
CLARK
UNIVERSITY



**CHALLENGE CONVENTION.
CHANGE OUR WORLD.**

M.S. Professional Communication, Fall 2020

Capstone Project: Research Thesis

How museum utilize social media on communication

Jiake Han

Table of Content

ABSTRACT/EXECUTIVE SUMMARY.....	4
CHAPTER1: INTRODUCTION.....	5
General Introduction of the Research Project	5
Research Problem	5
Rational for Research Project.....	6
Key Terminology.....	6
CHAPTER2: THEORY	7
General Introduction of the Research Project	7
Social media	7
Facebook.....	7
Instagram.....	8
YouTube.....	8
TikTok	9
Overview of Literature.....	9
CHAPTER3: METHODS	12
Study Method and Design	12
Explanation of Sample to be used in the Study.....	12
The National Museum of China	12
American Museum of Natural History.....	12
The Metropolitan Museum	13
Worcester Art Museum	14
Analytical Techniques.....	14
Reliability and Validity Study Method	15
Assumptions and Implied Limitations of Study Method and Design	14
CHAPTER4: FINDINGS	16
Overview of the Research Project.....	16

Results	16
YouTube	16
Instagram.....	17
TikTok	18
Descriptive Analysis	18
Reliability and Validity of the Analysis.....	18
Hypothesis	19
CHAPTER5: DISCUSSION.....	21
Brief Overview of Material	21
Discussion of Findings and Implications.....	21
Discussion of Research Analysis of Findings.....	21
Interact with Audiences.....	21
Make use of TikTok	22
Design and Plan page	22
Hypothesis and Findings	23
Post Analysis and Implications of Hypothesis and Findings	23
CHAPTER6: CONCLUSION.....	24
Summary of Academic Study.....	24
References to Literature Review	24
Implications of the Method of Research	25
Recommendations or Suggestions for Future	25
CHAPTER7: REFERENCES.....	26

Abstract/Executive Summary

With the development of Internet, social media became more and more popular among people. Many industries realize the importance of social media in business. Traditionally, museum concentrates more on personal visual experience, which is hard to be replaced by online media. However, museums now also put more concentrate on social media platform because it expands the way of engagement. Especially, for Coronavirus, many organizations including museums have to close. Therefore, museums have to depend more on social media platforms to communicate with audiences. This research aims at finding how different kind of social media help museum communicate and engage with audiences.

CHAPTER1: Introduction

General Introduction of the Research Project

Social media have become popular since emerged and be utilized in multiple aspects especially in terms of marketing and communication. Museum also follows this trend to make use of social media platform to communicate and engage with target audience. However, the visual exhibition and personal experience brought by visiting museum is hard to replace by other channels. Therefore, how they use social media to achieve their goal is a problem that worth to take a deep study.

There are former studies did research about how museum utilize social media communicate with their target audience, but most of them just cover one media channel and didn't give enough practical conclusion and suggestion on how can museum better achieve its goal by utilizing social media. Therefore, this study did a research on different social media channels of museum and the real situation of museum social media management.

Research Problem

This project is a research thesis on literature exploring how social media impact on museum management and also a study on how museum utilize social media campaign to communicate with different people. The problem can be broken down into the following sub-problems: (1) what's the difference of the content between different social media platform of museum? (2) what's the museum's goal to achieve by utilizing social media platform? (3) how museum create content and come up with social media campaign to better communicate with target audience?

Through this study, the researcher aims to gain deeper insight into the social media impacts within museum and how museum communication can be improved to be more effective. Besides, the research also aims at providing useful suggestions to real museum social media management.

Rational for Research Project

Although many museums utilize social media platform, but the content on platform cannot best convey its mission and achieve its communication goal. Therefore, it's a need to take a deeper understanding of the difference between different social media platform and how it can be used. Especially under Coronavirus that many museums have to close, the only way for them to communicate with audience is by social media platform. Therefore, social media communication is a very important issue for museums.

Key Terminology

Social Media: user-or consumer-generated content including blogs, micro-blogging, podcasts, RSS, search engine marketing/results, social networking sites, video-sharing, and wikis (Dodd and Campbell, 2011).

