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THE INTERACTION BETWEEN THE MARKETING COMMUNICATIONS AUDIT AND VISITORS IN MUSEUM FACILITIES

Michal LUKÁČ – Václav KUPEC – Přemysl PÍSAŘ – Peter ŠTARCHOŇ

ABSTRACT:

Museum facilities are part of an economic environment that is continually developing and subject to hyper-competitive conflicts. Museums must therefore apply adequate modern marketing tools, including marketing communications, which not only have informative and promotional functions, but at the same time enable the management of museum profitability and numbers of visitors to museums. Marketing communications for these institutions therefore represent a critical aspect of museum management. The purpose of this research study is to evaluate the levels of marketing communications to museum visitors for the purpose of acquiring feedback for museum management. At the same time, it is also possible to apply modern auditing techniques to governance and marketing communications management. This is a task undertaken by this research inquiry through experimental CASI interviews on a sample of 2,020 museum visitors over a period of four consecutive years and subsequent analyses using R statistical software. The recorded data shows a strong correlation between marketing communications and museum attendance. Based on this data, it has been possible to interactively formulate audit recommendations and a model for a marketing communications optimisation audit approach that can enable museum management to manage their marketing communications innovatively. At the same time, the results have also expanded interdisciplinary knowledge of marketing and management.

KEY WORDS:

audit, communication, management, marketing, museum

1 Introduction

The current status of the economic environment, its digitalisation as part of Industry 4.0, and the restrictive impacts of the COVID-19 pandemic have had a significant influence on economic entities. They therefore need to operatively react to ongoing developments by applying modern managerial methods.¹

¹ See: CHATURVEDI, P. D., CHATURVEDI, M.: *Business Communication: Concepts, Cases and Applications*. New Delhi : Pearson, 2011.

This also applies to museum facilities, which represent a significant part of the aforementioned economic environment² while also being part of the competitive environment. For these reasons and more, museums and museum facilities must behave as the market requires and make use of the art of marketing management. *“That is why we perceive marketing management as a piece of art, as the science of the target market choice, as collecting, maintaining, and developing of the customers with the help of creating, delivering, and communicating of the valuable customer values.”*³

At the same time, the tools of marketing management also include marketing communications. *“The task of marketing communications is to address not only the existing audience, but also any potential visitors.”*⁴ However, marketing communications for museum facilities also have their own specific characteristics: *“It is clear that even historical artefacts should meet current visitors’ expectations and communicate with them in a modern way. That is where marketing communication comes into place and becomes an informal channel in between museums and their visitors.”*⁵ This means that these communications should not be underestimated by management.⁶ The primary level of marketing communications management⁷ can influence the secondary level of museum visitor numbers and therefore also profitability, so it is important to identify all correlations.

Audit procedures may be used to identify the aforementioned correlations.⁸ Audits help management monitor, analyse, and administer selected processes.⁹ The techniques in question also enable the acquisition of professional distance, assurances of the correctness of established procedures, and the proposal of recommendations for improvement. *“It helps an organization accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes.”*¹⁰ It is therefore apparent that audits can assist management in all of the aforementioned areas.¹¹ Any search for relationships between marketing communications and museum visitor numbers can therefore be included among current audit tasks.

Audit procedures can be used to shine a light on the aforementioned correlations between marketing communications and museum visitor numbers as a professional and scientific task that can assist the management of museum facilities. Is it therefore possible to formulate a research question or problem ($Q_1/P_{1\text{ relations}}$) as to the relationship between marketing communications and museum visitor numbers based on the stated issues? And a second question or problem ($Q_2/P_{2\text{ descriptive}}$) concerning the extent to which marketing communications influence museum visitor numbers? The objective of this research study (A_1) is the subsequent assessment of the level of marketing communications to museum visitors for the purpose of acquiring feedback for museum management. The fulfilment of the objective in the conclusion will clarify the formulated hypothesis (H_1), i.e., that marketing communications significantly influence museum visitor numbers.

2 Literature Review

This section of the study presents an interdisciplinary selection of theories associated with the given topic and a current summary of knowledge on the issue under investigation. The review opens systematically

2 KUBIČKOVÁ, V. et al.: The Economic Contribution of Tourism to the Slovak Economy. In *An International Multidisciplinary Refereed Journal of Tourism*, 2017, Vol. 12, No. 2, p. 1.

