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Faculty of Economics and Management

Informatics

Department of Information technologies

Diploma Thesis

eMarketing of Museums in Zimbabwe

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CZECH UNIVERSITY OF LIFE SCIENCES PRAGUE

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DIPLOMA THESIS ASSIGNMENT

Musiyandaka Farai

Informatics

Thesis title

eMarketing of museums in Zimbabwe

Objectives of thesis

The aim of this thesis is to investigate the barriers specifically related to eMarketing of museums in Zimbabwe. The main purpose is to analyze the problems which are preventing eMarketing of museums in Zimbabwe and to give possible solutions to the problems.

The other specific goals of the thesis are;

- finding out the current state of eMarketing of museums in Zimbabwe,
- identifying problems associated with eMarketing of museums online, and
- designing of possible solutions to eMarketing of museums.

Methodology

The methodology of this research is based on the study and analysis of eMarketing tools and information resources. The practical part is focused on designing an eMarketing tool for museums in Zimbabwe that will enhance their bottom line and therefore, give possible solutions to the problems museums are facing now. Based on the theoretical knowledge and the author's own work, the conclusions and recommendations of the thesis will be formulated.

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DECLARATION

I, Farai Musiyandaka, declare that this thesis titled eMarketing of Museums in Zimbabwe has satisfied requirements of the Msc degree in Informatics in the Faculty Economics and Management of the Czech University of Life Sciences Prague. This work is entirely my own work other than referenced.

In Prague, 2013

.....

Farai Musiyandaka

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eMarketing muzeí v Zimbabwe

eMarketing of Museums in Zimbabwe

Summary

The National Museums and monuments of Zimbabwe (NMMZ) is responsible for marketing activities to lure visitors to the museums, the traditional marketing activities which are being implemented are not adequate to bring in enough visitors. The main purpose was to analyse the problems which are preventing eMarketing of museums in Zimbabwe and to give possible solutions to the problems the museums are facing. A working hypothesis was stated in trying to achieve this objective and a series of hypotheses were constructed in trying to verify the hypothesis. The working hypothesis was emarketing activities of museums in Zimbabwe could have some impact on the number of their visitors.

Findings from the visitor's questionnaires (299 respondents) were presented in tables and graphs analyzed using SPSS and SAS computer package. The tests from different variables which were used to test hypotheses, agreed that there is an association between patronage of museums and online marketing of museums in Zimbabwe and also that museum visitor numbers in Zimbabwe are influenced by the accessibility of the internet. The two hypotheses helped to prove the working hypothesis stated above. A social media application was also designed to enable Zimbabwean museums to market themselves online. Conclusions and recommendations were stated in regard to the objectives of the study.

Key words: Electronic marketing (eMarketing), museum, Zimbabwe, developing country, electronic commerce (eCommerce), marketing barriers.

Souhrn

Národní muzea Zimbabwe jsou zodpovědné za aktivity v oblasti marketingu k lákání zákazníků do muzeí. Tradiční aktivity, které jsou implementovány, nejsou adekvátní, aby přinesly dostatek návštěvníků. Hlavní účel je analyzovat problémy, kterým předchází eMarketing muzeí v Zimbabwe a dát jim možné řešení k problémům, kterým čelí. Pracovní hypotéza byla vyjádřena s cílem získání tohoto cíle a řada hypotéz byla zkonstruována k ověření této hypotézy. Pracovní hypotézou byly aktivity muzeí v Zimbabwe v oblasti eMarketingu, které by mohly mít nějaký dopad na počet návštěvníků.

Zjištění z dotazování návštěvníků (299 respondentů) byly prezentovány v tabulkách a grafech, které byly analyzovány počítačovým softwarem SPSS a SAS. Testy složené z různých proměnných, které byly použity k testování hypotéz, se shodly na tom, že korelace mezi záštitou muzeí a online marketingem muzeí v Zimbabwe, a také mezi počty návštěvníků v Zimbabwe, jsou ovlivněny přístupností Internetu. Dvě hypotézy pomohly prokázat pracovní hypotézu vyjádřenou výše. K umožnění působení na trhu Zimbabwejských muzeí byla také navržena aplikace sociálních médií. Závěr a doporučení byly vyjádřeny v s ohledem na cíl práce.

Klíčová slova: Elektronický marketingu, muzeum, Zimbabwe, rozvojová země, elektronická komerce, bariéry v marketingu.

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List of abbreviations

AMA	American Marketing Association
CTA	Call to action
CPC	Cost per Click
CRM	Customer Relations Management
HOD	Head of Department
HTML	Hypertext Markup Language
ICOM	International Council of Museums
NMMZ	National Museums and Monuments of Zimbabwe
PPC	Pay per click
PR	Public Relations
RSS	Really Simple Indication
SAS	Statistical Analysis Software
SEO	Search Engine Optimisation
SEM	Search Engine Marketing
SMM	Social Media Marketing
SOSTAC	Situation analysis, Objectives, Strategies, Tactics Action and Control
SPSS	Statistical Package for Social Sciences
SWOT	Strengths, weaknesses, Opportunities and Threats
UNDP	United Nations Development Programme
USP	Unique Selling Point

1. Introduction

Museums are non-profit institutions which research, collect, conserve, display and educate the public (Mclean, 1994). While collection care and interpretation are acknowledged as basic museum functions, declining government funding and accountability pressure on museum management has led to the discovery of museum marketing as an important factor to museums' viability (Rentschler, 1998).

Goulding (2000) posits that museums have been urged to become more competitive and self sufficient. Gilmore and Rentschler (2002) also support that museums are expected to offer value to the government by attracting increasing visitor numbers. Therefore, museums must reevaluate their marketing strategy so as to increase attendance and they must become more creative in how they appeal to new and existing audiences.

The National Museums and Monuments of Zimbabwe (NMMZ) is a semi governmental organization mandated by the government to oversee the control and running of museums in Zimbabwe. There are five museums under its wing, namely, The Natural History museum, Museum of Human sciences, Military museum, Great Zimbabwe museum and Mutare museum and each of the museums has its own theme.

Although there is government funding for the museums, it is not enough to cover all the operational costs. However, since the NMMZ is responsible for marketing activities to lure visitors to the museums, the traditional marketing activities which are being implemented are not adequate to bring in enough visitors. This has prompted the researcher to explore the issue of online marketing of the museums.

Due to technological advancement and information communication technologies, this research will focus on marketing of museums in Zimbabwe online. That is, taking the museums where people are and not always expecting the people to come to the museum, in other words, creating a museum without walls.

If the results are significant, the study may increase visitor numbers both physical and online to the Zimbabwe museums. This will also increase the cash flow of National Museums and Monuments of Zimbabwe which will enable them to cover all their operational costs.

2. Objectives and Methodology

2.1 Objectives

In this research, the main objective is to investigate the barriers specifically related to eMarketing of Museums in Zimbabwe. The main purpose is to analyse the problems which are preventing eMarketing of museums in Zimbabwe and to give possible solutions to the problems the museums are facing.

2.1.1 Specific Objectives

1. The first specific goal is to find out the current state of eMarketing of museums in Zimbabwe and compare it with other museums in the developed world.
2. The second specific goal of this thesis is to design possible solutions which will enable the museums to market themselves online.

2.2 Hypothesis

2.2.1 Working Hypothesis

EMarketing activities of museums in Zimbabwe could have some impact on the number of their visitors.

The working assumption stated above will be verified by a series of hypotheses.

2.2.2 Null Hypotheses (H₀)

1. There is no correlation between patronage of museums and online marketing of museums in Zimbabwe.
2. Museum visitor numbers in Zimbabwe are not influenced by the accessibility of the internet.

2.3 Methodology

According to Tuchman (1994), comprehensive procedures for collecting and analyzing data necessary to respond to a given situation can effectively guide the researcher to achieve the objectives of the research study. This section will cover research design,

population and sample definitions, sampling procedure, research instrument, data collection procedure, data presentation and analysis procedures, limitations and ethical considerations.

2.4 Research Design

In this research, a case study of National Museums of Zimbabwe was used. The method focused on exposing the current state of eMarketing and the problems faced by the museums in Zimbabwe. A combination of primary and secondary research methods were used to gather qualitative and quantitative data. After collection of the statistical data, it was analyzed and presented.

2.4.1 Population

In this study, the target group was comprised of museum management staff and different museum visitors who visited the museums between August 2012 and January 2013. This population was chosen because they provided the suitable data for the research purpose. Therefore, the representative sample was taken from this population.

2.4.2 Sample

Best and Kahn (1993), defined a sample as a small group of a population selected for a survey and analysis. In this study, the chosen sample is made up of five hundred visitors to the museums who were selected randomly and volunteered to respond to the questionnaire. Museum heads of departments from the marketing, finance and accounts and education departments were also interviewed.

2.4.3 Sampling Procedure

The sampling technique used in this study was systematic random sampling. Every third name on the museum visitor record was asked to complete the questionnaire. Latif and Maunganidze (2003) concur that random sampling method gives each person in the population an equal chance to be chosen.

2.5 Research Instruments

2.5.1 Questionnaire

A questionnaire is a data gathering tool through which respondents answer questions or respond to statements in writing (Best and Kahn, 1993). The advantage of this instrument is that it facilitates the acquisition of any qualitative information, which can be objectively quantified. This research instrument had the following qualities to increase its validity and reliability:

- All the questions were framed in a manner that the respondents would understand.
- Bias that might encourage the respondents to give an answer that the researcher expected them to give was avoided.
- Open-ended questions were used to allow the respondents to provide answers in their own words. This presented the respondents with a chance to give their view, which the researcher would have overlooked.
- Restricted or closed questions were used asking the subjects to respond by choosing an answer from a set of alternatives. This provided a control over the respondents' range of responses by providing specific response alternatives.

2.5.2 Interviews

In semi structured interviews a list of questions guides the direction of the interview and may vary from interview to interview. This provides a possibility for the researcher to keep the interviewee in a certain area and at the same time provide the possibility to develop ideas (Saunders et al, 2007). In this study it was important to keep the interviewee in the research area and develop ideas, thus a semi structured interview was used on the heads of departments (HODs) from the finance and accounts, marketing and education in order to collect data for this study. Telephone interviews were conducted in order to collect appropriate data for the study.

2.6 Data Collection Procedures

During the data collection period, the researcher collected the data with the assistance of the Regional marketing Officer of the Natural History museum of Zimbabwe. Secondary data sources obtained from National Museums and monuments of Zimbabwe archives was used to gather information on the problems of eMarketing the museums are facing. For the interviews, the researcher made personal telephone interviews with the Regional marketing officers of all the five museums.

2.6.1 Data Presentation and Analysis Procedures

The primary data from the questionnaire, was sorted, analyzed, interpreted and presented in tables, graphs and charts. Statistical formulas using SAS statistical package for each specific calculation were also used to test the two hypotheses, that is,

1. There is no association between patronage of museums and online marketing of museums in Zimbabwe.
2. Museum visitor numbers in Zimbabwe are not influenced by the accessibility of the internet.