Social Media Management: Social media management is the process of creating, publishing, and analyzing content you post on social media platforms like Facebook, Instagram and Twitter, as well as engaging with users on those platforms (Sean. 2020).

Target Audience: A target audience is a group of people identified as being likely customers of a business (Laura Lake, 2019).

CHAPTER2: Theory

Theoretical Foundations

Social media:

Social media began as a direct result of the transition from the World Wide Web to Web 2.0 that began in the 1990s, as web content focused more on user-generated content and social communication between users (Rouse and Haughn 2015). Social media is transforming the way people interact with each other, navigate their daily lives, and receive information, which has a profound impact communication practices of companies and organizations across different sectors (Qualman, 2009). In 2015, a ten-year study was released, demonstrating that between 2005 and 2015 the usage of social media by American adults rose rapidly from 7% of Americans to 65% of American. The study also found the Facebook and YouTube were the prominent social media platforms that all age demographics used, with 73% of all Americans using YouTube and 68% of all Americans using Facebook. The survey also asked participants which platforms they visited several times a day, about once a day, or less often, and found that Facebook and Snapchat were visited several times a day by around 50% of the participants and Instagram by 38% of the participants. Twitter and YouTube were found be visited less often than a day by around 55% of the participants (Perrin Andrew, 2018).

Facebook:

Facebook is the market leader of social media. It is the first social network that has surpassed 1 billion registered accounts. Facebook users are active and consistent in

their visitors to the site as 1.09 billions of Facebook users log onto their accounts daily (Zephoria, 2016). In a museum's marketing strategy, Facebook is more than an advertising tool offering opportunities for direct communication with audiences maintaining long-term presence in their consideration, and involving target audiences at the core of the museum experiences (Dudareva, 2014).

Instagram:

Instagram is a social network and multimedia sharing platform designed primarily for use on mobile devices. Budge (2018) identified four themes in the posts shared on Instagram visitors as designers, sharing emotions, place making and self. Instagram highlights the importance of visual image so it caters to the visual nature of museum work and many serve as a tool for education and engagement of young adults who may only occasionally visit museums in person (Weilenmann, Hillman and Jungselius, 2013).

YouTube:

YouTube is defined by its intersection of content creation and social networking capabilities. YouTube's content sharing and social networking capabilities create a "sense of belonging and identification with the community and, in return, loyalty to the platform" (Chau, 69, 2010). Since YouTube has gone through massive changes, both in regards to the services they offer and the content that is popular through the website, such as allowing users to receive updates when their favorite channels upload a new video. Many museums are beginning to experiment and find success in content that is stylized in TV-show-style content on YouTube, as it brings reviewers back again and again and offers museums the opportunity to build a large and engaged audience

around their show's online presence (Kehl, 2016).

TikTok:

TikTok is also a video-sharing social network service owned by Byte Dance. It is a typical User-generated content platform. Launched in 2017, TikTok soon grew to be one of the most download apps worldwide. In the U.S., TikTok users open the app eight times a day and spend an average 46 minutes on the app each day (Wilhelm, Alex, 2020).

Overview of Literature

This chapter explores the usage of social media in terms of museum communication and marketing. The literature review contains sources from a variety of channels. The first place that resource from is books written over the past decade written by both scholars and practitioners working in related field. The second source of literature is through online databases provided by Google Scholar. The summary of literature are as followed.

Museums are centers of knowledge and the mission to offer an educational experience is the key objective in serving our visitors (Christian Waltl). Museums have traditionally communicated collection-based and associated information through a variety of media, but the advent of new technologies now presents them with the opportunity to develop new ways of communication which allow the visitor to explore the richness and diversity of collections at their own pace and to their own requirements (Hooper-Greenhill,E.006). Thus, museums are trying to keep up with this changing environment and to implement social media to their benefit (Effing et al.

2001). As for the usage of social media, Chung et al (2014) identified three distinct marketing applicants for which social media are being used by museums: building awareness, engaging with community and networking.

