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Exploring the willingness of adopting webcasting as E-marketing tool in small museums

Supervisor: Tina Jørgensen

Qiong Zhang

ID number: 20180970

Email: qzhang18@student.aau.dk

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## 1. Introduction

### 1.1 Research background

Ruddington Village Museum was founded in 1968, and is located in a small village named Ruddington in England. It mainly through a series of displays explores the social, retail and industrial history of the village in the Victorian and early Edwardian period, and has only had 75,000 visitors since it opened in 1968. After a series of heritage-themed live stream webcasts in 2019, it welcomed 434,000 virtual visitors from China in a few months, which turned out to be a big surprise to both the museum and the broadcaster. The broadcaster said that: “when I realized the size of the audience figures, I felt very excited and took it as proof that what I am doing is valuable. It also showed the great charm of British heritage to Chinese audiences” (BBC news, 2019).

Chan and Mauborgne (2005) argue that digital technologies not only provide for the reinforcing of, the study of and the repository of information and data, but also encourage new ideas and comprehension, which can help in procuring a competitive upper hand. The new digital age encourages tourist companies to implement new technologies in relation to the areas of innovation and knowledge management. Traditional strategies which are focused on the enterprise itself have now been replaced by network strategies, affected with the use of value innovation (Varelas, 2019; p. 823).

### 1.2 Research question

As the above-mentioned BBC reported news, webcasting has successfully promoted Ruddington Village Museum in different aspect. First of all, The live stream webcasting which was supplied by the broadcaster, successfully helped Ruddington Village Museum attracting 434,000 virtual tourists in short period, compared with the number of tourists who physically visited the museum during the past 51 years even since the museum opened, this number is around 5.8 times larger than 75,000 (BBC news, 2019); Secondly, webcasting highly upgrade Ruddington Village Museum’s reputation. Before reported by BBC news, Ruddington Village Museum was only a locally known museum, afterwards, it has gained wide attention, and become a hot topic for a while, then become an internationally known museum. For the virtual Chinese tourists, before the webcasting, they have never heard of Ruddington Village Museum, but now they can follow the webcasting’s explanation to explore it.

The innovative side of the tourism business is seeking to grow a market, whereas the general business framework is influenced by the desire for value and the search for diversity (Varelas, 2019; p. 820). It sounds like that webcasting may be a potential marketing strategy for minor attractions to promote itself, to attract more visitors, to gain high reputation, webcasting might also raise awareness of similar minor attractions that have limited budgets and resources. Meanwhile, by webcasting tourists can also have the chance to virtually explore small attractions which they might not visit in reality. In other words, both the small sized museums and tourists can benefit from webcasting.

As a result, in order to prove and analysis the hypothesis, the aim of this project is to try to find out whether minor attractions willing to adopt webcasting as a promotion tool. The main research question is: What are the factors that contribute to/influence a small sized museum's adoption of webcasting for promotion?

## 2. Literature review

### 2.1 E-Marketing: a definition

The definitions of "Electronic Marketing (E-Marketing)" varies depending on a particular researchers' perspective, their background and area of specialism. For example, Chaffey (2009) defines it as: "Achieving marketing objectives through use of electronic communications technology", whereas Strauss and Frost (2008) define E-Marketing as: "The use of electronic data and applications for planning and executing the conception, distribution and pricing of ideas, goods and services to create exchanges that satisfy individual and organizational objectives". When El-Gohary (2012) argues that E-Marketing is still in its infancy, he also argues that Frost and Strauss's definition of E-Marketing not only includes the main components of E-Marketing, but also illuminates the primary aim of E-Marketing to be the reciprocation of exchanges that gratify both the customer and the needs of the organization. This definition has been adopted by the American E-Marketing Association (eMA) (El-Gohary, H., 2012; p. 1256,1257).

### 2.2 E-Marketing in tourism

#### 2.2.1 Digital marketing offer advantage in tourism

Mkono and Tribe (2017) have considered the swift increase in use of social media and digital marketing in tourism, concluding these changes are a reflection of the distinctive experiences and behaviors in virtual interactions. Sigala (2018) underlines technology's part in tourism, highlighting its impact not only on firms' modus operandi, but also on tourism experiences. Meanwhile Varkaris and Neuhofer (2017) argue that the information available via social media and various other digital and virtual arenas not only serve as a library for peers but can serve to reinforce the brand's image in order to appeal to a tourist's perspective.

Varelas (2016), Varelas and Georgopoulos (2017) discussed that digital technology from the perspective of communication and marketing offer a tourism business a competitive advantage that will only increase as time goes on. Future tourism enterprises that adopt the digital world will still however have their focus on the implementation of viable advantages for the interests of their organization. A modern tourist organization likely needs some form of hybrid approach towards technology in the field of marketing and communication. At an operational level, hospitality businesses for example are often defined by cutting edge technologies and the resulting impact on their brand's image.