The test statistic used in the analysis was based on the following test criterion:

1. If $n > 40 \rightarrow \chi^2$ test
$$x^2 = \frac{n(ad - bc)^2}{(a + b)(a + c)(b + c)(c + d)}$$

2. If $n \in 20;40$ and some frequencies are < 5 then we use Fisher test

3. If $n \in 20;40$ and all frequencies are < 5 then we use χ^2 test

4. If $n \leq 20 \rightarrow$ Fisher test
$$p_i = \frac{(a + b)!(c + d)!(a + c)!(b + d)!}{n!a!b!c!d!}$$

If the test statistic (P) is less than the significance level (α), the null hypothesis (H_0) is rejected and the alternative hypothesis (H_1) is accepted.

2.7 Limitations of the study

A number of obstacles were experienced in this study. The first limitation was data collection which was costly and time consuming. Secondly, although the respondents were assured of anonymity and confidentiality, a number of them were not very cooperative.

2.8 Ethical Considerations

The researcher explained to the target population details on the nature of the study and also the possible benefits of this study. An informed consent was obtained from the sample population and no names were recorded on the questionnaire. The participants were assured that they would not be prejudiced or victimized whether they agreed to participate or not. All the participants were assured of anonymity and confidentiality.

3. Literature Review

3.1 Introduction

This chapter provides an account of the literature relating to eMarketing of museums in Zimbabwe and the world over. The objective is to amass knowledge and understanding of the topic through establishing what experts and researchers say about e-marketing and how it can be applied to museums. Leedy (1980) concurs that the purpose of reviewing literature in research is to help analyze the problem with insight and more knowledge of issues involved on what one has undertaken to investigate. This also helps the researcher to arrive at well grounded solutions to problems and also enables the investigator to weigh various alternatives based on literature consulted by other researchers who undertook a similar study.

Therefore, the literature review will be under numerous headings. The headings explored eMarketing, internet usage and marketing in Zimbabwe, marketing methods being used by Zimbabwean museums and the importance of eMarketing of museums in Zimbabwe. Also, internet marketing of museums in developed countries and traditional versus new forms of marketing was analysed. Finally, internet marketing plan was explored and it mainly focused on the six Ps of internet marketing, search engine optimisation (SEO) and social media marketing (SMM).

3.2 eMarketing

eMarketing is concerned with moving elements of traditional marketing strategies and activities to a computerised, networked environment such as the internet. It is the strategic process of creating, distributing, promoting and, pricing goods and services to a target market over the internet. Sometimes, it is referred to as internet marketing or Digital marketing. Mohammed et al (2001) describes internet marketing as the process of building and maintaining customer relationships through online activities to facilitate the exchange of ideas, products and services that satisfy both parties.

According to the American Marketing Association (AMA), eMarketing is an organisational function and a set of processes for creating, communicating and delivering

value to customers and for managing customer relationships in ways that benefit the organisation and its stakeholders. EMarketing binds together creative and technical aspects of the internet, including design, development, advertising and sales.

The above definitions seemingly agree that eMarketing can be referred to as web marketing, online marketing or internet marketing that is, the marketing of products and services over the internet.

3.3 Internet usage in Zimbabwe

Internet usage in Zimbabwe has grown by 165% over the last three years according to new statistics released by the Internet World Statistics. During the same period, the internet penetration, that is, percentage of people using the Internet went up from 6.7% to 10.9%.

In Africa, Zimbabwe ranks 10th in terms of numbers of internet users behind Nigeria, Egypt, Morocco, South Africa, Algeria, Kenya, Uganda, Tunisia and Sudan. During the same period, the number of internet users in Zimbabwe grew by 2602% from 50 000 to 1 351 000 users (United Nations Development Programme, 2002).

Figure 1 below shows the list of Africa top ten internet countries in 2011.

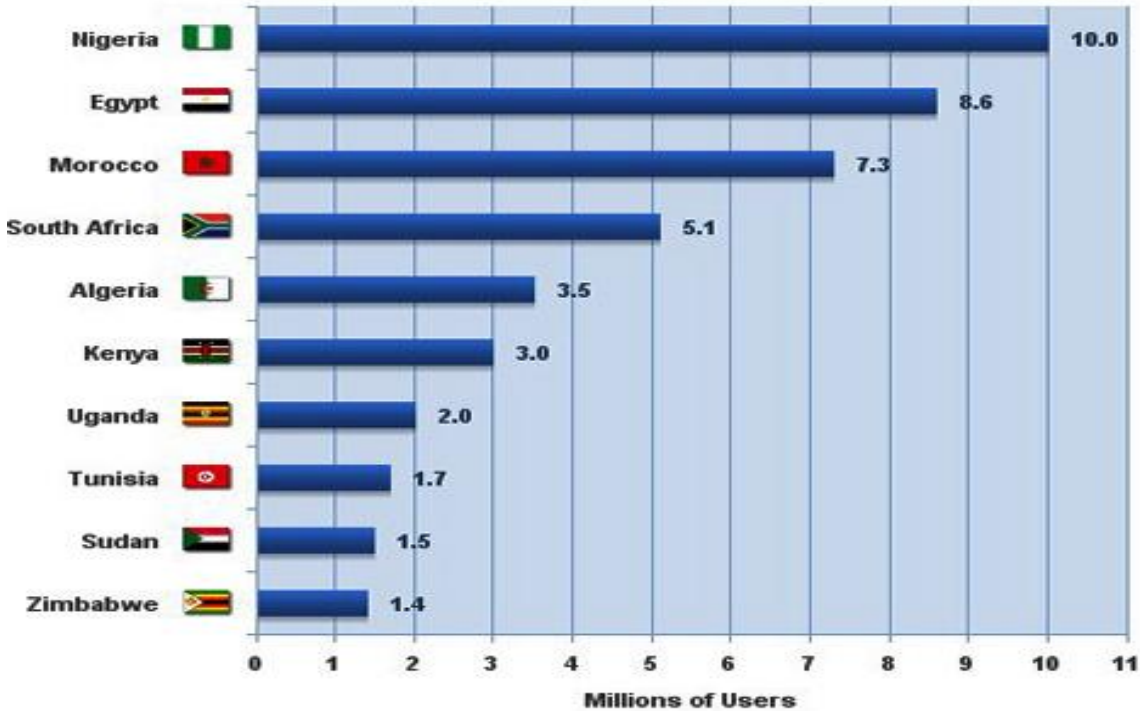


Figure 1: Africa top 10 Internet countries: source- www.internetworldstats.com/stats1.htm

The UNDP (2002) reported that there were over four million internet users in Africa with the bulk of them, over 60% found in Zimbabwe and South Africa while North Africa accounted for 250 000 with the remainder in the other 50 countries of the continent.

Many users in Zimbabwe access the web via internet cafes. The Zimbabwe Internet Report website estimates, for example that the Quick and Easy internet cafes in Harare have up to 4000 users per day.

3.3.1 Current problems faced by museums

According to the International Council of Museums (ICOM, 2007), a museum is a non-profit, permanent institution in the service of society and its development, open to the public, which acquires, conserves, researches, communicates and exhibits the tangible and intangible heritage of humanity and its environment for the purpose of education, study and enjoyment.

There are problems affecting museums in Zimbabwe, the first being financial resources that is, government funding is no longer forthcoming and this has greatly affected research marketing activities within museums.

Another problem affecting museums is that management within the institution does not really support marketing activities. Museums and public sector organisations in general did not have marketing departments and neither did they appreciate the need for marketing functions under the notion that they are non profit making organisations. Whilst museums are now adopting marketing as a necessity, there is still some resistance from within the structures as regards to decision making and recognition.

3.3.2 Marketing methods being undertaken by museums in Zimbabwe

According to the National Museums and Monuments of Zimbabwe (NMMZ) marketing policy (2012), there are different methods being undertaken to market the museum. The marketing department distributes brochures and fliers at functions in the cities where different museums are located and these brochures and fliers are also available at the reception of these museums.

The marketing and the education departments also conduct schools outreach visits in different parts of the country to raise awareness and generate interest for school children. In

addition they are also involved in direct marketing at various functions, workshops, conventions and symposiums.

The marketing department holds media receptions at the museums or sites and in turn the media houses do editorials on museums and monuments. Also, periodic receptions for touring companies, school heads, travel agencies and other stakeholders and strategic partners are held regularly.

Another marketing method being undertaken is partnering with other organisations with the relevant interests and providers of services that complement the museum in order to achieve synergy.

NMMZ is also using social networks like face book and twitter. There is also a website which is not really functional. From the above marketing methods, it appears that the marketing of museums in Zimbabwe is mainly through traditional marketing methods and this has prompted this researcher to undertake a research on e-marketing of museums in Zimbabwe.

3.3.3 Traditional versus new forms of marketing

During the 19th century marketing was just an exchange of ideas and information between customers and marketers at the open marketplace. The circumstances changed at the time of the television development. Customers are dismayed by mass advertising from magazines, television, radio, newspapers and leaflets. Most people do not even listen or read them and selling a product or service is an infrequent achievement. From these numbers, traditional marketing is not very successful because these typical ways force things which customers do not want.

Internet accessibility has changed many things including marketing. By acknowledging the online business, businesses are slowly returning to the individual approach to every single customer. The major benefit of internet marketing is that a marketer can target customers interested in their services much more effectively than using traditional techniques.

Figure 2 below shows the relationship between traditional marketing tools and the online marketing tools.



















 <p>Direct Mail/Post Cards</p>		 <p>Email & Facebook</p>
 <p>Newspapers</p>		 <p>Blogging / RSS Feeds / eNewsletters</p>
 <p>Billboards</p>		 <p>Banner</p>
 <p>Flyers / Door hangers</p>		 <p>Buttons</p>
 <p>Yellow Pages</p>		 <p>Listings</p>
 <p>Television Commercials</p>		 <p>YouTube</p>

Figure 2: Traditional versus new forms of marketing: source-www.markomm.com

3.3.4 Importance of internet marketing of museums in Zimbabwe

The internet is exploding in Zimbabwe and businesses are already seeing the benefits of being online. Indeed there are some benefits for museums in Zimbabwe to be online. Firstly, there are now thousands of websites available online in the Zimbabwean cyber space,

that is, more and more people are now searching for information on suppliers and services online versus offline.

Another importance of internet marketing is that it is cost effective; a website works all day, every day from anywhere in the world allowing the company to communicate its marketing message and build a brand for its business.

There is no limited space economies that is, unlike newspaper, television, radio or most forms of traditional marketing, a business is not limited by time slots or space because of budget and there is also international exposure. The business is not limited to a geographic location.

Internet marketing would the museums at a competitive advantage. A strategically designed website will put the business on the same plane as bigger businesses with bigger marketing budgets. This is one of the good reasons to get museums online, so that they compete with similar organisations which offer similar services.

A website makes it easy for people to refer business to your establishment. Most website addresses are easier to remember than office addresses and phone numbers. Many people have connections on face book, twitter, LinkedIn and it is easier for them to refer clients to your business than when you are offline.

Also, a website is a twenty four hour a day marketing slave, that is, it never rests, never gets tired and never forgets what to say and how to say it. No matter the time of the day a client inquires, your website can provide them with the information they need.