Traditionally, museums only communicate with target audience via physical exhibition, but as social media are two-way communication channels, they provide museums with a flexible, personalized and interactive way to connect their communities with their collections, to collaborate and engage in dialogue with the public and an opportunity to become more social and participatory (Capriotti & Kuklinski, 2012; Huvila, 2031; Trand & Wyman, 2006). Therefore, more museums choose to utilize social media to engage with community.

In terms of museum communication, social media extent museum experience into the online space, promote culture participation and enhance cultural engagement and participation among dispel audience such as young people ethnic minorities and other minority groups and communities (Kirsten Drotner, 2017). Social media offer the possibility to museum's visitors to express their experience, share their memories and observations, upload their own painting or sketches, photos and videos taken during their visit. In this vein, use of social media transformation visitors from passive observes into active participators, content creators and museum's ambassadors (Holdggard & Klastруп, 2014; Kidd, 2011; Villaespesa, 2013).

Social media hold tremendous promise for museums in advancing visitor involvement and in forging engagement for potential visitors and society at large. In addition, social media equally play into exhibition and curator practices. On site,

museums professionals may for example invite visitors to rank or comment on objects and issues raised in actual exhibitions. If the visit is contextualized as a part of a learning process, social media offer means for visitors to their interaction with learning objects and to networking with each other. These services offer their users new means of interaction, participation and networking with particular museums when and where users wish. These potentials primarily rest on the communicative modes that social media provide in terms of presence where people are already busy communicating (Kirsten Drotner, 2017)).

In terms of networking, social media equally play into exhibition and curator practices. On site, museum professional may for example invite visitors to rank or comment on objects and issues in actual exhibitions. If the visit contextualized as a part of a learning process, social media offer means for visitors to their interactions with the learning objects and to network with each other. Nowadays, young museum visitors belong to a generation eager to experience cultural artifacts and museum exhibits through a new lens, one where the experience is enhanced, filtered and shared through personal online social network (Russo, Watkins and Groundwater-Smith, 2009). By experiencing museum exhibits and sharing their thoughts on social media platform, they would have feeling of getting involved in museum community networking.

Chapter3: Methods

Study Method and Design

This research project makes use of literature review, case study and online interview to make deeply study the topic. The project will analyze some cases of how museum utilize social media platform to communicate with target audience and summarize the findings.

Explanation of Sample to be used in the Study

The National Museum of China

The National Museum of China (NMC) was founded in 2003, merging from the National Museum of Chinese History and the National Museum of Chinese Revolution. NMC is the top palace of history and art and a cultural parlor for China (About NMC). It is also one of the largest museums in the world that covering Chinese history from the Yuanmou Man of 1.7 million years ago to the end of Qing Dynasty, has a permanent collection of 1050000 items, with many precious and rare artifacts not to be found in museums anywhere else in China or the rest of the world. The National Museum of China aims at becoming a world-leading museum that corresponds to China's important status in the world displays. The NMC utilize multiple social media platforms to communicate with audience such as Weibo and TikTok. On TikTok, the NMC use it as a tool to share newest live parade and also share interesting knowledge in short videos. The TikTok account of NMC has 942000 followers it also gains large number of engagement.

American Museum of Natural History

The American Museum of Natural History (AMNH) is a research based natural history museum. AMNH was founded in 1869 and later has begun to focus its efforts on conservation and education. Alongside these efforts, the museum has also opened a hall focusing on Human Biology and Evolution. The mission statement for the American Museum of Natural History as stated on their website, is, "To discover, interpret, and disseminate- through scientific research and education-knowledge about human cultures, the natural world, and the universe" (AMNH, 2020e). AMNH uses Facebook, Twitter, Instagram and YouTube to communicate with target audiences. Its Instagram account posts photos related to animal and plant, sharing information about natural species. Its Instagram has 349000 followers and also has a large number of engagements.