### 2.2.2 Experience and value: the outstanding contribution from E-Marketing

According to Strauss and Frost's definition, El-Gohary (2010) suggests that E-Marketing includes all uses of digital data or electronic applications when carrying out marketing activities. Therefore, following this, E-Marketing includes not necessarily limited to online Marketing, E-Mail shoots marketing, Intranet/portal Marketing, Mobile phone Marketing, Television advertising Marketing and Electronic Data Interchange (EDI) (El-Gohary, 2010; p. 2-2).

The progressive nature and structure of the tourism industry enables both providers and customers to react quickly to developments. 'Experience' and 'value' are the two outstanding concepts for the modern tourism industry (Sezgin, 2016; p. 3). Value, as might be expected, is a crucial element in consumers' behaviors and decision-making process. Value is a subjective measure of importance to determine the worth of something. The value of something will naturally be different across different consumers. The mindset of 'think global act local', as a result of changes imposed on consumer behavior by ever-increasing globalization, will find reciprocity in the digital world too (Sezgin, 2016; p. 9).

### 2.2.3 Low E-Marketing adoption rate in tourism

However, Strauss and Frost (2008) argues that the rate of digital adoption in the tourism industry is relatively low, despite the fact that most technical barriers to implementation have been overcome.

The young generation is "born digital" and with that comes a level of expectation. If a company wants to survive in this new age then they must expect to have to adopt social media and other new communication channels, create new ideas and adopt new technologies. Further, tourism is a global business, and companies are therefore required to have a global vision and adopt strategies in a constantly changing world. Perhaps the best ways for tourism firms to embrace this idea of globalization is intrinsically linked with embracing the new technologies of the digital age; adopting new digital methods to communicate with consumers, to understand their thoughts, to meet their needs and expectations; and offering them new products (Sezgin, 2016; p. 11) .

## 2.3 The adoption of E-Marketing in small firms

El-Gohary (2010) conducted a research to investigate the differing factors that might affect the adoption of E-Marketing by UK small businesses. He attempted to rationalize E-Marketing adoption by considering extending technology acceptance model (TAM) to include some internal (e.g. entrepreneur skills, compatibility, ease of use and type of products) and external factors (e.g. market trends). His findings showed that compatibility ease of use, relative advantage had a positive impact on adoption of E-marketing by UK small businesses.

El-Gohary (2012) argues that there are some other important considerations, both internal and external, that can impact on new technology acceptance and uptake, diffusion and adoption. Things to consider are: management support from above, product characteristics, organizational readiness (e.g. size, cost, accessibility, financial technical ability and other resources), information intensity, market pressures (e.g. competition), national infrastructure and legality, digital security, government pressure and/or support, consumer acceptance, support from and availability of technology vendors, international orientation of the enterprise and business owner skills set(El-Gohary, H., 2012; p.1260).

## 2.4 Webcasting: potentials for tourism

### 2.4.1 Video as effective marketing tools in tourism

Having an online presence, especially on social media, appears to be, unsurprisingly, a successful formula for businesses looking to establish a worthwhile interactive relationship with its customers. It is generally accepted that images of destinations provided to potential tourists are likely to influence their choice of destination and that videos are a very effective means of capturing tourists' attention and firing their imagination (Varelas, S. 2019; p. 878).

In the research of Faria et al. (2017), video content was demonstrated to be the most comprehensive and appealing media type used by social network providers. Reino and Hay (2016) analysis focused specifically on YouTube videos, noting that this media allowed tourists to access original sources of information but also share their own personal videos and experiences. Video format was considered the most suited on the basis that the consumers can provide additional content in the form of titles, subtitles and reviews with both sound and image contents (Varelas, S. 2019; p. 880).

### 2.4.2 Webcasting: meet the new generation tourist's expectations

Since 2001, magnificent webcasting adoption has occurred, still, who is the earliest adopter and the reasons remains unknow (Lin, C. A. 2004; p.445).

Buhalis and Foerste (2015) present the case that the increasingly seamless access to technology has irrevocably changed the way people communicate with each other and search for information. Tourists are no exception to this. Reino and Hay (2016) conclude that a new "born digital" generation, refined consumption patterns (better informed and connected consumers), extended uses of (sometimes new) media, and alternative tools that have replaced more traditional methods of advertising have compelled the tourism and industry to adopt a different attitude. This revised posture is one which had had to be more interactive, more current, more universal, and more attuned to tourists' requirements. Studies indicate that continual efforts to overcome challenges related to digital tools and platforms must be deployed to keep pace with tourists' expectations (Varelas, S. 2019; p. 880).