Internet marketing has the advantage of measuring statistics easily and inexpensively, internet marketing campaign can be traced, measured, and tested. Results of campaigns can be measured and tracked immediately because online marketing initiatives usually require users to click on an advertisement, visit a website and perform a targeted action. Such measurements cannot be achieved through offline advertising where an individual will at best be interested then decide to obtain more information at a later time (http://EzineArticles.com/?expert=Andy_A_Weil).

Exposure, response and overall efficiency of internet media are easier to track than traditional offline media through the use of the web analytics. Internet marketing can offer a

greater sense of accountability for advertisers.

Internet marketing also allows people to buy on line; therefore, it is imperative to focus on the fact that people are only a few clicks away from completing a purchase. Traditional marketing methods do not allow this action, people have to change direction or postpone their will to buy.

3.3.5 Limitations of e-Marketing

One major problem of internet marketing is that it depends on technology. This requires customers to use newer technologies rather than traditional media and there are maintenance costs that go along with this in a constantly changing environment.

Another disadvantage is the speed of the internet connections. When companies build large or overly-complicated websites, individuals connected to the internet via dial-up connections or mobile devices may experience significant delays in content delivery.

The inability to touch, smell, taste or try on the tangible goods before making an online purchase can be a limiting factor. On the other hand, there is an industry standard for e-commerce vendors to reassure customers by having liberal return policies as well as providing in store pick-up services (http://EzineArticles.com/?expert=Andy_A_Weil).

Information security is also an important factor to both companies and consumers that participate in online business. A lot of consumers are insecure about purchasing items over the internet because they do not trust that their personal information will remain private. However, encryption is the primary method for implementing private policies

3.4 Website- the hub of internet marketing

This section is going to concentrate on the marketing significance of a company website. Most marketing methods have one aim or objective in common, that is, to direct possible customers to the company website so as to meet the website and company goals (Mcpheat, 2011).

Each company website is supposed to have an objective, that is, to direct online sales, brand building, consumer research, promotion and customer support. So, the major goal of all the different marketing ways is to catch the attention of potential customers and get them to the website where the attention may be further developed and finally some action executed.

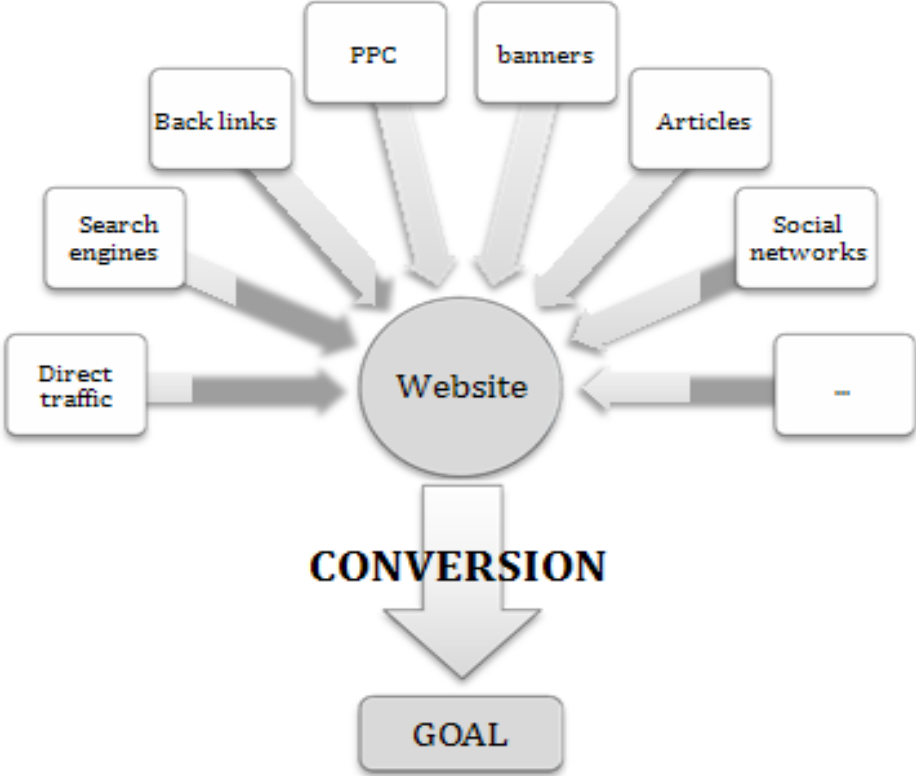


Figure 3: website-the core of internet marketing- source Mcpheat, 2011

A company website is the solution and most influential part of the online business; on the other hand, this also makes every approach very susceptible. An incorrectly designed website makes all the funds invested in other activities entirely of no use.

The design of a company website is not an issue of technologies or graphic design; technology and graphic design are just some helpful instruments. Regrettably, following this incorrect model is the reason why there are a huge number of visually attractive sites that are missing the essential part called content and this is what makes the business.

Most organisations come up with the desires of internet marketing, when they have already finished the conception of a website, this is a stumbling block. When the website is not constructed appropriately, the whole strategy will not work. In other cases, redesign is

possible but in most cases it is better to start from scratch.

Also, the visual appearance is of paramount importance. A large percentage of people assess the credibility of web pages by graphic design. It should be dominated by mostly high quality information that the user is looking for (Mcpheat, 2011).

3.4.1 Call to action principle-CTA

Call to action enables users to easily go through the website and directs the user to swiftly execute the goal by following simple buttons. Many people have no time to read lengthy texts, even if the site offers high quality content and great appearance, it should not weigh down the visitors with needless reading of something that does not interest them. To prevent this situation, the modern concept of ‘call- to- action’ (CTA) is evolving.

This approach should be adopted on the home page most of the time. Nowadays, there are plenty company websites whose homepage is used only to describe a company’s history, achievements, and quality certificates. Information like this says nothing to prospective customers about what they need to see or what the company offers to them. If the homepage does not bring this at the first instance, it is likely that the visitor will no longer be concerned and will leave instantly.

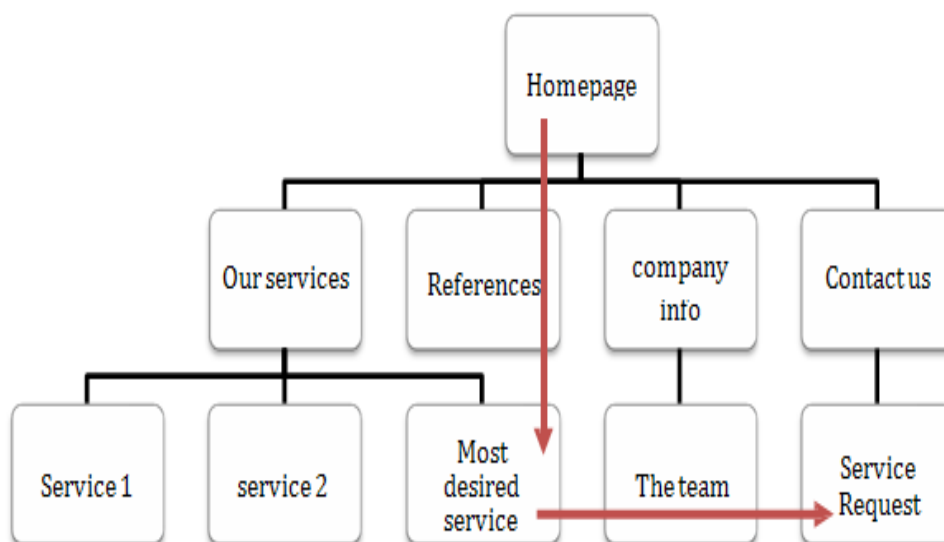


Figure 4 : Call to action principle- source <http://www.iinfo.cz>

3.4.1.2 Micro sites

Companies which offer many different types of services, it is advisable for them to produce small separate websites for the flagship products, services or actual marketing campaigns. These dedicated web pages are called micro sites (Campanelli, 2010).

3.4.1.3 Website building life cycle

The life cycle of a website design is shown in Figure 5 below. It is important to note that the website should blend into the on the whole concept of online marketing activities. As shown in the diagram, the creation must move hand in glove with the search engine optimization (SEO) activities: keywords analysis, SEO on page and off page factors. This matter will be discussed in detail under the subchapter of search engine marketing (SEM).

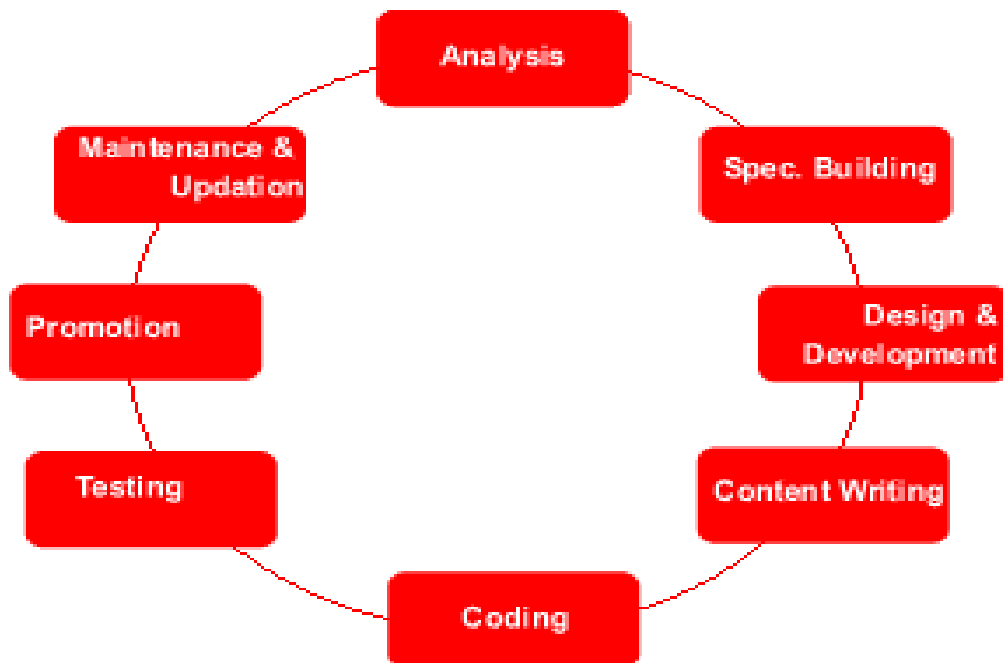


Figure 5: website building life cycle- macronimous.com/resources/web

There are a variety of important terms associated to the website design such as accessibility, usability, graphic design, etc. This research is focused on e-marketing of museums in Zimbabwe, so these topics will not be discussed in detail.

3.5. Internet marketing plan

Internet marketing plan is a strategic document developed through analysis and research and it is aimed at achieving marketing objectives via electronic medium. It is built on the same principles as the classical marketing plan which supports the general business strategy. The only difference is in the methods used given the uniqueness of the internet environment compared to the offline channels (Baker, 2003).

Smith and Chaffey (2005) discuss Situation analysis, objectives, strategy, tactics, action and control (SOSTAC) as an approach to e-marketing planning. Thousands of professionals from different industries have been using this aide memoire. Another approach is E-MARKPLAN by Sandeep Krishnamurthy (2006); this is a methodology which consists of five parts: goals, actors, space, actions and outcomes. The E-MARKPLAN methodology is flexible and is not limited to companies which have e-commerce operations.