The Metropolitan Museum

The Metropolitan Museum of Art's earliest roots date back to 1886 in Paris, when a group of Americans agreed to create a "national institution and gallery of art" to bring art and art education to the American people. In 1880, the museum opened to the public at its current site on Fifth Avenue and 82nd Street. Now, The Metropolitan Museum is one of the largest and most prominent art museums in the world. The museum's mission is to "collect, preserve, study, exhibit and stimulate appreciation for and advance knowledge of works of art that collectively present the broadest spectrum of human achievement of the highest level of quality, all in the service of the public and in accordance with the highest level of quality, all in the service of the public and in

accordance with the highest professional standards.” (“Museum Mission Statement,” n.d.) The Metropolitan Museum also has multiple social media platforms including Instagram, Facebook, Twitter and Youtube. The museum utilizes YouTube under the account The Met. The videos are sorted into a variety of playlists according to different content. The Met has 274000 followers and the highest number of video playback reached 190000.

Worcester Art Museum

Worcester Art Museum opened in 1898, ranks among the more important art museums of its kind in the nation. The Worcester Art Museum’s mission is to connect people, communities, and cultures through the experience of art. Since its founding in 1896, the Worcester Art Museum has assembled a collection of 38000 objects: from the ancient Near East and Asia, to European American paintings and sculptures, and continuing with works by contemporary artists from around the world (About WAM). Worcester Art Museum utilizes Instagram, Twitter, Facebook and Youtube to engage with target audience. On Youtube, Worcester Art Museum sorted videos into several series according to different goals. These videos not only impart knowledge but also aim at promoting online art courses hold by Worcester Art Museum. On Instagram, Worcester Art Museum not only exhibit related artworks but also make use of hashtag #WAM ART challenge to plan campaign to engage with target audiences.

Analytical Techniques

This research utilized interview to collect qualitative data. To get deeper

understanding of how museum real manage social media platform, researchers set some questions and sent them to the administrator who takes charge of social media platform via e-mail. In addition, researcher also analyzes the content on different social media platform from the chosen research sample. By this way, the study can get quantitative data.

Reliability and Validity Study Method

Using a wide range of sources provides unique perspective and approaches to the topic of interest. The studies included in this research consist of both qualitative data, which is “information collected from interview”, and quantitative data from analyzation of sample social media platform. Quantitative data can explain the relationship between different variables but cannot explain why. Through qualitative research, hidden motivations can be uncovered. Using a mixed research method with both qualitative and quantitative research creates deeper insights of how museum utilizes social media to communicate.

Assumptions and Implied Limitations of Study Method and Design

There are some assumptions that researchers made due to the literature review: (1) TikTok plays a more important role in museum communication (2) Social media platform not only aims at building online visual exhibition and promoting activity organized, but also aims at engaging more audiences to take part in online campaign and helping audience to build awareness (3) people are more likely to see videos that convey interesting knowledge and see their question get answered.

Chapter4: Findings

Overview of the Research Project

Although museums' mission is different and their content on different social media platform are also different, but we can still see something common and summarize their measures on social media platform.

Results

YouTube

American Museum of Natural History's YouTube channel has server playlists. These playlists are divided by different goals: sharing interesting knowledge to audience; lives organized to raise money and raise children's interest towards natural. Among these videos, the most popular videos are lives and videos that aim at sharing interesting knowledge to audiences. The most popular video in this year is a video aims at calling people to donate for maintain museum operation. The number of view achieved 160000 and it successfully received \$3053. Another popular video is a knowledge-sharing video under the hashtag #Learn with me and #stay at home.

The Metropolitan Museum's YouTube channel has thirty playlists. These playlists have are about the story about museum; the inspiration video teach kids to make artifact; the introduction of museum exhibitions; the introduction of museum's costume institute; the introduction of musical instruments collection and other artists performing for the museum and also some videos sharing art knowledge. The most popular playlists are "conserving art at the met" and "create your own art with #MetKids".

Worcester Art Museum's YouTube channel also aims at introducing art knowledge. Besides, videos also include some art class content. According to online interview, the manager said the primary goal of Youtube channel is to promote online art class and to engage with more people to register. Therefore, the major playlist of YouTube channel is "studio classes art together". This is a collection of Worcester fun Art Together Online Program. Each video offers a peek at the museum collection, a read-aloud of a illustrated children's book and 2-3 art lessons to do at home.