3 KOTLER, P., KELLER, K. L.: *Marketing Management*. Prague : Grada Publishing, 2013, p. 515.

4 LUKÁČ, M.: *Koniec neefektívnej marketingovej komunikácie v múzeách*. Trnava : FSV UCM, 2015, p. 68.

5 KUPEC, V. et al.: Audit of Museum Marketing Communication in the Modern Management Context. In *International Journal of Financial Studies*, 2020, Vol. 8, No. 3, p. 1.

6 See: RENTSCHLER, R., HEDE, A. M.: *Museum Marketing*. New York : Routledge, 2009.

7 BUTORACOVÁ ŠINDLERYOVÁ, I., HALMO, M.: The Use of Marketing Tools in the Management of Public Institutions in Relations to the Personality of the Manager. In KUSÁ, A., ZAUŠKOVÁ, A., BUČKOVÁ, Z. (eds.): *Marketing Identity: Offline Is the New Online*. Trnava : FMK UCM, 2019, p. 1015–1035.

8 CHRISTENSEN, B. E. et al.: The Loss of Information Associated with Binary Audit Reports: Evidence from Auditors’ Internal Control and Going Concern Opinions. In *Contemporary Accounting Research*, 2019, Vol. 36, No. 3, p. 1461–1500.

9 KUPEC, V. et al.: Increasing Personnel Competencies in Museums with the Use of Auditing and Controlling. In *Sustainability*, 2020, Vol. 12, No. 24, p. 1. [online]. [2021-02-04]. Available at: <<https://doi.org/10.3390/su122410343>>.

10 PICKETT, S. K. H.: *Auditing the Risk Management Process*. New York : John Wiley & Sons, 2005, p. 3.

11 FURTUNÁ, C., CIUCIOI, A.: Internal Audit in the Era of Continuous Transformation. Survey of Internal Auditors in Romania. In *Audit Financiar*, 2019, Vol. 17, No. 155, p. 452–472.

with the international definition of a museum facility according to the International Council of Museums (ICOM): *“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 purposes of education, study and enjoyment.”*¹² This concept has subsequently been reflected in national legislation and professional theories, as confirmed in particular by Hayton¹³ and Lukáč and Mihálik.¹⁴

The historical basis,¹⁵ philosophical mission,¹⁶ and etymological meaning of the term “museum” are derived from the Greek words *muse* and *temple*.¹⁷ The profiling of museum activities has mainly taken place for the purpose of educating society.¹⁸ These theories have been confirmed by Mariani and Guizzardi¹⁹ or Bira, Zbuc̄ea and Romanelli.²⁰ Modern museums should be managed appropriately,²¹ especially in the current time of restrictions,²² because their mission is of both social and economic significance.²³ As mentioned previously, museums are part of a competitive environment²⁴ where it is necessary to apply modern marketing tools for communication with the market.²⁵ Marketing communications can be included among these important tools, according to the theory by Réklaitis and Pilelienė.²⁶

Marketing communications in museum facilities are viewed in context as follows: *“Marketing communication is information, benefits, attributes, perceptual image/persona, feeling, and attitudes all bundled into one.”*²⁷ This definition has been verified by Fill²⁸ and Příkrylová²⁹ (a deeper analysis of this material will be undertaken in the following section, given the selection of marketing communications as the subject of this research study). It is necessary to give appropriate care to proper marketing management³⁰ and marketing communications management.³¹ Modern audit procedures can be used as a type of analytical managerial tool for such appropriate care, especially following the digital approach of Kupec³² and Kitchenko and Kuchina.³³

12 ICOM Code of Ethics for Museums. Paris : ICOM, 2017, p. 48. [online]. [2021-02-04]. Available at: <<https://icom.museum/wp-content/uploads/2018/07/ICOM-code-En-web.pdf>>.

13 HAYTON, B.: Sustainability and Public Museum Buildings – The UK Legislative Perspective. In *Studies in Conservation*, 2010, Vol. 55, No. 3, p. 150–154.

14 LUKÁČ, M., MIHÁLIK, J.: Data Envelopment Analysis – A Key to the Museum’s ‘Secret Chamber’ of Marketing? In *Communication Today*, 2018, Vol. 9, No. 2, p. 106–117.