Figure 6: SOSTAC Framework-source Smith and Chaffey, 2005

Table 1: SOSTAC planning system

The table 1 below shows the SOSTAC planning system by Smith et al (1999).

Stage	Strategic question
Situation	Where are we now?
Objective	Where do we want to be?
Strategy	How do we get there?(Broad Direction)
Tactics	The details of the strategy.
Action	The details of tactics. What steps are required to put each tool into action?
Control	How do we know when we have arrived?

Source: Smith et al, 1999.

3.5.1 Situation analysis

This stage can be seen as taking a picture of the current situation. Extensive external and internal analysis should be done at this stage, using tools such as SWOT, PEST and KPI (Key Performance Indicators). This also means that the results and tools will vary depending on the industry and location.

3.5.2 Objectives

Smith and Chaffey (2005) suggest that there are five broad reasons or objectives of e-marketing. These can be summarised as the 5S's of e-marketing objectives, that is, sell, serve, speak, save and sizzle. In this stage, the objectives for the eMarketing activities should be defined for example: To generate more visitors to the museums so as to make more income.

3.5.3 Strategies

This phase includes deciding which section and market to target. This means that the worth scheme, product blend and the assortment of access platforms, that is, websites, e-mail marketing, and mobile marketing must be defined.

3.5.4 Tactics

Details of the strategy are defined in this stage. Although marketing has long focused on the 4Ps of product, price, place and promotion, some researchers such as Booms and

Bitner (1981) believe that there are three additional Ps which are people, processes and physical evidence. The following is a short summary of 7Ps and the questions related to them (Baker, 2003).

- **Product:** define the benefits you are offering to the customers and if they can be delivered online. Assess what other benefits the customers would like to have and if they can be delivered online.
- **Price:** Internet has enabled many new price models such as reverse auctions and transparent price. Companies must consider which price parcel to use. Some of the options are: essential charge, reimbursement policies, annulment terms, etc.
- **Place:** this involves not only the place of purchase, but also distribution and consumption. It is not only confined to digitalized products such as software but also includes other types of products.
- **Promotion:** when it comes to online tools they are unlimited but investment in them must be carried out carefully to get a higher return on investment (ROI). Table 2 below summarizes different communication tools for promoting an online presence.

Table 2: Online Promotion tools

Promotional Tool	Online Executions
Direct mail	Opt-in email
Advertising	Virtual exhibition online with partner
Sales promotion	Interactive ads, pay per click
Exhibitions	Incentives, rewards, online, loyalty program
Sponsorship	Sponsoring an online event, site or service
Publication relation	Discussion forum, Business Blogs, Chat room

Source: Baker, 2003

- **People:** In an online business, people are usually replaced with tools such as auto

responders, onsite search services and virtual assistants. People are crucial especially if the company is in the services business like the museum, so there is need to balance the two.

- **Physical evidence:** To establish customer confidence online, companies can consider facilitating tools such as guarantees, refund policies, security icons, independent reviews and association memberships.
- **Process:** All of the Ps of the 7P framework should be coordinated, that is, delivering the right service at the right price at the right time and at the right place is the key to this optimization process.

3.5.5 Actions

This is the stage where all the tactics are converted to actions. Typical actions include: traffic building, achieving customer response, gaining sales, fulfilling customer needs and e-Customer Relations Management (CRM). Risk management should also be done on this stage.

3.5.6 Control

Without any form of control, the e-marketing plan will simply be based on chance. The control mechanisms such as defining the key metrics and deadlines should be introduced at this stage. According to Chaffey (2001), an e-marketing performance measurement system which includes a performance measurement process and a metrics framework is required to control the whole process successfully.

3.6 Search Engine Marketing (SEM)

Search engine marketing is a means of promoting a website through search engines; it seeks to promote websites by increasing their visibility in search result pages (SERPs). Search engines drive a huge proportion of all web traffic and search is usually the first port of call for anyone looking for anything online. Basically, what makes SEM so effective is that you get found by potential customers looking for the service you offer, provided you have got your key word strategy right, and then you get the targeted traffic (Moran & Hunt, 2006).

Search engine marketing has become one of the principal tools in the armoury of the internet marketer. The importance of SEM is owing to the fact that the search engines like Google, Yahoo, etc are being used by more and more people as their principal method of searching for relevant information and a company can hope to sell through them if its website is visible on these search engines.

The SEM business is a United States ten billion dollar industry worldwide. Unlike other advertising media, SEM allows the advertiser to reach the targeted audience, that is, it helps in fine targeting its audience on a global scale at a minimum cost. The largest vendors are Google Ad Words, Yahoo search marketing and Microsoft Ad Centre. According to the Search Engine Marketing Professional Organisation, SEM methods include: search engine optimisation (SEO), paid inclusion and pay per click.

3.6.1 Search engine optimisation (SEO).

Search engine optimisation is a natural search method. It is a set of practices employed to get ranking for web pages on relevant keywords (search queries). SEO is the process of improving the volume and quality of traffic to a website from search engines via organic or algorithmic search results. In general, the earlier a site appears in the search results record, the more visitors it will receive from the search engine (Davis, 2006).

In internet marketing strategy, SEO considers how search engines work and what people search for. Optimizing a website principally involves controlling its content and HTML coding, to increase its relevance to specific keywords and to remove barriers to the indexing activities of search engines. SEO rewards relevant, helpful websites that add value and give visitors what they are looking for (www.eglobalsolution.com).

Each search is an expression of consumer intent and marketing will veer around this mode of communication because one is able to segment finely. A typical client effort may have two dozen or more campaigns and strategies that are, only advertising to stated consumer instead of advertising aimlessly.

While conventional media continues to fail to bring actual targeted segments, online search will gradually become the prime media weapon in a marketer's weapon store for its total ability to target and deliver to an interested consumer. In short, the SEO line of attack includes:

- Establish the search engines you would like to centre on and these will be the most greatly used search engines.
- Determine the keywords and keyword phrases you want to focus on with the search engines. Tools like word tracker provide great intelligence.
- Assign dissimilar keywords and keyword phrases to diverse pages of your website based on the content.
- Learn as much about algorithms or formulas for ranking sites.

SEO link strategies are very crucial and organisations should take a very strategic approach to get linked from as many sites as possible to improve their link popularity scores.

3.6.2 Pay per click (PPC).

According to Porter (2007) Pay per click is when a user types a keyword query that matches the advertiser's keyword list; the advertiser's ad may appear on the search results page. These ads are called a 'sponsored link' or 'sponsored ads' and appear next to or above the natural or organic results on the page. The promoter pays simply when the user clicks on the ad. Pay per click takes the sponsored track to constrain relevant traffic to a website. Positioning of Ads is dogged by an aggressive bidding structure. The example below will help to explain this technique better.

Google Ad words is a cost-per click (CPC) online advertising programme, this means that you decide upon a keyword that relates closely to your product or service. Using Google tools, you price how much it would cost your per click for your chosen keyword depending on the popularity of the keyword. One can be able to allocate a budget and pay Google by credit card. One can also control the length of the crusade or end it as soon as the money runs out (Mcpheat, 2011).

3.6.2.1 Benefits of this type of advertising

- Your site will usually appear on the first page of the search results for your most

appropriate keywords if your bid is high enough, although in a separate section from the natural results.

- You get targeted visitors when they are looking for your type of products and services. This type of advertising is incredible for those sites that choose to use flash or dynamically generated pages that have a difficult time placing in the organic search results.
- The course is totally elastic in that you can start or stop advertising at any time and you can change the copy for your ad at any time and it goes live instantly, you can also change your bid at any time and you can have numerous bids for the same keyword.
- Viewers can expand directly, by participating in yahoo search marketing and Google ad words alone, you can reach over ninety percent of the internet search audience.
- Pay per click marketing is very measurable, outcomes are provided through the search engine and you can also use your web traffic analysis software to provide results and metrics on search engine advertising campaigns.
- There are no limits on budgets so PPC marketing is available to even the smallest of businesses. Owing to the fact that you can target specific locations and keywords, even the smallest niche-targeted businesses can find potential customers.
- While SEO can take months before it starts showing results, PPC can be set up and deliver measurable sales statistics within a day. It is idyllic for immediate or serial promotions.
- PPC marketing can be tracked accurately and with very little lag time. One can measure which keywords are the most effective and which keywords bring in the most conversions. One can also track exactly how much money each keyword brought in and accurately work out his or her return on investment (ROI). Using these statistics a company can focus its strategy and optimize its campaign to bring in the highest ROI possible.

3.6.3 Paid Inclusion

In paid inclusions, you can pay your way up on to the natural listings of search engines. The content is uploaded to a search engine from a database in a fixed format automatically. It is mainly used by companies who have large product catalogues which update their prices and product descriptions regularly (Kent, 2006).

3.7 Social Media Marketing (SMM)

Social media marketing is an important PR element and it should be approached in that manner. It cannot be used for direct selling or advertising and must be mainly developed to reinforce the association with clients. Social networking sites offer customers a straight contact channel and it is essential for marketers to pay attention to those opinions and draw conclusions.

The wonderful thing about social media marketing is that the content is shaped by the user, which is their most powerful weapon. At the same time, it also acts as the major drawback for marketers. The development of an online group of people means that people within can discuss their views and opinions on various subjects, that is, from sports, politics to evaluation of services and products. The community opinion is a very important tool and has more impact than any other marketing method because people trust each other more than promotions.

There are a number of social networking sites and in this research, only a few popular sites are discussed. These are:

3.7.1 Facebook

According to www.markomm.com website, Facebook was founded in 2004 as a means for sharing information of the Harvard University students, but from 2006 it started being used by people worldwide. Facebook as a social network has caused an international explosion in the area of social networks. Its theory lies in linking friends and relatives on the internet sharing ideas, opinions, photos, videos, links, event invitations, etc. The online

marketing prospective lies mainly in the fact that information spreads like wildfire because people can see all information from their friends and also from friends of their friends.

Many companies can also create the '*Facebook official page*' and use it to correspond with their customers, listen and strengthen the brand and build relations. They can also have the possibility to connect in conversations in the '*Facebook community pages*' and '*Facebook groups*' and network with the members.

Facebook also offers another facility of PPC advertising system, which has an enormous advantage especially in totally unique targeting possibilities. The users of this network reveal a lot of information that is, age, gender, interests and hobbies. Facebook can take advantage of this by offering this information to marketers for targeting their adverts.

3.7.2 Twitter

It is a micro blogging facility that makes it possible for its users to send and read messages called tweets. That is, tweets are short messages (140 characters) which are displayed on the author's profile page and delivered to the author's followers or subscribers. Marketers can use this facility to rapidly notify customers about anything. The tweets can be commented on by others and can even start a debate (<http://twitter.com/about>).

3.7.3 YouTube

This is one of the most powerful and flourishing network for sharing videos. From a marketing point of view, it is very important for companies to set up their own channel, where they can publish all kinds of videos for their products or services. YouTube has turned out to be a very powerful tool in amalgamation with Facebook, Twitter and social bookmarking systems such as Digg or Delicious because the content of the video network can be quickly spread throughout the internet and the video content can also be broadcasted in a viral way (www.markomm.com).