### 3. Methodology

The focus of this chapter will be explaining the research methods which was used to collect data, and with this data, at the end guide me to find out the answer to the research question: what are the factors that contribute to/influence a small sized museum's willingness of adoption webcasting for promotion? Besides that, this section will also explain how I designed the research in order to find out the right data, and why choose these research methods as the best option of collecting data. As a result, the methodology chapter has different parts: research approach, research method and data collection. At the end of the methodology chapter, I also emphasized the limitations that I had come across with during the progress of this research project.

#### 3.1 Research approach

According to Shields & Rangarajan (2013), exploratory research has a definition of researching a problem that has previously not been looked into more clearly, establishing priorities, developing solutions and improving the final research architecture. Inspired by BBC news of the Ruddington Village Museum, which took advantage of webcasting to attract virtual visitors, dramatically increased its number of virtual tourists in few months to 5.8 times than the whole number of reality tourists during the past 51 years. So, in this project, I propose that webcasting, as a new digital marketing communication tool, could be a new E-marketing strategy that will contribute to the small sized museums and tiny attractions to promote themselves. But whether the small sized museums willing to adopt webcasting? And what kind of factors would affect their choice of webcasting? However, this subject hasn't had any academic research result yet, in order to explore this topic, and find out answers to the research question, I employed exploratory research method.

#### 3.2 Research method

I wonder webcasting as a new E-marketing tool, might have a positive effect on promotion of small sized museum, this hypothesis was formed on the assumption that small sized museums would lack of funds and staff to become active social players in this rapidly changing world. As using new digital marketing tools is effective in managing and self-promotion, I propose that, on the presumption that my hypothesis was true, adopting webcasting would necessarily expedite a small museum's management and self-promotion.

In order to challenge my hypothesis and to identify a broad understanding of the small museums attitudes towards adopting webcasting as an E-marketing tool, my research adopted a case study of a small sized museum named Whitehall village museum, based upon a mixed research method. Bryman (2016) defines the term mixed methods research as "used as a simple shorthand to stand for research that integrates quantitative and qualitative research within a single project" (p.628).

Bryman (2016) argues that the most prevalent interpretation of the word 'case' identifies

“a case study with a location or a community or specific organization” (p.67), “with a case study, the case is an object of interest in its own right, and the researcher aims to provide an in-depth elucidation of it” (p.69). Bryman (2016) also argues that a basic case study involves the detailed and extensive scrutiny of a particular case.

Case study analysts in general usually maintain that their intention is to build an extensive examination of a particular case, and that the crux of it should be not if those particular findings can be theorized to a broader context but rather to what extent the analysts are able to generate any particular theory out of their findings. This explained the reason why I choose a case study to collect first hand data as the majority resource of the research.

The reason that I concentrated on Whitehall village museum is that, I considered that it's size is reasonably small, and as such it would not usually have the finances and resources to develop the technology framework that would enable it to manage multiple digital marketing methods in the most effective way. As a result, research it's attitude towards webcasting could contribute to analysis of adopting webcasting as E-marketing tool of small museums. With this small-scale case study in Whitehall museum, I first try to identify the structure and management of the organization. Next, I plan to identify and exploit the museum employee's attitude and experience of webcasting. To this end, I will draw on an understanding of the small museum's willingness of adoption of webcasting as E-marketing tool. The case study research method stratified my research question.

### 3.3 Data collection

Bryman (2016) argues that case studies are usually employ both quantitative research and qualitative research (p. 68), which is why I employed a mixed research method in this project. Bryman (2016) defines qualitative research as “encapsulating an approach in which theory and categorization develop out of the compilation and analysis of data” (p.384), he also argues that upholders of a case study design favor qualitative methods, because such methods are generally considered as especially useful in forming of an in-depth and detailed examination of a case (p.68). While Geertz's (1973a) emphasis that qualitative analysis looks at interpretations of these they have conduct their investigations on (cited in Bryman 2016; p.381). According to Muijs (2010), “quantitative methods emphasize objective measurements and the statistical, mathematical, or numerical analysis of data collected through polls, questionnaires, and surveys, or by manipulating pre-existing statistical data using computational techniques.”

That is to say, the data of this project has been collected through a mixed research method, including a field trip to Whitehall museum, E-mail interviews with two employees of Whitehall museum, aim to find out Whitehall museum's employees understanding of webcasting, and an online questionnaire sends out through Facebook to tourists, in order to understand the tourist's opinion of webcasting. All the details of the questionnaires and the information of the interviewees will be displayed later within the methodology chapter. Data collection was conducted from 13<sup>th</sup> December of 2019 to 20<sup>th</sup>

February of 2020.