15 See: KOTLER, N. et al.: *Museum Marketing and Strategy*. San Francisco : John Wiley & Sons, 2008.

16 DAINELLI, F. et al.: Web-Based Accountability Practices in Non-Profit Organizations: The Case of National Museums. In *Voluntas*, 2013, Vol. 24, p. 649–665.

17 See also: WAIDACHER, F.: *Priručka všeobecnej muzeologickej*. Bratislava : Národné múzejné centrum, 1999.

18 LUKÁČ, M., MIHÁLIK, J.: Data Envelopment Analysis – A Key to the Museum’s ‘Secret Chamber’ of Marketing? In *Communication Today*, 2018, Vol. 9, No. 2, p. 106–117.

19 MARIANI, M., GUIZZARDI, A.: Does Designation as a UNESCO World Heritage Site Influence Tourist Evaluation of a Local Destination? In *Journal of Travel Research*, 2019, Vol. 59, No. 1, p. 22–36.

20 BIRA, M. et al.: Romanian Museums under Scrutiny. In *Management Dynamics in the Knowledge Economy*, 2020, Vol. 8, No. 3, p. 297–323.

21 See also: SHETH, J. N.: Borderless Media: Rethinking International Marketing. In *Journal of International Marketing*, 2020, Vol. 28, No. 1, p. 3–12; IVKOV, M. et al.: Are Future Professionals Willing to Implement Service Robots? Attitudes of Hospitality and Tourism Students Towards Service Robotization. In *Electronics*, 2020, Vol. 9, No. 9, p. 1–16.

22 KUPEC, V.: Risk Audit of Marketing Communication. In *European Research Studies Journal*, 2018, Vol. 21, No. 1, p. 125–132.

23 CERQUETTI, M., FERRARA, C.: Marketing Research for Cultural Heritage Conservation and Sustainability: Lessons from the Field. In *Sustainability*, 2018, Vol. 10, No. 3, p. 1. [online]. [2021-02-04]. Available at: <<https://doi.org/10.3390/su10030774>>.

24 KOMARAC, T. et al.: Understanding Competition and Service Offer in Museum Marketing. In *Academia Revista Latinoamericana de Administración*, 2017, Vol. 30, No. 2, p. 215–230.

25 See LUKÁČ, M.: *Koniec neefektívnej marketingovej komunikácie v múzeách*. Trnava : FSV UCM, 2015.

26 RÉKLAITIS, K., PILELIENĖ, L.: Principle Differences between B2B and B2C Marketing Communication Processes. In *Management of Organizations: Systematic Research*, 2019, Vol. 81, p. 73–86.

27 CHATURVEDI, P. D., CHATURVEDI, M.: *Business Communication: Concepts, Cases and Applications*. New Delhi : Pearson, 2011, p. 302.

28 See also: FILL, C.: *Simply Marketing Communications*. Harlow : Pearson, 2006.

29 For more information, see: PŘÍKRYLOVÁ, J.: *Moderní marketingová komunikace*. Prague : Grada Publishing, 2019.

30 See: KOTLER, P., KELLER, K. L.: *Marketing management*. Prague : Grada Publishing, 2013.

31 BEDNÁRIK, J.: Change of Paradigm in Personnel Strategy – Corporate Social Responsibility and Internal Communication. In *Communication Today*, 2019, Vol. 10, No. 2, p. 42–56.

32 KUPEC, V. et al.: Audit of Museum Marketing Communication in the Modern Management Context. In *International Journal of Financial Studies*, 2020, Vol. 8, No. 3, p. 36. [online]. [2021-02-04]. Available at: <<https://www.mdpi.com/2227-7072/8/3/39>>.

33 KITCHENKO, O., KUCHINA, S.: Enterprise Communication Policy Indicators Analysis as a Part of Marketing Audit. In *Technology Audit & Production Reserves*, 2019, Vol. 3, No. 4(47), p. 51–54.

Auditing is perceived as a scientific discipline.³⁴ It is etymologically, procedurally, and conceptually based on the Latin word *audire* which means “to listen” or “to hear”.³⁵ According to Pickett, audits help organisations achieve their goals by increasing the effectiveness of selected processes.³⁶ Kotler and Keller³⁷ have extended this interdisciplinary thesis to vetting the marketing environment.³⁸ *“A marketing audit represents a systematic sequence of diagnostic steps which deal with an enterprise’s marketing activities on a wide scale.”*³⁹ Keller adds that this involves the submission of proposals for improving the organisation’s marketing performance.⁴⁰ According to the above theses, it is therefore possible to apply audits to museum marketing communications directed towards museum attendance.