3.7.4 LinkedIn

This is the leading delegate of a specialized network serving persons and companies to introduce each other on the business field. The service helps to create a network of skilled professional connections and thus facilitates searching for suppliers, customers or suitable candidates for vacant posts. It is definitely valuable to be active on this network (www.markomm.com).

3.7.5 Social Icons

It is very important to employ the 'social icons' in the company website so as to make the most of the potential of social media. The set of icons as shown in Figure 7 below should be inserted in all important pages, business news, PR articles, and product or service descriptions. This allows users to quickly share the website content on their profile on social networks and that supports its further viral distribution.



Figure 7: Social icons-source - <http://www.freesocialicons.com/>

3.8 Additional marketing strategies

3.8.1 Online public relations

Online PR is about managing publicity about an organization and its brands, products or web sites through its online presence and third party web sites and other digital media. The following are the main online PR activities (Adapted from *ibid*).

- **Communication with media (journalists) online:** This includes providing press releases on the website and submitting them to online news feeds.
- **Blogs, communities and Really Simple Syndication (RSS):** It includes keeping an 'online journal' named blog, posting to forums and using 'Really simple Syndication' (RSS) to synchronize content with the other websites.

- **Link-building and generating editorial:** This includes exchanging links with the other websites keeping ‘anchor text’ and ‘page rank’ in mind.
- **Viral marketing:** this includes creating some video, picture or animation that people would pass on, then seeding and tracking it.

3.8.2 E-Mail marketing

E-mail marketing represents the height of a communication revolution that began with the telephone, supplementing, augmenting and finally replacing ordinary solitary associations with mass, manmade, artificial solitary pseudo relationships (Lewis, 2002). Although nowadays email advertising is being considered as a synonym for unsolicited e-mail, that is, spam, there are legal and ethical ways to use e-mail as an online advertising medium (Zeff, 1999).

Chaffey et al (2006) describes the three main methods for e-mail marketing:

- **Frosty mail campaign:** Trading customer lists from a business e-mail list provider to start conversations with the potential customers.
- **Co-Branding mails:** co-operating with a present service seller of a potential customer and sending joint co-branded e-mails to this once-over seller’s customers.
- **Third Party E-Newsletters:** this includes adding an advertisement or a banner to the newsletters of another company.

3.8.3 Online Partnerships

Chaffey et al (2008) states that there are three key types of online partnerships, that is, link-building, affiliate marketing and online sponsorship. They should all involve a structured approach to managing links through your site.

- **Link-building:** this includes activities such as exchanging quality links both inbound and outbound. Therefore, it is necessary to keep in mind that it is very time consuming and an ongoing process that takes time.

- **Affiliate marketing:** this is classified as a type of online advertisement where merchants share percentage of sales revenue generated by each customer, who arrived at the company's website via a content provider (Gallaugher et al, 2001). By employing affiliate marketing, merchants can let thousands of independent websites, also called content providers display adverts for their products and only pay them when the advert would actually lead to a sale (Hoffman and Novak, 2000).

- **Online sponsorship:** It is the linking of a brand with related content or context for the purpose of creating brand and strengthening brand appeal in a form that is clearly distinguishable from a banner, button or other standardized advert unit (Ryan and Whiteman, 2000). The benefit is the association of the company name with recognized online brand.

3.8.4 Interactive Ads

Garrand (2000) defined interactive ads as ads which go beyond a click. That is, besides taking to the advertiser's site, they also let you play a game, they animate when you click on them, and they play a sound file or video.

Banner ads: Advertisements that appear from corner to corner on a webpage, most often as poignant rectangular tiles (Moore, 2008). However, the number of clicks on a banner relative to the total number of displays has been declining and consumers have even learned to ignore the banner ads.

- **Pop-Up ads:** in contrast to banner ads, these ads burst open on web pages but do not move (Moore, 2008). They have also got a bad name for annoying users which in return strengthened the 'banner blindness' of the visitors.
- **Sponsorships:** this includes partnering with an information-based web resource in order to become more associated with the site. It usually costs more than banner advertisements.
- **Rich Media and Digital Video:** This includes pictures, premium sound, animations, etc. Using digital video as an advertisement tool has become more and more popular since the establishment of YouTube and similar websites.

3.9 Analytical Tools

This section provides a brief outline of the major units of measure, monitoring procedures and basic analytical tools and techniques. Monitoring and measurement are an important part of the entire marketing process and must not be underestimated and basing on monitoring and measurement, the marketing performance can be further enhanced and developed (Mcpheat, 2011).

3.9.1 Google Analytics

This is one of the most commonly used apparatus for website analytics in the world. The reason it has gained so much popularity is largely because of being entirely free of charge and also due to the fact that it has a tremendous user interface (www.google.com/analytics/features/index.html).

3.9.2 Traffic sources

It is important to monitor the success of the website when a company decides to embark on a feasible business. Therefore, companies have to track where the website visitors are coming from. Website visitors can access the business website from a variety of different places such as search engines, PPC advertising, affiliates, social networks, etc. Over and above this, there are only three types of traffic sources:

- **Straight traffic**-these are defined when specific uniform resource locator (URL) is typed.
- **Search engines**- this happens when the site is accessed after successful search.
- **Back links**-this is described when a link from another page brings the visitor.

At first glance we cannot specifically differentiate which marketing action brought the visitor to the site, and in Google analytics all actions repeatedly fall into the category of back links. However, this can be prevented by using the uniform resource locator tagging tools such as Google analytics URL Builder. These allow to accurate identification of the access tool from any marketing activity and enable to inclusion of remarks about a particular crusade.

The advantage of Google analytics as a search engine is that it can establish from which search engines visitors are coming from. It also shows which key words that have been typed in. Based on the information taken by this tool, marketers can monitor which activities, back links, search engines, keywords or website pages are successful and which are not (Mcpheat, 2011).

3.9.3 Units of measurements

Basic units for evaluating the online marketing activities are based on the following:

- **Number of conversions:** the fundamental unit which clearly shows the number of satisfied goals (purchases, completed questionnaires, sent enquiries).

- **Conversion rate:** It is very important to analyze the conversion rate for every system and the website itself to establish which actions are successful and which not. The conversion rate may also show also a badly designed website, that is, when the website traffic is high and the number of conversion is low it means there is something wrong with some of the pages. Investment in online marketing becomes of no use because the website is not serving its purpose for the company.

3.9.4 Social Media Analysis

There are measurement apparatus at present being developed which will be able to provide some form of analysis in social media. Social media is one of the public relations activities of a company and it worthwhile to evaluate user response so as to make concrete decisions for the company (<http://www.google.com/analytics/features/index.html>).

The following can be considered as very important elements of measurement for social media:

- The total number of group members.
- The different types and number of deliberations and contributions.
- Comments posted.
- Links to the site
- Total number of I like it on Facebook.
- The total number of subscribers or followers (twitter)
- The different and total number of video views (YouTube).

Basing on the above stated elements the success of social media can be measured in some way and spontaneously.

4. Data presentation and analysis

4.1 Introduction

This chapter focuses on presentation, interpretation and analysis of data collected from National Museums and monuments visitors. The findings were presented in three parts, Part 1 to Part 3. In Part 1, findings from the visitor's questionnaires were presented in tables and graphs analyzed using SPSS computer package. In Part 2 hypothesis testing data were analyzed by using a two-way frequency procedure in table analysis. The analysis of the field data was done using SAS software.

The objectives of the study reviewed in line with data from the field (299 sampled) were:

1. To find out the current state of eMarketing of museums in Zimbabwe.
2. To design possible solutions that will enable the museums to market themselves online.

The hypothesis based on the responses from the field was:

Emarketing activities of museums in Zimbabwe could have some impact on the number of their visitors.

The working assumption stated above was verified through a series of hypotheses.

Null Hypotheses (H_0)

1. There is no association between patronage of museums and online marketing of museums in Zimbabwe.
2. Museum visitor numbers in Zimbabwe are not influenced by the accessibility of the internet.

In Part 3 of this chapter the focus was on analysis of the National museums and Monuments website, that is, content, appearance, navigation and search engine optimization.

4.2 Analysis of basic data

4.2.1 Gender distribution

Information concerning gender is summarized in Table below, 144 (48.2%) out of 299 respondents were females and 155 (51.8%) were males.

Table 3 : Gender distribution

	Frequency	Percent	Valid Percent	Cumulative Percent
Female	144	48.2	48.2	48.2
Male	155	51.8	51.8	100.0
Total	299	100.0	100.0	

Source: Field Survey, 2012

The data shown above indicate that there was a fair representation of the sampled population on the subject matter and hence the findings will be more reliable and not be distorted or biased to one particular gender.

4.2.2 Country of origin

There were visitors from many different countries, Australia 6(2.0%), Austria 1(.3%), Botswana 6(2.0%), Canada 7(2.3%) , Chile 1(.3%), China 7(2.3%), Denmark 1(.3%) , Egypt 5(1.7%), France 2(.7%), Germany 4(1.3%) , Japan 2(.7%) , Namibia 1(.3%) , Norway 2(.7%), South Africa 25(8.4%) , Swaziland 4(1.3%) , UK 2(.7%) , USA 6(2.0%) and Zimbabwe 217(72.6%) as shown in Table 4 below.

Table 4: Country of origin

	Frequency of visitors per study period	Percent	Valid Percent	Cumulative Percent
Australia	6	2.0	2.0	2.0
Austria	1	.3	.3	2.3
Botswana	6	2.0	2.0	4.3
Canada	7	2.3	2.3	6.7
Chile	1	.3	.3	7.0
China	7	2.3	2.3	9.4
Denmark	1	.3	.3	9.7
Egypt	5	1.7	1.7	11.4
France	2	.7	.7	12.0
Germany	4	1.3	1.3	13.4
Japan	2	.7	.7	14.0
Namibia	1	.3	.3	14.4
Norway	2	.7	.7	15.1
S. Africa	25	8.4	8.4	23.4
Swaziland	4	1.3	1.3	24.7
UK	2	.7	.7	25.4
USA	6	2.0	2.0	27.4
Zimbabwe	217	72.6	72.6	100.0
Total	299	100.0	100.0	

Source: Field Survey, 2012

Although the majority of visitors were local, the data in Table 4 indicates that there are also visitors from different countries. This shows the potential markets where the museums in Zimbabwe can get visitors and also market their museum products. This should actually act as pointer for untapped markets.

4.2.3 Age group

The different age groups of the people who visited the museums are shown in Table 5 below. The data shows that the 18-30 age groups were 78(26.1%), 31-42 years was 84(28.1%), 43-54 years was 80(26.8%) and over 55 were 57(19.1%).

Table 5: Age group

Age (Years)	Frequency of visitors per study period	Percent	Valid Percent	Cumulative Percent
18-30	78	26.1	26.1	26.1
31-42	84	28.1	28.1	54.2
43-54	80	26.8	26.8	80.9
55+	57	19.1	19.1	100.0
Total	299	100.0	100.0	

Source: Field Survey, 2012

The data indicates that from the numbers surveyed all age groups were fairly represented. The age groups can give a lot of information about what they expect to see when they visit museums in Zimbabwe and this also empowers the museums marketing department in product mix.