### 3.3.1 Field trip

In order to make sure that I can collect reliable first hand data, I conducted a field trip to Whitehall museum on 10<sup>th</sup> December of 2019. And I find out Whitehall museum by my personal contact. According to Fauzi & Rizman (2015), they give “field trip” a definition as “an activity that enable students to study whatever they have gained in a reality surrounding” (Fauzi & Rizman 2015; p. 90).

During this field trip, I firstly get more understanding of the situation about the museum by reading the brochure displayed in the museum and listening to the tour guider’s instruction. Similar to Ruddington Village Museum, Whitehall museum is a historic timber framed Tudor house museum, built around 1500, located in Cheam Village, Surrey, UK. The museum is under management of London Borough of Sutton, through the Museum and Heritage Division. Whitehall museum is Grade II\* listed on Historic England's National Heritage List, and has joined the Green Tourism Business Scheme and received a Gold award in London in March 2011. However, Whitehall village museum has only welcomed 396,105 visitors during the past 12 years ever since 21st May 2007 (<http://friendsofwhitehallcheam.co.uk/>).

Secondly, I managed to talk with the volunteer who was on duty as tour guide that day, after knew my intention to write my project with the museum, she introduced me to Marina, one of the employees of the museum, with who I had interview afterwards. This field trip gave me a good chance to meet Marina, to show my sincere to conduct my research, to build up trust between each other, which helped me have a good connection with her and afterwards get her help with interview of her colleague.

### 3.3.2 E-mail interviews

On 10<sup>th</sup> December of 2019, I talked with Marina in Whitehall museum for around 10 minutes, who works as the heritage engagement officer of Sutton Cultural Services, this department is in charge of Whitehall museum. After knowing my intention to research Whitehall museum’s attitude towards webcasting as E-marketing tool, she agreed to accept my interview through E-mail according here schedule. As a result, I designed two Email interviews, send to Marina through my university student email address, all the questions are open ended questions, since in this way interviewees have more freedom to expressing themselves.

The first Email interview was sent to Marina on 16<sup>th</sup> of December, 2019. To enable good results, and to be able to verify the questions were correctly and comprehensibly structured and understood by the museum employee, before the interview questions, I explained about webcasting and how Ruddington Village Museum benefited from webcasting, questions are detailed in Table 1 as follows, I get reply from Marina on 19<sup>th</sup> of December, 2019.

Table 1. Whitehall museum information collection form

question theme	questions	question type
management structure	what's the management organizations and their roles	open question
employee information	age, gender, education level, and experience with social media	open question
visitors	number of visitors, the museum's expectation of number of tourists,	open question
competitive	competitive pressure from similar museum	open question
attitude towards webcasting	do you consider webcasting is the market trend for museums? How do you consider the tourists attitudes are towards webcasting? do you consider webcasting is easy to use for both the museum and the tourists?	open question
activities and attractions	what activities are performed at the site? What are the main and minor attractions of the museum?	open question
open days/hours	why are the opening hours restricted, instead of 7 days a week for example? do you think webcasting would help?	open question
webcasting's benefit	how much do you consider webcasting would contribute to the museum?	open question

In order to dig out more in-depth information about the museum's attitudes towards webcasting, I designed a second Email interview sent to Marina on 11<sup>th</sup> of February, 2020, details of the questions are displayed at Table 2. I also asked Marina's help to get more Email interview chances by forwarding my email interview request to her colleagues, by this snowball effect, finally I managed to get another email interview with her colleague William on 18<sup>th</sup> of February, 2020, and the second Email interviewee William, works as the area customer service manager of Sutton Cultural Services. According to Babbie (2013), when adopting snowball in data collection, "the analysis collects data through the few people of the target groups they can locate, afterwards asks these individuals to provide necessary information to find out other members of that target groups who they might have acquaint with. Snowball refers to the process of accumulation as each located subject suggests other subjects" (p. 205).