Instagram

American Museum of Natural History's Ins account mainly posts photos of natural species. Photos on account are well planed, therefore, the page looks attractive and well-designed thus can attractive more people to follow the page. The caption for each photo introduces the creature on the photo, which enable audiences know more knowledge.

The Metropolitan Museum's Instagram account is mainly call people to take part into upcoming event and exhibition. The caption on ins account is interesting and attractive and they often plan some campaign to engage with more people. The most popular video is video post, which attract over 50000 people to "like" and gets over 1000 comments.

Worcester Art Museum's Instagram account mainly introduce upcoming event and also introduce some exhibition artworks. To engage wit more people, the museum promotes weekly campaign to encourage more people post photos with the hashtag #WAMArtChallenge. By this way, audience can not only get engaged wit the campaign

but also help museum build brand awareness.

TikTok

Until now, not any museums communicate audience via TikTok, the National Museum of China is one good example. The account has 942000 followers and 1983000 likes in total. The video on TikTok is mainly sharing interesting historical knowledge or the background of historical relics to audience. The video all made with similar background picture and with beautiful music therefore gain lots number of likes. The introducing of historical knowledge is not like traditional long-time and text-reading reaching video, but is interesting short video that summarize knowledge into 1-3 minutes. It's an interesting method to attract young people to know more about history.

Descriptive Analysis

The findings of case study and interview show that although different museum make use of different methods to plan and design posts on social media account, their common goal is to communicate with audiences. In usual, on YouTube, museums want to introduce related knowledge or to tell the story about museums. On Instagram, museums often plan campaign to engage with more audience, the design and the plan of whole page is also an important factor in building an attractive Instagram page. TikTok is not a major social media platform for museums, but for it has large amounts of followers and its unique features, it may become next communicating platform for museums.

Reliability and Validity of the Analysis

The case studies use real samples and get real data on social media platform, thus

get a real result of the topic. Besides, by interviewing, researcher also get first hand data from managers about how social media platform used in communicating. Thus, both case study and online interview provides reliable and validate data for analysis.

Hypothesis

The former hypotheses are that (1) TikTok plays an more important role in museum communication (2) museums utilize social media to engage with more audience (3) people are more likely to see videos that convey interesting knowledge and see their question get answered. Based on the case study of the National Museum of China, we can found that TikTok can attract more people to get interested in the museum because its short time. Based on the study of the Metropolitan museum and the American History Museum of Natural History, the research found that people are more willing to see interesting knowledge and also live video where their answers can get replied.

Chapter5 Discussion

Brief Overview of Material

Overall, the literature shows that social media are being used by museums: building awareness, engaging with community and networking. Based on case study and online interview, it was found that museums make use of YouTube to conveying knowledge and tells stories to audience. Besides, YouTube is one platform to help audience build community. Instagram is the platform to offer the possibility to museum's visitors to express their experience, share their memories and observations, upload their own painting or sketches, photos and videos taken during their visit.

Discussion of Findings and Implications

Museums are often use traditional off-line visual experience to engage more people to take part in exhibition display. However, with the development of social media, museums choose to utilize social media platform to engage and communicate with audience. Social media platforms offer a flexible, personalized and interactive way for museums. Audiences can also comment and raise their questions via social media platforms, thus offer a new means of interaction and participation. In addition, by experiencing museum exhibits and sharing their thoughts on social media platform, audience may feel they get involved in museum community network. Since different social media platform have different functions and features, museums also take different strategies.

Discussion of Research Analysis of Findings

Interact with Audiences

According to the case study, on YouTube, live videos are most popular for audiences. Thus proves that audiences are more likely to be involved into the communication in real time. Because during live time, people's questions can get answered immediately and they can interact with the museum, which makes them feel they are part of the brand community thus are more willing to keep following the trend of the museum. Besides, museums also plan online campaign with hashtag to involve people to post content or comment on the social media page, which is a good method to interact.