4.3 Analyses based on objective number one

4.3.1 Current state of eMarketing of museums in Zimbabwe.

Different areas were considered in analysing the current status of eMarketing of museums in Zimbabwe. The question of whether visits were influenced by marketing activities of National museums and monuments, access to the internet, searching for information on Zimbabwean museums online and the information found online concerning collections and exhibitions were analysed.

4.3.1.1 Visit influenced by marketing activities of national museums of Zimbabwe

From Table 6 below, out of the 299 respondents 102 (34.1%) disagreed or said their visit was not influenced by marketing activities of museums in Zimbabwe while 197 (65.9%) agreed with this assertion.

Table 6: Visit influenced by marketing activities of National museums of Zimbabwe.

	Frequency	Percent	Valid Percent	Cumulative Percent
No	102	34.1	34.1	34.1
Yes	197	65.9	65.9	100.0
Total	299	100.0	100.0	

Source: Field Survey, 2012

It is evident that some visitors are not influenced by marketing activities of national Museums of Zimbabwe when they visit museums. The above table indicates that the majority of respondents agree with the assertion that their visit was influenced by marketing activities of museums in Zimbabwe. The level and vigor of marketing activities needs to be seriously assessed to determine the current status of emarketing of Museums in Zimbabwe.

4.3.1.2 Access to internet

Internet access by respondents reveal that 120(41.1%) have no access to internet while 176(58.9%) responded by saying they have access to the internet. The Figure 8 below confirms the statistical figures stated above.

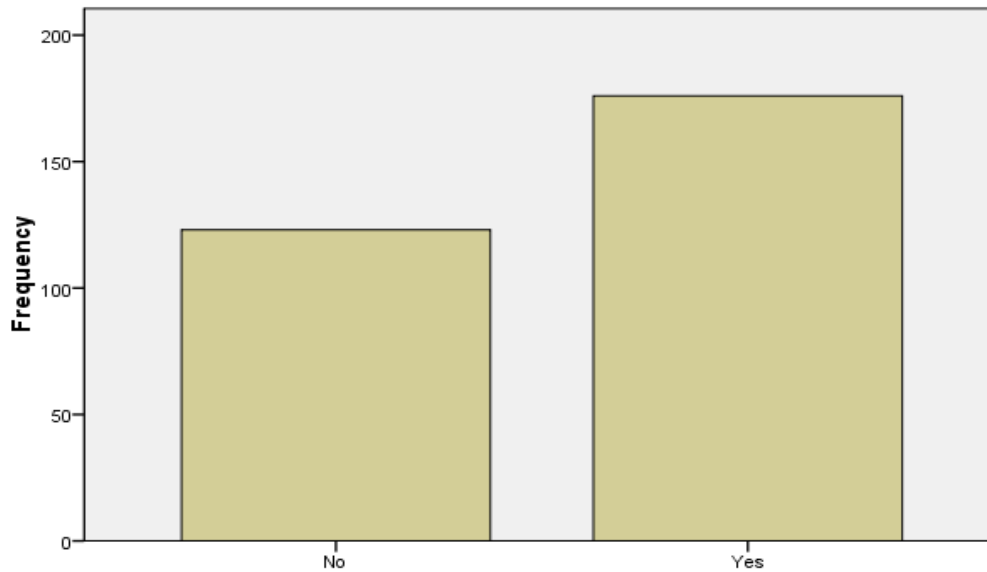


Figure 8: Access to the internet; source- Field Survey, 2012

It is also clear from the responses that the majority of visitors to museums have access to the internet regardless of whether they are local or international visitors. This again indicates that if National Museums market vigorously online, there is a high probability that they will receive more visitors due to the internet accessibility.

4.3.1.3 Search for information on Zimbabwean museums on the internet.

From Table 7 below the respondents who said they had not searched for information online about Zimbabwean museums were 158(52.8%), those that had searched for information were 140(46.8%). Only 1(.3%) stated it was inapplicable.

Table 7: Have you tried to search for information on Zimbabwean museums on the internet?

	Frequency	Percent	Valid Percent	Cumulative Percent
N/A	1	.3	.3	.3
No	158	52.8	52.8	53.2
Yes	140	46.8	46.8	100.0
Total	299	100.0	100.0	

Source: Field Survey, 2012

Although the majority of the respondents have internet access, most of the respondents had not searched for information on Zimbabwean museums online. This should motivate the museums to put more information on line and also embark on more awareness programs so as to make its information readily available online.

4.3.1.4 Type of information found online concerning collections and exhibitions.

From the data collected from the field, most of the respondents 157(52.5%) said it is not applicable to find information on museums online. A few individuals found information about opening times, attractions, location, entrance fees and pictures on galleries as shown in the Figure 9 below.

What information did you find online concerning collections and exhibitions?

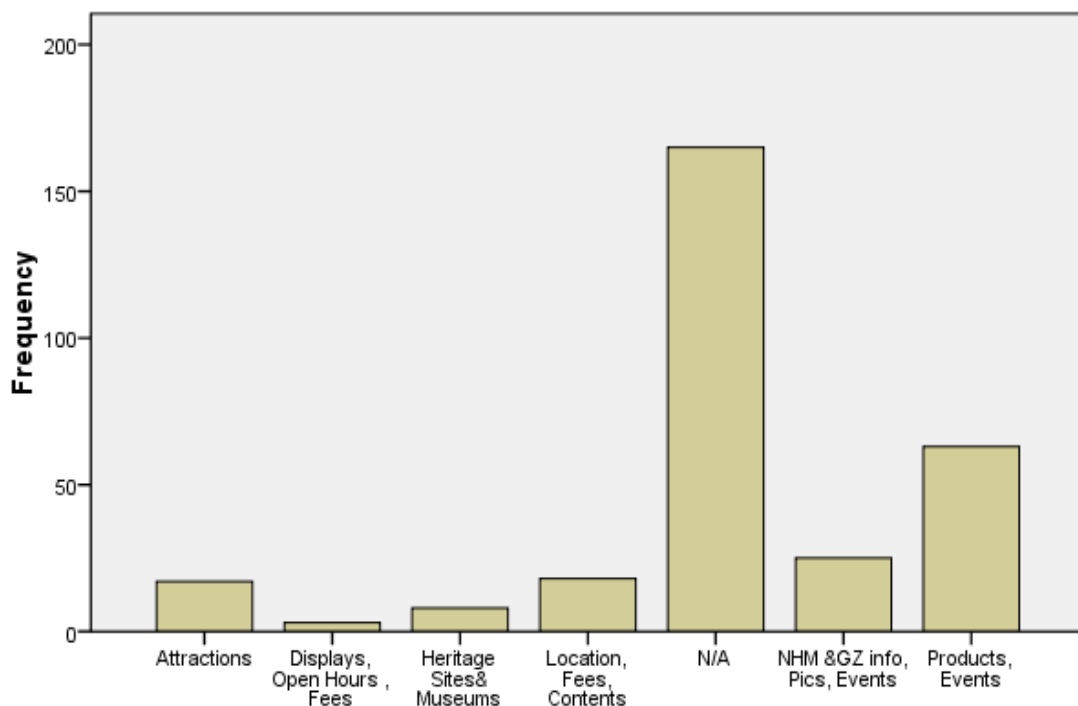


Figure 9: Online information on Zimbabwe museums; source- Field Survey, 2012

The information depicted on the graph above reflects that the National Museums and Monuments of Zimbabwe are not doing enough in terms of online marketing because the majority of the respondents have not found information online and probably those that found some information on entrance fees, location, opening times and attractions was through other

sources of information like newspapers, leaflets and brochures. Therefore, the National museums and monuments of Zimbabwe need to embark on a massive emarketing drive for all the museums to be found on line.

4.4 Analyses based on hypothesis

The hypotheses were tested from the data of the 299 respondents. The following criterion was assigned in the analysis and conclusions drawn were based on this criterion. The Chi-square or Fisher's exact tests were used in SAS by the use of a two-way frequency in data analysis to test the association between two categorical variables.

- The significance level, $\alpha = 0.05$
- The sample size, $n = 299$

4.4.1 Null Hypotheses (H_0) testing

Hypothesis 1

There is no association between patronage of museums and online marketing of museums in Zimbabwe.

From the SAS output shown appendix 2, the chi-square test, P -value is .0001 is less than $\alpha = 0.05$ which is the significance level. We reject the null hypothesis (H_0) and accept the alternative hypothesis (H_1) and thus we conclude that there is a correlation between patronage of museums and online marketing of museums in Zimbabwe.

From the SAS output shown appendix 2, the chi-square test, P -value is 0.0382 which is less than $\alpha = 0.05$ which is the significance level, hence we reject the null hypothesis (H_0) and accept the alternative (H_1) and thus we conclude that there is a correlation between patronage of museums and online marketing of museums in Zimbabwe.

The above tests from different variables which were used to test hypothesis 1, agree that there is a correlation between patronage of museums and online marketing of museums in Zimbabwe. This hypothesis helps to prove the working hypothesis which says emarketing activities of museums in Zimbabwe could have some impact on the number of their visitors.

Therefore, this means that if the National museums of Zimbabwe concentrate on online marketing, they will receive more visitors both local and international.

Hypotheses 2

Museum visitor numbers in Zimbabwe are not influenced by the accessibility of the internet.

From the SAS output shown appendix 3 the chi-square test, P -value is 0.0353 which is less than $\alpha = 0.05$ which is the significance level, hence we reject the null hypothesis (H_0) and accept the alternative hypothesis (H_1) and thus we conclude that Museum visitor numbers in Zimbabwe are influenced by the accessibility of the internet.

The above stated tests for the second hypothesis agree that Museum visitor numbers in Zimbabwe are influenced by the accessibility of the internet. This hypothesis also helps to prove the working hypothesis which says emarketing activities of museums in Zimbabwe could have some impact on the number of their visitors. This also means internet accessibility has a major impact when it comes to online marketing of museums in Zimbabwe. This also helps product positioning of the museum product on online. The museums should also use internet accessibility as an opportunity to market online.

4.5 Analyses based on objective number two which is;

- To design possible solutions that will enable the museums to market themselves online.

4.5.1 Possible solutions which will enable the museums to market themselves online.

Different areas were considered in analysing the website of National Museums and Monuments of Zimbabwe. The content, appearance, structure and navigation, marketing communications and search engine optimization were analysed. The solutions were stated so as to enhance the website as the frontline of all emarketing activity for the organization.