3 Material and Methodology

“Several changes in the modern technological age of information have made people pay more attention to communication as an important tool in successful management.”⁴¹ For this and other reasons, the subject matter of our investigation is marketing communications as conceived by Blakeman,⁴² which are integrally applied to museum facilities as defined by Fronzetti et al.⁴³ Kotler et al. have added that marketing approaches at museum facilities constitute an exchange process involving experience, ideas, place, and information.⁴⁴ For the purposes of the following audit, museum marketing communications were deliberately limited to offline activities,⁴⁵ websites⁴⁶ and social media.⁴⁷ This limitation reflects the specialist and professional categorisation of the particular marketing communication in precisely the museum environment.

Within the context of marketing communications, museums are viewed through the prism of Pencarelli et al.,⁴⁸ or according to Mariani and Guizzardi, who define a museum as a complex of cultural manifestations of human society of a historical, cultural, or archaeological nature.⁴⁹ The subject of the audit, and of this research inquiry, was five museums (castle museums) which are among the most visited in Slovakia. Due to the highly competitive environment⁵⁰ and the preservation of anonymity, the museums investigated have been designated simply with numbers 1 through 5. Nevertheless, it can be stated that the operators of the institutions investigated are higher territorial units/autonomous regions; the museums are registered in the Central Register of National Cultural Monuments of Slovakia; they document more than 500 collection exhibits; they have permanent museum exhibitions/viewing circuits.

Marketing communications management audits have been implemented at the aforementioned museums, according to Kupec.⁵¹ The essential starting point for the creation of the methodology was the need to acquire synoptic data not only for the group of museums investigated, but also for the individual museum facilities themselves. The Computer Assisted Self Interviewing (CASI)⁵² method was used for the audit approach⁵³ and the acquisition of information, supplemented by a scale for assessing the respondents’ attitudes.⁵⁴ The subsequent testing of marketing communications (offline activity or OA),⁵⁵ web pages (WP)⁵⁶ and social networks (SN)⁵⁷ in relation to the visitor numbers at museum facilities is intended to provide management with audit assurance⁵⁸ on the status of the marketing communications executed. R statistical software (v. 4.0.3) has been used to process, sort, and assess the research data.

The actual audit, or rather the quantitative study performed, was undertaken on data acquired from the aforementioned museum facilities for the period 2016 to 2019. Data collection took place continuously throughout the period of the main tourist seasons,⁵⁹ specifically between the months of May and September. The basic sample consisted of all visitors that the selected museum institutions had registered in their electronic visitor databases. The sample subsequently consisted of visitors who had provided the individual museum institutions with a measurable response (i.e., booking electronic tickets, etc.) on the basis of being contacted with a cultural offer and who responded to the structured CASI questionnaire. The sample therefore consisted of a quota sample of respondents. In total 2,020 museum visitors participated in the audit, which made it possible to acquire the findings stated below.

To audit and assess how evaluating the quality of marketing communications (OA + WP + SN) impacts frequency of visits, repeat visits, and overall visitor satisfaction with the location visited (facility), we fitted three separate cumulative link mixed models (CLMM) for each dependent variable (frequency of visits; repeat visit; visitor satisfaction) (see the formal expression of the model in Eq. 1). CLMMs were computed to account for the ratings nested within the facilities by estimating a random intercept for each facility. The models were fitted using adaptive Gauss-Hermite quadrature approximation⁶⁰ of the maximum likelihood function with the logit link function. Statistical significance values (p) for each predictor were derived using likelihood-ratio tests.