Table 2 Whitehall museum's attitude towards webcasting

Question theme	Questions	Question type
Employee's experience with webcasting	Have you used webcasting to promote the museum before? If so, why? If not, why not?	Open question
Perceived ease of use	Do you consider webcasting is an easy way to promote the museum? If so, why? If not, why not?	Open question
Perceive relative advantage	Do you think webcasting is an effective way for the museum to promote itself? If so, why? If not, why not? What kind of advantage does webcasting have compared with opening the museum's door to welcome tourists? How do you consider webcasting can contribute to the museum (e.g. Attract more virtual tourists)?	Open question
Perceived compatibility	Would you consider using webcasting as an additional promotional tool for the museum? If so, why? If not, why not? Do you think Whitehall museum management would officially accept using webcasting? If so, why? If not, why not?	Open question
Competitive pressures	Do you think after using webcasting, Whitehall museum will be more competitive? If so, why? If not, why not?	Open question
Market trends	Do you consider in this digital world, is it a trend for Whitehall museum to use webcasting to promote itself? If so, why? If not, why not?	Open question

### 3.3.3 Online questionnaire

Bryman (2016) defines an online questionnaire as “being one in which intended respondents are invited to visit a website whereby the questionnaire is located and can be completed online” (p.671). I employed a short online questionnaire to invest tourists' attitude towards webcasting as an eMarketing tool for small sized museums, which including three choice questions and four other open-ended questions, details of the questions are displayed in Table 3.

Since a seven questioned questionnaire would only cost the respondent's few minutes to finish, it would be easy to attract more tourists to complete the survey. I send out the questionnaire through my personal Facebook profile to some Facebook groups in Copenhagen and Surrey in the UK where the Whitehall museum located: Expats in Copenhagen, International students in Copenhagen, Epsom and Ewell families, Epsom and Ewell community group, from 12 of February, 2020. In this way, I try to reach as many tourists as possible. Until 20<sup>th</sup> of February, 2020, I got 41 successful reply to the online questionnaire.

Table 3 Tourists' attitude towards webcasting as a promotion way for small sized museums

Question theme	Questions	Question type
Demographic	What is your gender? What is your age?	Choice question
Experience with webcasting	Have you "virtually" visited any small sized tourist attractions (for example a tiny village museum) by watching webcasting? Did the webcasting satisfy your curiosity of that tourist attraction?	Choice question
Attitude towards webcasting	Would you consider watching webcasting as a substitute to visiting a small tourist attraction?  Do you think it's an effective way for small sized tourist attractions to promote themselves using webcasting?  How do you consider webcasting can contribute to a small sized museum in terms of attracting tourists?	Open questions

### 3.4 Limitations

It is almost impossible to avoid confronting with limitations during a research progress. When doing my research, I also have come across several limitations.

The most challenge during the data collection progress is that webcasting as a E-marketing tool is a completely new thing, all of the employees of Whitehall museum I talked with never heard of it before until I explained it to them, not mention using webcasting to promote the museum. As a result, it is difficult for me to dig more in-depth information of the employee's understanding and attitudes towards webcasting, that is also the reason I have to design two interviews with the museum when trying to get more reliable data.

Another obstacle is lacking of previous academic research about webcasting. None of the existing research papers about webcasting have any connection with tiny attractions. Which means my research is a pioneer.

## 4. Analysis

The analysis chapter aiming to find out answers to the research question which was introduced in the introduction chapter: the factors that contribute to/influence a small sized museum's adoption of webcasting for promotion, and then lead to answer to the minor attractions willingness to adopt webcasting as a promotion tool. In order to reach this end, both qualitative data which was collected by email interviews with the employees of Whitehall museum and quantitative data which was conducted through online survey towards tourists, will be classified into different themes and then be analyzed.

### 4.1 Thematic analysis

Since majority data resource of the research is from a case study, which was carried out by using qualitative research, with three email interviews with Marina and William, both work for Whitehall museum, I employed thematic analysis to analysis the research data. According to Bryman (2016), thematic analysis "aim to produce a framework for the researchers of qualitative data and provides a method to find out how to manage themes and data", and "a theme is a category identified by the analyst through his/her data" (p. 580).

Davis (1989) analyzed user intentions information systems and technology through four main aspects, namely: social influence, performance expectations, effort expectations and facilitating conditions. And Rogers (2010) argues that there are five characteristics which can illustrate approximately 49 to 87% of the variance adoption rate of new technology, namely: relative advantage, compatibility, complexity, trialability and observability, The email interview questions are designed based on consideration of the research result of Davis (1989) and Rogers (2010), because I believe that there is some similarity between "user intentions to use information systems and technology" and "the willingness of small museum to adopt webcasting as an E-marketing tool".

As a result, for the reason of conducting this research, all the interview questions are mainly considering the following factors: size of the museum, employee skills, organization resources (financial and human), competitive pressure, and market trends, with a view to investigating the impact of these factors on webcasting adoption by the museum. For further enhanced understanding and interpretation of the research results, the research data was classified and grouped into five main themes namely: organization size, organization resources, perceived relative advantage, competitive pressure, tourists' attitudes (El-Gohary, H. 2012, p. 1261).