4.5.1.2 Website Analysis

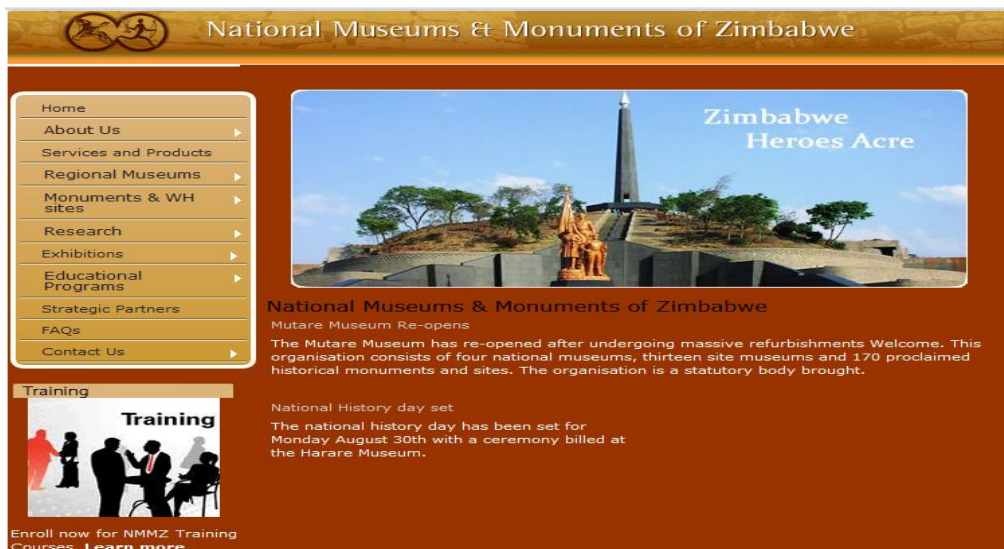


Figure 10: NMMZ website: source- <http://nmmz.co.zw>

Figure 8 shows the website of NNMZ. It is used for promoting products and driving traffic. Using nmmz.co.zw a potential customer can get more information about the products and check contact details of the company.

The criteria for analysis of the website are;

4.5.1.3 Appearance

The overall look and feel of the site is not very pleasing since the use of colors, fonts and images are not consistent throughout the site and with the current branding. Although the images are relevant for the intended audience, the design is not appropriate. Intended audience would expect a simple and easy-to-read design with a proper navigation system.

4.5.1.4 Structure/Navigation

The content of the site is not logically organized which makes it very difficult for the users to find what they are looking for. There is no navigation located at the top of every page. User has to return to the main page to access the other sections. Although the design fits in the browser and works fine for cross-platform browsers.

4.5.1.5 Content

The main purpose of the site is not immediately clear from the home page. When a user visits the page, he/she must understand immediately what the website is about. There are not key messages for different target groups or call to action (i.e. buy, read, listen) at the homepage.

The site is not easy to update since everything is designed statically, there is no “admin panel” to update pages easily. Pages do not have search engine friendly titles or keywords embedded to the codes. Lastly the photos do not have any captions.

4.5.1.6 Search Engine Optimization

The website is not performing very well on the search engines right now. The keywords are not on all the major pages, source codes and the titles. The site does use Google Analytics to track the users’ behaviors.

4.5.1.7 Marketing Communications

The Unique Selling Point (USP) of the products is not clearly conveyed to the users. The user must be told why he should buy these products instead of the others. It is not also clear what the website expects from the user, the user must understand what is expected from him. Should the user buy something, respond to a survey or what?

The site’s online key marketing messages are not clear enough. Positioning in the customers’ minds must be strengthened. There is not consistency between the online messages and the offline messages as there are no clear messages. There are not many promotional materials (printed ads, articles, videos etc.) on the website.

4.5.1.8 Conclusions.

After analyzing the company website, the following are some of the conclusions:

- The messages for different customer segments must be clearly defined.

- The goals and the strategy for the eMarketing activities must be sharpened.
- There must be fresh content i.e. blog, videos, articles that would give the visitors a reason to check the website often.
- The website must be created from scratch with the appropriate content and messages in mind and with an appealing design.

4.6. E-Marketing SWOT Analysis for NNMZ

The SWOT analysis presented in table 8 below shows the strengths, weaknesses, opportunities and threats of National Museums and Monuments of Zimbabwe.

Table 8: SWOT analysis for NMMZ.

<p style="text-align: center;"><i>Strengths</i></p> <ul style="list-style-type: none"> ➤ Marketing Oriented team with background in museum operations. ➤ High quality products that is well suited for eCommerce. 	<p style="text-align: center;"><i>Weaknesses</i></p> <ul style="list-style-type: none"> ➤ Do not have a strong brand. ➤ Do not have an online presence (regular visitors) ➤ Don't have online partnerships that can refer visitors.
<p style="text-align: center;"><i>Opportunities</i></p> <ul style="list-style-type: none"> ➤ E-space is not filled by the competitors. ➤ Museums have not been targeted as customers before. ➤ There is not much Zimbabwean museums content available online. 	<p style="text-align: center;"><i>Threats</i></p> <ul style="list-style-type: none"> ➤ Competition from other regional and international museums.

4.7 Solutions

4.7.1 Technical Issues

This section gives technical advices and action points regarding the design, content, SEO and the eMarketing Solution.

4.7.1.1 Design

- Create a simple and easy-to-navigate design.
- Follow the “three-click rule” which basically says that a visitor should be able to visit his desired page by no more than three clicks.

4.7.1.2 Content

- Create fresh content for the blog.(a minimum of 2 posts a week)
- Create videos, photos and user cases.
- Blog about real people solving real problems with NMMZ products.
- Determine major keywords for each product and use them excessively in the content that is created for that product.

4.7.1.3 Search Engine Optimization

- Create static page names.
- Use keywords in the content, title and the meta-tags
- Create different pages for different campaigns.
- Use HTML if possible.
- Link to internal pages where possible.

4.7.2 E-Commerce Solution

There are three options to enable to acceptance of online payment and have an eCommerce site. These are;

- Purchasing software 'out of a box'

- Using software provided by an eCommerce hosting company.
- Creating your own system, writing the code necessary.

For NMMZ the best solution is to use software provided by an eCommerce hosting company for the following reasons:

Using your own system requires agreements with the banks which takes time.

Creating your own system takes much time and money.

Using the software provided by an e-commerce hosting company, NMMZ can save their time for marketing and acquiring customers.

4.7.3 Solution for participation in Zimbabwean Museums using social media.

It is no surprise that many museum organizations are moving to “low cost” solutions like social media tools to reach out to audiences. The figure below shows the Facebook page of National museums and Monuments of Zimbabwe (NMMZ). The Facebook account was opened in February 2012 and up to date there are no photos which have been posted and the page it is not being updated. From the time the NMMZ joined Facebook, there has been no activity taking place and this has motivated the researcher into designing a meaningful social media application for visitors, workers and stakeholders to participate in marketing the museums on social media like Facebook.



Figure 11: NMMZ Facebook page- source: www.facebook.com

The researcher analysed the current state of social media in other museums in Africa and the figure 12 below shows the Facebook page of Ditsong National Museum of Natural History in South Africa. Although the Facebook page of this museum does not have many photos posted and videos about the museum and its activities, they are doing far much better compared to Zimbabwean museums. This should be the starting point of Zimbabwean museums in to market themselves on social media.



Figure 12: Ditsong National Museum of Natural History Facebook page-source: facebook.com.

The researcher used a human-centered design research to design the social media application based on what other museum are doing worldwide. This was based on the following;

4.7.3.1 Market Trends

The projection and forecast reports gave the researcher insight into the increase in popularity of social media and found out more about who is using it. The young, millennial generation spends a lot of time online and this is the future generation of museum visitors and the museum organizations must learn to speak their language.

4.7.3.2 Competitive Analysis

To visualize the existing landscape of social media use in the museums, there was need to conduct a competitive analysis. The majority of social media projects used by museums are often passive forms of marketing or unpredictable, less meaningful types of interaction.

4.7.3.3 Implications

- Museum visitors need different levels of participation.
- Interest in art and science leads to participation in museums.
- Participation leads to deeper understanding.
- Internet participation is successful when strengthened by real world interaction
- Current social media tools do not encourage rich dialogue and participation.

The exploratory process has lead to three initial concepts. One is to break down the walls, where all stakeholders have access to discussions with each other. Building experience and networks is an idea where each visit to the museum builds on the next, where visitors learn more and further their connections with each visit.

Voices in the moment are ideas that harness visitor feedback right at the moment they see the museum artifact.

4.7.3.4 Final Design

The solution is a social media application and takes place at a museum. It uses pointing as a means of sharing and sharing as a catalyst for in-person discussion. The experience is expanded with an online gallery and social network that shows how your view point has changed over time.

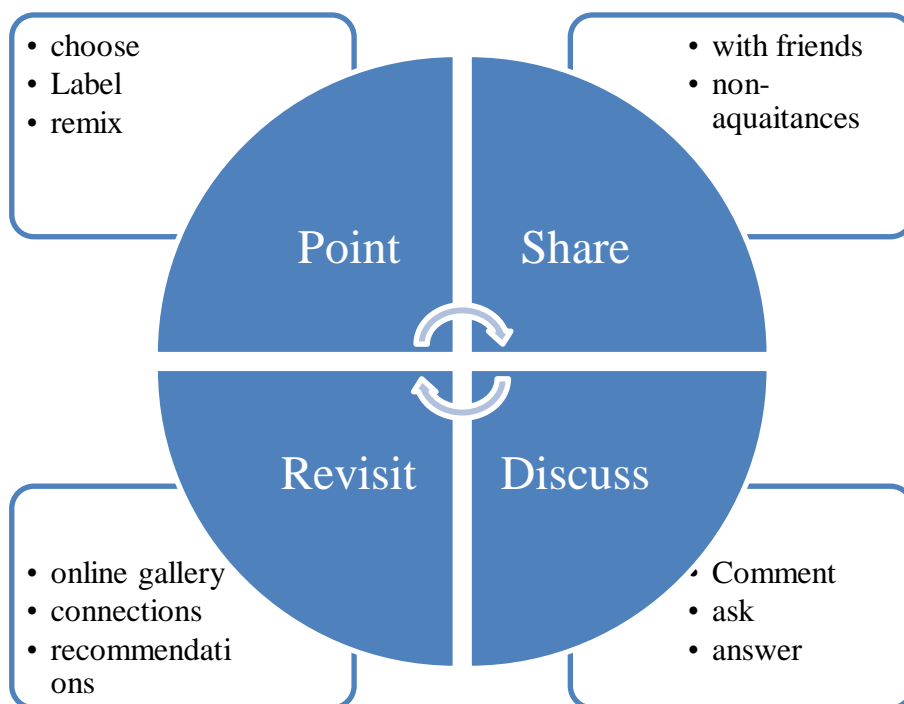


Figure 13: Social media application: source- Author

Point

This application uses the human instinct of pointing at the interesting things. It shows rich information about visitor interests and gives the sensation of feeling or touching the artifact. It is easy to use and initiates a choice to the viewer.

Share

The application also uses points of interest as conversation starters, that is, an individual share by bumping or tossing images to someone near by. It creates motion in static environment and also helps in breaking down the social barriers.

Discuss

This is used during an event to encourage visitors to talk about works in person and in context. The facility can extend lectures and also decentralise questions and answers, it also works as a collaborative learning tool. Museums can set tasks and create categories for explanation if they adopt this tool.

Revisit

It extends the exhibit with an online gallery and shows the level of participation in terms of growth. The application enables the museums to look at visitors's points of interest,

albums, comments, to ask and answer questions. It also creates a network of people and recommend related exhibitions.