Make use of TikTok

According to the case study, people like to watch videos that conveying interesting knowledge. Museums are more likely to utilize YouTube to convey knowledge and the most popular videos have a common feature: the time of the video usually not exceeds ten minutes. Based on the case study of The National Museum of China, we can see that people are interested in short videos from the number of engagement on TikTok account. TikTok videos enable people condense the most interesting content in short time, which won't make people feel bored and can also attract people because its interesting explain and enjoyable graphic. Therefore, museums are supposed to make use of TikTok to create content to attract more people.

Design and plan page

Museum is a visual-centered organization. Therefore, social media platform is also supposed to put more attention on visual design. No matter on Instagram or on YouTube, content should be well designed visually. Based on the case study of the National Museum of China, we can see the importance of background music, the background

photo and video picture. Based on the case study of American Museum of Natural History, we can see that the choice of photos is essential for attracting people. Beautiful photos enable the Instagram page looks well planed and thus attract more engagement. Therefore, to attract more engagement, museums need to pay more attention on visual design.

Hypothesis and Findings

he former hypotheses are that (1) TikTok plays an more important role in museum communication (2) museums utilize social media to engage with more audience (3) people are more likely to see videos that convey interesting knowledge and see their question get answered. Based on the case study of the National Museum of China, we can found that TikTok can attract more people to get interested in the museum because its short time. Based on the study of the Metropolitan museum and the American History Museum of Natural History, the research found that people are more willing to see interesting knowledge and also live video where their answers can get replied.

Post Analysis and Implications of Hypothesis and Findings

Based on the research, researcher found that social media is a good method to engage with more audience because more people depend on social media platform. Besides, for social media has its unique feature, therefore it has enormous spreading range. The fact that people are more likely to watch short videos can help museum create interesting content and attract audience.

Chapter6 Conclusion

Summary of Academic study

Overall, the literature shows the feature of different social media platforms and also shows people's preferences and attitude. Besides, literature also shows that museums can utilize social media to engage in dialogue with the public because social media is a two-way communication channels that provide museums with a flexible, personalized and interactive way to connect (Capriotti & Uklinski, 2012; Huvila, 2031; Trand & Wyman, 2006). In terms of museum communication, social media extent museum experience into online participation and enhance cultural engagement and participation among dispel audience.

Reference to Literature Review

For this project, the initial review was a crucial part to defining the final research project. Because of Coronavirus is spreading, utilizing social media is an essential part for museum to communicate and engage. The study shows that museum needs to utilize social media to interact with people and make people feel their comments and questions can get responded immediately. It also shows that TikTok is playing an more important part in museum communication.

Implications of Academic Study

Since social media provides methods for museums to engage and communicate with audiences online. Therefore, museums need to make full use of social media platform to create attractive content. On YouTube, museums are more willing to create live or introducing knowledge video. TikTok is also a good platform to post videos. The difference between TikTok and YouTube is that videos on TikTok are shorter thus

people need to make it interesting and attractive. On Instagram, the design and plan of photos is the most important thing for museums. Besides, online campaign with hashtag is also essential to engage more audience to join the event because it makes people feel their opinion is valued.

Limitations of the Method of Research

Literature review provides an overview of existing knowledge of the subject. The intent of the literature review is to provide context and information to support the study hypothesis. However, using outside case studies may not lead to accurate answer the research question. Besides, since social media is a newer technology, the research may not be complete.

Recommendations or Suggestions for Future Academic Study

TikTok is a new social media platform in these years and it ahs become popular and there is not enough literature in this topic. Therefore, the future research can dig deeply in this field. Besides, I think future research can take more research in the field of the content of museum social media. Further research can examine the influence of social media platform of museum.

References:

