student.

Social Media is defined as any form of online publication or presence that allows end users to engage in multidirectional conversations in or around the content on the website.

Social media marketing is a term that describes use of social media tools for marketing, sales, public relations and customer service. Common social media marketing tools include Twitter, LinkedIn, Facebook, Flickr, Wikipedia, Orkut and YouTube.

A brand advocate is defined as loyal customers who very actively participate in social media activity and engage other users increasing message visibility and enhancing brand awareness.

Question 1: Please choose what social media tools you use to promote your company. Please choose all that apply
☐ Facebook
☐ Twitter
☐ MySpace
☐ Blogs
☐ LinkedIn
☐ Youtube
☐ Flickr
☐ Forums
☐ Social bookmarking
☐ Do not use social media tools
☐ Other

In the next 7 questions, please, identify what objectives you have using each social media tools. Please assess the effectiveness from 1 (not important at all) to 5 (very important) for each Social Media Tools?

Question 2: Promoting events/services/programming/ticketing
☐ Facebook
☐ Twitter
☐ MySpace
☐ Blogs
☐ LinkedIn
☐ Youtube
☐ Social bookmarking
☐ Other

Question 3: Increasing web traffic
Question 4: Increasing brand awareness

- Facebook
- Twitter
- MySpace
- Blogs
- LinkedIn
- Youtube
- Social bookmarking
- Other

Question 5: Building relationship

- Facebook
- Twitter
- MySpace
- Blogs
- LinkedIn
- Youtube
- Social bookmarking
- Other

Question 6: Raise funding

- Facebook
- Twitter
- MySpace
- Blogs
- LinkedIn
- Youtube
- Social bookmarking
- Other

Question 7: Learning interests/values/preferences/brand perception of patrons
Question 8: Other objectives (please specify an objective in the comment box below)

Facebook
Twitter
MySpace
Blogs
LinkedIn
Youtube
Social bookmarking
Other

Question 9: Please assess the importance of each social media tool with respect to your social marketing efforts on the scale from 1 (not important) to 5 (very important)

Facebook
Twitter
MySpace
Blogs
LinkedIn
Youtube
Social bookmarking
Other

Question 10: What benefits did you attain using social media marketing? Please assess the effectiveness on the scale from 1 (not effective at all) to 5 (very effective)

Increased number of sold tickets
Increased brand awareness
Reduced overall cost of marketing
Attracting visitors from other geographic locations
New partnerships with other art organizations
New partnerships with donation organizations
Expanded market of potential performers
Bigger and stronger fans communities
Other (please specify)
Question 11: Please assess the effectiveness of the options in the attempt to engage fans in conversations and stimulate word-of-mouth referrals

☐ Posting questions to initiate discussions on the wall
☐ Announcing online contest among fans
☐ Providing ticket sales
☐ Announcing upcoming events
☐ Posting polls
☐ Commercial banner adds
☐ Providing music downloads
☐ Post video clips
☐ Podcasts
☐ Widgets
☐ Post pictures galleries
☐ Other (please specify)

Question 12: Do you maintain a profile at any of the following radio stations or other music-related websites that provide social networking services?

☐ Yes
☐ No

Question 13: If yes, what are your main activities on these websites?

☐ Upload music for fans
☐ Involves fans in discussions
☐ Provide information about concerts
☐ Promote ticket selling
☐ Posting blog
☐ Other (please specify)

Question 14: If no, do you plan to expand your presence on these kinds of websites with the purpose of social interaction with your customers?

☐ Yes
☐ No

Question 15: Do you identify the potential brand advocates or opinion leaders who present on your social media tools?

☐ Yes
☐ No

Question 16: If yes, what measurement do you use to identify brand advocates or opinion leaders?

☐ Not applicable
☐ Active participation on the social networking websites (comments/reviews)
☐ Most loyal visitors of the venue based on a number of purchases/tickets
☐ Number of friends
☐ Geographic location
☐ High level of connectivity/ties with their friends
Question 17: Do you design tactics to encourage brand advocates / opinion leaders to pass information to other users?