4.7.3.5 Conclusion

This application mainly favours portable devices like cell phones and tablets which are compatible with facebook and other social media and for those without the gadgets, fixed and secured touch screen computres are available at various points within the galleries. It also requires a physical presence because the visitor can select what is of interest and share it online. Therefore, after creation of this application the researcher would conduct generative research tasks on using the tool and if successfull this will definitely increase museums in zimbabwe on social media.

4.8 Marketing Mix

There are a variety of ways that NMMZ can use for marketing its products online. This section will concentrate on some of them and list the actions to maximize their value. After a series of analyses and researching on the web for the companies who have successfully adapted e-marketing to their businesses, this is the concept that can be applicable.

Blog: Since content is important both for the visitors and for the Search Engine Optimization efforts, NMMZ must facilitate a blog and its content should be linked to appropriate product pages. The products should also link to the blog posts that contain videos, photos or even animations.

Google Ad words: They must have a “call-to-action” message to turn the visitors into customers. By using the conversion track codes, NMMZ will be able to analyze the “conversion rates” to see how the company is performing.

YouTube Videos: After creating promotional videos and presenting them on the blog, they must also be available on YouTube.

Partner Websites: NMMZ must have links to partner websites and be linked to them to increase its “Page Rank” on Google.

Opt-in Email List: One of the tactics that is heavily used online is the “Opt-in Email Lists”. NMMZ should be able to give away a “Free PDF White Paper” for the people who want to be a member of their email list. This will enable them to get their contact details and contact them later to make them their customers.

Online Directories: The website should be registered in all the business directories and especially the local ones to create awareness and drive traffic.

Discussion Boards:

NMMZ should create content on the popular discussion boards of the industry and drive traffic from there to the blog. They should also exchange links with the popular discussion boards.

Sales Promotions

Encourage customers to buy online and offer first-time customers “Free Shipping and discounts for returning customers.

Offline Marketing

NMMZ should also include the website address in all printed material and e-mail footers. They can also try to get on the local-TV i.e. by hosting a sensational event.

4.9 Legal Issues

NMMZ must be aware of the legal issues concerning its e-marketing activities. One of the most important issues is the taxation of online sales. They should know if eCommerce transactions in Zimbabwe are taxed in the same way as regular purchases.

Another issue is addressing the problem of spam. NMMZ cannot send unsolicited e-mails unless recipients have already 'opted-in' or expressly consented to the receipt of such emails. Otherwise it will be considered as “spam” and legal actions could be taken.

Lastly, there is need for awareness of consumer rights for NMMZ.

5. Conclusions and Recommendations

Several conclusions can be drawn from the results of this thesis project. Similarly, some questions need to be researched in more details. Therefore, this chapter seeks to conclude what the study was all about and also suggest some thoughts on what may constitute possible continuations and improvements of the work.

5.1 Conclusions

From the empirical evidence of this study it is concluded that:

- There are problems affecting museums in Zimbabwe, the first being financial resources that is, government funding is no longer forthcoming and this has greatly affected research marketing activities within museums.
- Museums in Zimbabwe still do not really appreciate the need for marketing functions. Whilst museums are now adopting marketing as a necessity, there is still a lot to be done as can be seen on the National Museums and Monuments Facebook page.
- There is an association between patronage of museums and online marketing of museums in Zimbabwe.
- Museum visitor numbers in Zimbabwe are influenced by the accessibility of the internet. This hypothesis also helps to prove the working hypothesis which says eMarketing activities of museums in Zimbabwe could have some impact on the number of their visitors.
- Respondents agreed with the assertion that their visit was influenced by marketing activities of museums in Zimbabwe, hence, the level and vigor of eMarketing activities needs to be seriously assessed to determine the current status of eMarketing of Museums in Zimbabwe.

- The social media application designed by the researcher can help to market the museums on social media and thereby increase visitor numbers. This is advisable because it runs a low budget.
- It is also clear from the responses that the majority of visitors to museums have access to the internet regardless of whether they are local or international visitors.
- One of the most important conclusions is that e-marketing is an on-going activity and does not give results at the first day. So the managers must stick to their plans and benchmark their results with their competitors continuously. Sticking to the SOSTAC framework, on-going control and gradual improvement are the keys to the successful implementation of e-marketing strategies.
- Without great content, advertising will not be effective, whereas without advertising it is very hard to reach to visitors given the enormously high number of websites. Although there are many analysis tools available, it is still very easy to get lost in the advertisement campaigns. Managers must have clear goals with their advertising budgets. To find reasonable target numbers, analyzing the competitor websites and consulting the industry professionals can be utilized.
- Many people and organisations tend to have unrealistic expectations just by optimizing their websites. The techniques of SEO should be planned before launching the website because the content and the design must be in line with the marketing concept and it is more difficult to do so after the design has been completed.
- The “Online Visibility” is to a certain extent “Page Rank” in online business. Every link that comes from a high ranked website helps achieve better ranks and that is the reason e-magazines, blogs and articles are important.
- Regarding the monitoring and tracking issue of the eMarketing, Google Analytics is an excellent and free tool that is used widely. Using the tool, managers have total control of their online business enterprise. They are able to see almost

everything from the “landing page” to the “duration of visits”, to the “navigation path” that the visitors follow during their stay at the website.

- Another conclusion is that the offline marketing efforts must be highly in line with the online marketing efforts. These include the messages given to the customers, the value propositions and even the graphical elements. It must be clear to a customer that the message they have seen on a printed brochure is augmented by the online marketing messages.
- While assessing the advertising method and the budget, the managers must focus on the “cost per conversion”. That is the “The click costs required to actually deliver a conversion, (i.e. total click cost divided by total conversions.

5.2 Recommendations from the study

In the light of the above conclusions,

- The National Museums and Monuments of Zimbabwe should be the portal of all the museums in Zimbabwe. Therefore, on the website there should be micro sites of each and every museum in Zimbabwe.
- It is recommended that employees at National Museums and Monuments of Zimbabwe should be educated about the benefits of emarketing and how it affects productivity and the appropriate employees should be equipped with the necessary skills.
- There should be a continuous update on the museum website concerning information about dates and events and all the activities that the museums are undertaking in different regions.
- The National Museums and Monuments of Zimbabwe should adopt the social media application tool designed by the researcher so as to increase its social media presence which will also work as an emarketing tool. This application has the advantage of having a low budget since the museums have dwindling finances.
- There should be social icons on the National Museums and Monuments of Zimbabwe

(NMMZ) website. The Facebook page should be updated regularly and exhibition and educational videos should be posted on YouTube with links to the website.

- Also, the National Museums should be able to collect e-mail addresses which will allow them to convert those website visitors into donors and volunteers which is probably the most important reason for having a website in the first place.

5.3 Future Work

Since the time is always limited for a thesis project, the results and the analysis of the proposed tactics are not always seen in the short-term. So a future research may focus on seeing the long-term effects of the eMarketing activities especially for museums in Zimbabwe.

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Evaluation questionnaire to investigate emarketing of museums in Zimbabwe

The researcher of this study is doing an Msc in Informatics at the Czech University of Life Sciences and is carrying out a master thesis on eMarketing of Museums in Zimbabwe. The researcher would be grateful if you can respond to the questionnaire below. The information you give will assist the researcher in analyzing the problems which are preventing eMarketing of museums in Zimbabwe and to give possible solutions to the problems. The researcher guarantees confidentiality on all responses obtained through this questionnaire, thus respondents are urged to give as much information as possible, without fear of victimization.

1. Sex: Male Female

2. Country of Origin:

3. Age group: 18-30 31-42 43-54 55+

4. Have you visited any of the museums in Zimbabwe? **Yes / No**
5. If yes, which of the museums have you visited? **A.** Natural History Museum, **B.** Military museum, **C.** Museum of Human sciences, **D.** Mutare Museum, **E.** Great Zimbabwe museum.
6. How did you know about the museum that you visited? **A.** Agencies, **B.** Online search, **C.** Recommendation / referral
7. How often do you physically visit museums within Zimbabwe?
A. More than once a year **B.** Once a year, **C.** Once in 2 years.

8. Is your visit influenced by marketing activities of National museums of Zimbabwe?
Yes / No
9. If yes, which forms of marketing influenced your visit? **A.** Television and radio, **B.** Newspapers leaflets and brochures, **C.** Internet marketing, **D.** Others.
10. Do you have access to the internet? **Yes / No**
11. If yes, state how you access your internet, for eg, mobile, pc.....
.....
12. How often do you access your internet? **A.** Everyday **B.** 2-3 times a week **C.** once a week
13. Have you tried to search for information on Zimbabwean museums on the internet?
Yes / No
14. If yes, what information did you find concerning collections, exhibitions, etc?
.....
.....
15. Do you use any online social network? **Yes / No.**
16. Have you visited any Social network page of one of the museums in Zimbabwe? **Yes / No.**
17. Do you think internet accessibility by visitors has an effect on both physical and online visitors? **Yes / No.**
18. From your personal view, is there a relationship between visits to museums and on-line activities of museums (e-mail campaigns, advertisements, social networks, etc.)?
Yes / No
19. What would you expect to find on the website of the museum so that it is useful for you?
.....
.....
20. What should museums in Zimbabwe do to increase their awareness online?
.....
.....
.....

APPENDIX 2

There is no association between patronage of museums and online marketing of museums in Zimbabwe.

Frequency, Col Pct	No	Yes	Total
No	24 44.44	9 3.67	33
Yes	30 55.56	236 96.33	266
Total	54	245	299

Statistics for Table of que_17 by que_18

Statistic	DF	Value	Prob
Chi-Square	1	74.9096	<.0001
Likelihood Ratio Chi-Square	1	56.3460	<.0001
Continuity Adj. Chi-Square	1	70.8148	<.0001
Mantel-Haenszel Chi-Square	1	74.6591	<.0001
Phi Coefficient		0.5005	
Contingency Coefficient		0.4476	
Cramer's V		0.5005	

Col Pct	No	Yes	Total
No	29 53.70	94 38.37	123
Yes	25 46.30	151 61.63	176
Total	54	245	299

Statistics for Table of que_10 by que_18

Statistic	DF	Value	Prob
Chi-Square	1	4.2979	0.0382
Likelihood Ratio Chi-Square	1	4.2356	0.0396
Continuity Adj. Chi-Square	1	3.6879	0.0548
Mantel-Haenszel Chi-Square	1	4.2835	0.0385
Phi Coefficient		0.1199	
Contingency Coefficient		0.1190	
Cramer's V		0.1199	

APPENDIX 3

Museum visitor numbers in Zimbabwe are not influenced by the accessibility of the internet.

Table of que_7 by que_13

que_7 (que 7)	que_13 (que 13)		
	No	Yes	Total
A	101	106	207
	109.38	97.615	
B	57	35	92
	48.615	43.385	
Total	158	141	299

Statistics for Table of que_7 by que_13

Statistic	DF	Value	Prob
Chi-Square	1	4.4294	0.0353
Likelihood Ratio Chi-Square	1	4.4659	0.0346
Continuity Adj. Chi-Square	1	3.9169	0.0478
Mantel-Haenszel Chi-Square	1	4.4146	0.0356
Phi Coefficient		-0.1217	
Contingency Coefficient		0.1208	
Cramer's V		-0.1217	