### 4.2 Organization size

The size of an organization can be measured by the number of employees and by annual turnover (El-Gohary, H. 2012; p. 1261). Whitehall museum is a local authority run museum; the management structure is as shown in table 4. Besides employees, there are

some volunteers who help as part time stewards and tour guides.

Table 4. The management structure of Whitehall museum

Organization/position title	role
Sutton Cultural Services	part of the Chief Ex Directorate, which manage museums, libraries and arts in Sutton, UK; have 40 employees, many of them support Whitehall museum in different capacities.
Museum and Heritage Division	focus on running borough's archives, heritage houses, and borough's collections
The Customer Service Officer (CSO)	one CSO responsible for everyday running of Whitehall museum
Heritage Development Officers (HDO)	two HDO responsible for develop programming of the museum
Heritage Engagement Officer (HEO)	one HEO work part time with HDO for developing programming

Al-Qirim (2007) argues that the size of an organization is often one of the factors that leads to the earlier adoption of new technologies. As table 4's illustration, Whitehall house museum is a tiny organization, with a simple and direct management structure. The developing of ideas concerning how to run the museum can be discussed by everybody within the organization, and decisions can be transferred from the top- Sutton cultural services to the museum easily. As a result, from the organization size point, there is no barrier for the museum to adopt a new technology-webcasting, as a new E-marketing tool, for the museum to promote itself.

#### 4.3 Organization resources

In terms of organization resources, this project concerns two aspects, financial and human. El-Gohary (2010) argues that having sufficient and suitable resources is likely to be an important factor in adopting E-Marketing.

As a no profit organization, Whitehall museum doesn't charge tourists admission fee. At the moment the museum gets financial support mainly from two charities, one is Friends of Whitehall, which is an independent charity group who continuously support the Museum through fundraising, whilst the National Lottery Heritage Fund (NLHF) have supported Whitehall museum house rebuilding and activity development since 2015. Since the museum's house rebuilding work was completed in 2018, the museum is now in the activity stage of the project, as a result and NLHF Whitehall project funding will end in December of 2020.

This situation means that in short term, Whitehall museum is not lacking financial support in marketing, and in long term, the museum will always get financial support

from Friends of Whitehall charity. Since from the financial term, there is no barrier for Whitehall museum to adopt a new E-Marketing tool-webcasting. However, Marina give her opinion that the museum need to consider the priority using of marketing fund since fund is limited, only if webcasting had a proven value then the museum can apply for it, but since webcasting is new E-marketing tool for museum, till now only Ruddington Village Museum benefited from webcasting by attracting large number of virtual tourists from China, which story reported by BBC news. Still, put webcasting in small museum's practice need further study in its effect terms.

All the employees who take part in managing Whitehall museum are female, all with a MA degree, the majority aged below 30, and the HDO are aged between 30 to 50, their experience and ability with E-Marketing varies, and the museum do promote itself through its own website and social media, such as by Sutton Heritage Facebook and Twitter profile. Lynn et al. (2002) find that a younger marketing department is more likely to adopt the internet as a marketing tool. Email interview result also suggest that Whitehall museum team is working on increasing their digital presence in a wider sense, by focusing more on their social media. One of the reasons that Whitehall museum haven't adopt webcasting is that no other local authority museums is using webcasting, but since I introduced webcasting to the museum, they said that they will certainly put it in their E-marketing list to consider.

#### 4.4 Perceived relative advantage

Perceived relative advantage can also describe as usefulness. Davis (1989) defines it as "the degree to which a person believes that using a particular system would enhance his or her job performance" (Davis, 1989; p. 320). When Rogers (2010) give it a definition as "the degree to which an innovation is perceived as being better than its antecedent" (Rogers, 2010; p. 229).

when I suggested webcasting might be a good marketing strategy for the museum, the Email interview with Whitehall museum employees, Marina and William, suggests that even though either of them are familiar with webcasting, and in fact, they haven't heard of it as E-marketing tool for small museum before, and the museum also never used webcasting, both of them consider webcasting is an easy and effective way to promote the museum.

First of all, based on previous opening hours and small scale visitor figures, weekdays were deemed too quiet to open on Monday, Tuesday and Wednesday, Friday is closed for community engagement and civil ceremonies, so the open days and hours of the museum are on Thursday, Saturday and Sunday, from 10AM to 5PM, also partly because of lacking employee that the museum has open time restriction. If the museum adopting webcasting, then tourists will have no limited access to visit the museum as long as with internet access and with no extra expense.