- Yes
- No

Question 20: Please share about the most successful activity you did to promote upcoming events using social media?

*Open ended*

Question 18: What percentage of the overall budget do you spend on social media activities?

- Less than 5%
- About 5-10%
- About 10-25%
- About 25-50%
- More than half

Question 19: What percentage of the revenue do you generate from social media marketing?

- Less than 10%
- About 10-20%
- About 20-30%
- About 30-50%
- About 59-75%
- More than 75%

Question 20: If you don’t use social media tools, do you plan to start using them?

- Yes
- No

Question 21: If yes, what social media tools are you going to use?

- Facebook
- Twitter
- MySpace
- Blogs
- LinkedIn
- Youtube
- Flickr
- Social bookmarking
- Other

Question 22: If you plan to use social media tools, indicate how important each of the following goals are on the scale from 1 (not important) at all to 5 (very important)

- Promoting events/services/programming/ticketing
☐ Increasing web traffic
☐ Increasing brand awareness
☐ Building relationship
☐ Raise funding
☐ Learning interests/values/preferences/brand perception of patrons
☐ Other objectives (please specify an objective in the comment box below)

**Question 23:** If you do not plan to use social media tools, what are the main reasons for reject the use of social networking websites? Please choose all that apply
☐ Do not see advantage for the company using these sites to achieve major goals
☐ Lack of appropriate knowledge/expertise to monetize social media
☐ Lack of control
☐ Potential threat of leaking corporate secrets
☐ Lack of resources (time/financial/human) to develop/update the content
☐ Other (please specify)
APPENDIX 3: Identified participants of the survey

1. Amphitheater At Clark County
2. Booth Amphitheatre
3. Capitol Federal Park @ Sandstone
4. Carter Barron Amphitheatre, Rock Creek Park / National Park Service
5. City of Burbank
6. Greek Theatre
7. A concert venue 1 belonged to Live Nation
8. A concert venue 2 belonged to Live Nation
9. Los Angeles County Arts Commission/Ford Theatres
10. Riverfest, Inc.
11. Starr Hill Presents
12. South Shore Music Circus
13. The Cynthia Woods Mitchell Pavilion
14. Vail Valley Foundation/ Vilar Performing Arts Center
APPENDIX 4: Coding to the question 20 regarding the most successful tactics used by the respondent to promote events

1. Announcing show information on our Facebook site before any other creates a value for our FB community and generates more activity all
2. Did a 3 week social media campaign for our Holiday Celebration - a live 6 hour show that is broadcast throughout southern California and is free to about 10K ppl who come out to see it live. This year, for the first time, we also did a simulcast Web stream that made it possible for people across the country and around the world to view. We had over 80 countries tuning in. Because it's a free event, ticket sales were not important, but rather viewership & interactivity.
3. Our use of social media is very limited and is handled by volunteer members of our media committee. We don't have any accurate means of measuring effectiveness at this point.
4. In general just being able to use it as a free tool. We are a nonprofit venue so spending money is hard for us. We have had great success on facebook. We grew from 50 fans in January to almost 3,000 today. It took a lot work but it is really a useful tool for us.
5. Often track pre-sales using specific social media passwords so ROI is clear - had some very successful campaigns (80+ tickets sold from social sites)
6. Retweets to Win Tickets - helps us expand our network and gets the word out about whatever show we are doing promo for.
7. Ticket sales promotion.
8. twitter contests
9. Have our own website for our concert venue.
10. Chose not to disclose
11. Chose not to disclose
12. Nothing particularly noteworthy here.
13. Announcing a Ticket On Sale event and watching it correlate in to big sales in the opening hours of the on sale
14. We use Facebook and Twitter to announce when new shows will be announced to drive people to our website and get them excited.
15. Breaking the Pearl Jam show, a great deal of interest was generated by using social media.
16. posted it on facebook