-
- (1) Dodd, M. D., & Campbell, S. B. (2011). A Strategic Framework for Targeting Generation Y via Social Media: Public Relations Results and Implications. Conference Papers -- International Communication Association, 1–25.
- (2) S. (2020, July31). What is Social Media Management? –Why You Need a SMM Company. Retrieved November 30, 2020, from <http://www.lyfemarketing.com/blog/what-is-social-media-management/>
- (3) What is a target audience? Guide to defining your target audience for market research. (2020, August 27). Retrieved November 30, 2020, from <https://www.questionpro.com/blog/what-is-a-target-audience/>
- (4) Rouse, Margaret, and Matthew Haughn. "What Is Web 2.0? - Definition from Whatls.com." Whatls.com. January 2015. Accessed March 19, 2018. <http://whatis.techtarget.com/definition/Web-2Q-or-Web-2>.
- (5) Qualman, E. (2009). Socialnomics John Wiley & Sons Inc.
- (6) Perrin, Andrew. "Social Media Usage: 2005-2015." Pew Research Center: Internet, Science & Tech. October 08, 2015. Accessed April 24, 2018.
- (7) Zephoria. (2016). "The Top 20 Valuable Facebook Statistics – Updated May 2016." Accessed 3 June 2016. <https://zephoria.com/top-15-valuable-facebook-statistics/>.
- (8) Durbin, Gall. (2016.) "User-Generated Content on Museum Websites." Museum ID. Accessed 1 May 2016. <http://www.museum-id.com/idea-detail.asp?id=352>
- (9) Budge, K. (2017). 'Objects in focus: museum visitors and Instagram'. Curator: The Museum Journal 60 (1), pp. 67–85. <https://doi.org/10.1111/cura.12183>.
- (10) Weilenmann, A., Hillman, T. and Jungselius, B. (April 2013). 'Instagram at the museum:

communicating the museum experience through social photo sharing'. In: Proceedings of the SIGCHI Conference on Human Factors in Computing Systems — CHI '13. ACM Press, pp. 1843–1852.

(11) Chau, C. (2010). YouTube as a participatory culture. *New Directions for Youth Development*, 128, 65-74.

(12) Kehl, Winifred. (2016). "What Can YouTube Do For Museums." *Museum*. September/October, 2016.

(13) Wilhelm, Alex. "TikTok's Revenue Said to Skyrocket over 300% in Q4." *TechCrunch*. TechCrunch. Published January 3, 2020.

<https://techcrunch.com/2020/01/03/tiktoks-revenue-said-to-skyrocket-over-300-in-q4/>.

(14) Christian Walzl. (2006). "Museums for visitors: Audience development-A crucial role for successful museum management strategies

(15) Hooper-Greenhill, E. (2006). *Museum, media, message*. London: Routledge.

(16) Effing, Robin, Jos van Hillegersberg and Theo Huibers. 2011. "Social Media and Political Participation: Are Facebook, Twitter and YouTube Democratizing Our Political Systems?" In Efthimios Tambouris, Ann Macintosh, and Hans de Bruijn (Eds.): *ePart 2011*, LNCS 6847, 25–35. Wien: Springer.

(17) Chung, Te-Lin, Sara Marcketti & Ann Marie Fiore. 2014. "Use of social networking services for marketing art museums." *Museum Management and Curatorship*, 29(2): 188-205, doi: 10.1080/09647775.2014.888822

(18) Capriotti, Paul, and Hugo Pardo Kuklinski. 2012. "Assessing dialogic communication through the Internet in Spanish museums." *Public Relations Review*, 38 (4): 619-626.

doi:10.1016/j.pubrev.2012.05.005

(19) Drotner, K., & Schröder, K. (2017). *Museum communication and social media: The connected museum*. London: Routledge.

(20) Holdgaard, Nanna and Lisbeth Klastrup. 2014. "Between control and creativity: challenging co-creation and social media use in a museum context." *Digital Creativity*, 25(3): 190–202. doi: 10.1080/14626268.2014.904364

(21) Russo, A., Watkins, J. and Groundwater-Smith, S. (2009). 'The impact of social media on informal learning in museums'. *Educational Media International* 46 (2), pp. 153–166.

<https://doi.org/10.1080/09523980902933532>.

(22) "About the Fine Arts Museums." FAMSF. Accessed April 8, 2018.

<https://www.famsf.org/about>. (FAMSF 2018c)

(23) Museum Mission Statement. (n.d.). Metropolitan Museum of Art. Retrieved from

<http://www.metmuseum.org/about-the-museum/mission-statement>

(24) "About WAM". <https://www.worcesterart.org/about/>

(25) "About NMC" http://en.chnmuseum.cn/about_the_nmc_593/