Secondly, because Marina and William consider webcasting is a certainly

straightforward marketing tool, since the museum will not only marketing itself towards a more wider audience in a more immediate way, especially have the potential to engage international tourists, and it could aid in raising Whitehall's profile abroad; but also the museum will involve less human resources, at the same time make the museum more connected to tourists through webcasting's live interaction. As a result, from the museum marketing employee's point of view, they are very interested and would love to move forward with webcasting

However, in order to make sure that investment in webcasting worth it, the museum need to have a framework to test, for instance, evidence shows that webcasting would become a popular E-marketing way in the UK, or there is a check list for the museum to find out how webcasting will work to promote, then it will make the decision of adopting webcasting much more easier. I consider it as a proof that usefulness and advantage are important influencing factors in small museum's decision making concerning adopting new technology, since "most researchers discover that relative advantage and compatibility are the most important elements in the acceptance, diffusion and usage of new technologies" (El-Gohary, H. O. (2010); p. 3-27).

#### 4.5 Competitive pressure

According to Friends of Whitehall's statistic, which is an independent charity supporting the Whitehall house museum, Whitehall museum has welcomed 396,105 visitors since 21st of May in 2007 to June 2018 (friends of Whitehall, 2018), and since reopening in June 2018, up to November 2019, the museum have had another 15,273 visitors, so 411,378 visitors in total during the past twelve years. The average number of visitors per day during the peak season is 70 and 30 in the non-peak season. However, Sutton Cultural Services consider this number of visitors is too little, they are aiming for around 15,000 visitors a year. In order to reach this expected number of tourists, the museum management team confirmed that they are very open to other means of reaching new audiences. To my question that do you get any competitive pressure from similar museum, the reply from Sutton Cultural Services is that they do have competition from other historic houses, since the museum is mainly run within the borough and surrounding area.

The result from the Email interview suggests that competitive pressure to Whitehall museum is from two factors: one factor is that the visitor number did not meet the museum management team's expectation; the second factor is that the competition with other museums in the nearby areas.

El-Gohary (2010) argues that pressure from competition and changing market trends could be an important factor influencing the adoption of E-Marketing. While Jacobs and Dowsland (2000) observed that small businesses sometimes adopted E-Commerce as a method of improving their competitiveness in the market. In order to improve the competitiveness among other attractions and to attract more visitors, to my question that do you think webcasting would help? Whitehall museum management team believe that

considering as a small museum in an area that is not at the heart of London, webcasting would work as an alternative means of marketing and increasing the museum's presence by offering digital engagement. Webcasting would give an opportunity to visitors from abroad to virtually visit, and adopting webcasting would be an example of being more innovative, which would add characteristic to the museum.

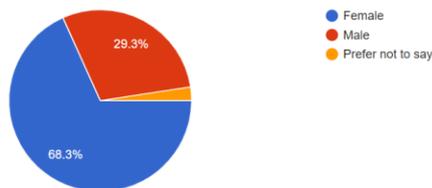
This clarifies that webcasting is recognized by the museum management team as having the ability to promote museums at local and regional level towards world-wide visibility. Whitehall museum has the motivation to adopt webcasting as new E-marketing tool.

#### 4.6 Tourists' attitudes

El-Gohary (2010) found out that without a culture which embraces technology, it might not be able to change the existing relationships between a firm and its customers. As a result, I conducted an online survey to find out tourists' attitudes towards small museum's adoption of webcasting.

Among 41 reply from the online questionnaire, 28 respondents are female, 12 males, and 1 prefer not to say her/his gender, see Fig. 1. In terms of age group, 38 of the respondents are aged between 18 to 45, and the rest are between 46 to 67, see Fig. 2. And 32 of them haven't virtually visited any attractions before, while 6 tourists said positive to their experience of virtually visiting attractions, 2 of them considered it as a neutral experience, and 1 tourist did not comment.

1. What is your gender?  
(41 条回复)



2. What is your age?  
(41 条回复)

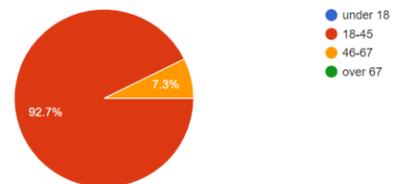
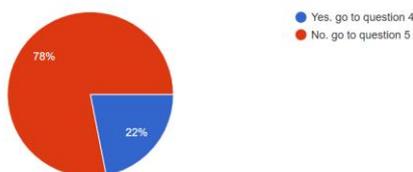


Fig. 1. Gender information of tourists

Fig. 2. Age information of tourists

Fig. 3. Number of tourists virtually visited attractions

3. Have you "virtually" visited any small sized tourist attractions (for example a tiny village museum) by watching webcasting?  
(41 条回复)



To the question: would you consider watching webcasting as a substitute to visiting a small sized museum? 35 tourists said yes, for the following reasons: museums that is far away to visit for real, for example sites in overseas locations; admission fee and transportation fee is expensive; cost too much time to visit; other convenient reasons; webcasting is good at exhibit the attractions; and for education reasons. While 6 of them prefer to pay a visit to museums by themselves to get life experience, since they consider webcasting is same as watching movies.