1. Frequency of visits

~ OA + WS + SN + (1 | Objects)

2. Repeated visits

3. Overall satisfaction

- 34 Compare to: MÜLLEROVÁ, L.: *Auditing pro manažery aneb proč ajak se ověřuje účetní závěrka*. Prague : Wolters Kluwer, 2013.
- 35 BOŽEK, S., EMERLING, I.: Protecting the Organization against Risk and the Role of Financial Audit on the Example of the Internal Audit. In *OEconomia Copernicana*, 2016, Vol. 7, No. 3, p. 485-499.
- 36 See: PICKETT, S. K. H.: *Auditing the Risk Management Process*. New York : John Wiley & Sons, 2005.
- 37 See also: KOTLER, P., KELLER, K. L.: *Marketing management*. Prague : Grada Publishing, 2013.
- 38 NATORINA, A.: Online Retailers’ Management System of Marketing Commodity Policy. In *Economic Annals-XXI*, 2018, Vol. 174, No. 11-12, p. 69-72.
- 39 LYKOVÁ, J.: *Marketingový audit a kontrola*. Prague : Grada Publishing, 2000, p. 11.
- 40 KELLER, K. L.: *Strategické řízení značky*. Prague : Grada Publishing, 2007, p. 190.
- 41 CHATURVEDI, P. D., CHATURVEDI, M.: *Business Communication: Concepts, Cases and Applications*. New Delhi : Pearson, 2011, p. 11.
- 42 See: BLAKEMAN, R.: *Integrated Marketing Communication: Creative Strategy from Idea to Implementation*. London : Rowman & Littlefield, 2015.
- 43 FRONZETTI, C. et al.: Studying the Association of Online Brand Importance with Museum Visitors: An Application of the Semantic Brand Score. In *Tourism Management Perspectives*, 2020, Vol. 33. [online]. [2021-02-04]. Available at: <<https://doi.org/10.1016/j.tmp.2019.100588>>.
- 44 For more information, see: KOTLER, N. G. et al.: *Museum Marketing and Strategy*. San Francisco : John Wiley & Sons, 2008.
- 45 Compare to: PRÍKRYLOVÁ, J.: *Moderní marketingová komunikace*. Prague : Grada Publishing, 2019.
- 46 See also: KARLÍČEK, M. et al.: *Marketingová komunikace: Jak komunikovat na našem trhu*. Prague : Grada Publishing, 2016.
- 47 See also: MADLEŇÁK, A., ŽULOVÁ, J.: *The Right to Privacy in the Context of the Use of Social Media and Geolocation Services*. Budapest : Wolters Kluwer, 2019.
- 48 PENCARELLI, T. et al.: The Sustainable Management of Museums: An Italian Perspective. In *Tourism and Hospitality Management*, 2016, Vol. 22, No. 1, p. 29-46.
- 49 MARIANI, M., GUIZZARDI, A.: Does Designation as a UNESCO World Heritage Site Influence Tourist Evaluation of a Local Destination? In *Journal of Travel Research*, 2019, Vol. 59, No. 1, p. 22-36.
- 50 KOMARAC, T. et al.: Understanding Competition and Service Offer in Museum Marketing. In *Academia Revista Latinoamericana de Administración*, 2017, Vol. 30, No. 2, p. 215-230.

- 51 KUPEC, V.: Risk Audit of Marketing Communication. In *European Research Studies Journal*, 2018, Vol. 21, No. 1, p. 125-132.
- 52 RAFFAELLI, M. et al.: Focus on Methodology: Beyond Paper and Pencil: Conducting Computer-Assisted Data Collection with Adolescents in Group Settings. In *Journal of Adolescence*, 2016, Vol. 49, p. 1-9.
- 53 DUMITRU, M. I., BURTESCU, C.: Offences and Penalties in the Internal Audit Activity. In *Scientific Bulletin – Economic Sciences*, 2015, Vol. 14., No. 2, p. 36-44.
- 54 See also: HAYES, N.: *Základy sociální psychologie*. Prague : Portál, 1998.
- 55 See also: PRÍKRYLOVÁ, J.: *Moderní marketingová komunikace*. Prague : Grada Publishing, 2019.
- 56 Compare to: KARLÍČEK, M. et al.: *Marketingová komunikace: Jak komunikovat na našem trhu*. Prague : Grada Publishing, 2016.
- 57 See also: MADLEŇÁK, A., ŽULOVÁ, J.: *The Right to Privacy in the Context of the Use of Social Media and Geolocation Services*. Budapest : Wolters Kluwer, 2019; PAJINKOVÁ BARTÁKOVÁ, G. et al.: Actual Trends in the Recruitment Process at Small and Medium-Sized Enterprises with the Use of Social Networking. In *Economic Annals-XXI*, 2017, Vol. 164, No. 3-4, p. 80-84.
- 58 BOŽEK, S., EMERLING, I.: Protecting the Organization against Risk and the Role of Financial Audit on the Example of the Internal Audit. In *OEconomia Copernicana*, 2016, Vol. 7, No. 3, p. 485-499.
- 59 MICHÁLKOVÁ, A. et al.: Sectoral Tourism Concentration in the Context of the Regional Policy. In *Ekonomický časopis*, 2020, Vol. 68, No. 10, p. 1105.
- 60 HESKETH, S. R. et al.: Maximum Likelihood Estimation of Limited and Discrete Dependent Variable Models with Nested Random Effects. In *Journal of Economics*, 2005, Vol. 128, No. 2, p. 301-323.