36 respondents from the online survey agree that webcasting would be an effective way for small sized tourist attractions to promote themselves, the reasons that tourists offering I have identified to three different themes, which is show in table 5. Only 2 respondents worried that webcasting would be expensive for small museum to maintain and may cause less people visiting the museum in person, which would further be generating less profit for the museum, with another 3 tourists says they don't know how webcasting would work.

Table 5. tourists considering webcasting as an effective way to promote small sized museums

theme	details
marketing purpose	<p>video content usually receives more views than words or photos;</p> <p>if the experiences and the sense of place in the museum is captured correctly in the video, then its more interesting for intriguing tourists to watch, ability to catch people's eye and attract more tourists;</p> <p>an easy way to show museums exist and what is contain;</p> <p>cheap way for marketing and increase revenue;</p> <p>give museums more exposure and reduces tourists cost of a visit;</p> <p>new way to different target groups, the better it promotes the museum.</p>
museum resources	<p>small museums are normally not famous, any kind of promotions need to be taken into consideration;</p> <p>less money and labor input to serve tourists, other advertisement cost more;</p> <p>it generates more awareness of the museum</p>
market trends	<p>small museums should follow and keep up to date in the digital world;</p> <p>new idea always attract attention;</p> <p>increase small museum's social media presence which is necessary in modern world;</p> <p>more accessible;</p> <p>the younger generation expects to be able to do everything online or virtually.</p>

From the online survey, tourists also give information about how they consider webcasting can contribute to a small sized museum in terms of attracting tourists, details as follows:

- 1) webcasting could raise awareness of a new/small museum, turn more tourists to visit it in reality;
- 2) tourists can visit the museum at any time in anywhere through webcasting;
- 3) increase museum's digital visibility, since in the digital world, more digitalization means more tourists;
- 4) small videos that present an exhibition could lure people in;
- 5) offer interaction or Instagram-worthy content;
- 6) less effort to get better advertisement result, especially in attracting foreign visitors;
- 7) great visual and content quality webcasting would be a very powerful advertisement tool, because museum lovers, cultural travel enthusiasts or any random tourists might be tempted to share, thus promote the museum;
- 8) young generations always been attracted to internet new ideas;
- 9) provides a preview of the museum for the visitors, helps tourists decide whether an actual visit is worth it or not;

The online survey demonstrates that the majority of tourists possess a positive attitude towards webcasting, and they believe that webcasting can contribute in multiple ways to attract more tourists for small sized museums.

## 5. Conclusion

This research is aimed at finding out how small attractions relate to webcasting as a strategic communication tool. In order to find out answers to the research question concerning the factors that can influence a small museum's adoption of webcasting, I adopted an exploratory research method to test my hypothesis that webcasting as a new E-marketing tool, might have a positive effect on promotion of small sized museum, a case study of a small sized museum named Whitehall village museum was carried out. Data collection were using a mixed research method, including qualitative data from a field trip to Whitehall museum, and E-mail interviews with two employees of Whitehall museum, quantitative data was collected by an online questionnaire, sent out through Facebook to tourists. The main characteristics and factors of the result of the case study were classified and grouped into five themes namely: organization size, organization resources, perceived relative advantage, competitive pressure, and tourists' attitudes. Thematic analysis was then employed to analysis the data. Previous literature about E-marketing highlighted the possibility of adoption of webcasting in tourism industry. The analysis result can lead to the conclusion that small museum is willing to adopt webcasting as a new E-marketing tool, since it offer multiple advantage to help museums combating competitive pressure and attracting more tourists, while tourists are happy to see that webcasting can be an effective way to promote small museums in the digital world. However, I have come across limitations during the research, but conclusions from this project can be adopted in practice by taking further steps into small museum's

technology ability. However, this research should only serve as a good start for future research within webcasting's function to small sized museums, since it is impossible to rely on a case study as a sample of an industry.

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Table list:

Table 1. Whitehall museum information collection form

Table 2. Whitehall museum's attitude towards webcasting

Table 3 Tourists' attitude towards webcasting as a promotion way for small sized museums

Table 4. The management structure of Whitehall museum

Table 5. tourists considering webcasting as an effective way to promote small sized museums

Figure list:

Fig. 1. Gender information of tourists

Fig. 2. Age information of tourists

Fig. 3. Number of tourists virtually visited attractions

## **Appendix**

Appendix A - Whitehall museum email interview questions

Appendix B - tourist's attitudes towards webcasting online questionnaire