4 Experimental Results

Effects on the Frequency of Visits

We found a robust and significant effect of marketing communications evaluation on frequency of visits, $\chi^2(3) = 455.56, p < .001$ (i.e., more positive evaluations of the facility's marketing communications predicted more frequent visits). Similar effects were observed in case of website quality [$\chi^2(3) = 388.66, p < .001$] and social networks, $\chi^2(3) = 441.42, p < .001$ (see Table 1 and Figure 1).

Table 1: Cumulative link mixed model: OA + WP + SN → Frequency of visit

Predictor	Estimates				Analysis of Deviance		
	β	SE β	p	(e^β) O-R	χ^2	df	$p(\chi^2)$
Offline Activities					455.56	3	< .001
Poor	-0.177	0.655	.787	0.837			
Satisfactory	4.139	0.601	< .001	62.752			
Excellent	12.915	1.747	< .001	406255.3			
Website Quality					388.66	3	< .001
Poor	-9.037	2.077	< .001	0.0001			
Satisfactory	7.998	1.818	< .001	2974.51			
Excellent	11.294	2.069	< .001	80329.6			
Social Networks					441.42	3	< .001
Poor	-6.772	0.927	< .001	0.0011			
Satisfactory	2.886	0.363	< .001	17.917			
Excellent	6.027	0.306	< .001	414.292			

Note: Unstandardised coefficients (β) are estimated with reference to the "Could not evaluate" level of the quality evaluation.

SE – standard error of the estimate. O-R – odds ratio.

Source: Own processing

O-R < 1 means that people who rated SN as poor are 0.9989 times less (or 0.0011 times more) likely to have greater frequency of visits than people who did not rate the quality of SN. Conversely, poor rating of SN quality was associated with lower frequency of visits. The people who rated SN as satisfactory are 17.91 times more likely to have greater frequency of visits than people who could not rate the quality of SN (reference group). Note, however, that we observed an extremely high odds ratio at the "Excellent" level, which could result from the complete separation at this level of evaluation (i.e., huge disproportionality between frequencies of visits – see Table 2).

Table 2: Frequency of visits by evaluated quality of OA, WP, and SN

Evaluation of OA	Visited 1 st time	Visited once	Visited > once
Cannot evaluate	13 (61.9%)	7 (33.3%)	1 (4.7%)
Poor	38 (63.3%)	22 (36.7%)	0 (0.0%)
Satisfactory	70 (11.0%)	472 (74.1%)	95 (14.9%)
Excellent	0	365 (28.0%)	937 (72.0%)

Evaluation of WP	Visited 1 st time	Visited once	Visited > once
Cannot evaluate	103 (7.7%)	706 (52.5%)	535 (39.8%)
Poor	18 (26.5%)	50 (73.5%)	0 (0.0%)
Satisfactory	0 (0.0%)	11 (3.6%)	290 (96.3%)
Excellent	0 (0.0%)	99 (32.2%)	208 (67.7%)
Evaluation of SN	Visited 1 st time	Visited once	Visited > once
Cannot evaluate	71 (5.5%)	819 (63.9%)	392 (30.6%)
Poor	50 (61.7%)	11 (13.6%)	20 (24.7%)
Satisfactory	0	18 (25.7%)	52 (74.3%)
Excellent	0	18 (2.9%)	596 (97.1%)

Note. The figures represent counts and percentages. OA – offline activities. WP – website. SN – social networks. Visited 1st time means that a person visited a facility for the first time. Visited once means that a person had visited a facility at least once before (i.e., a second visit). Visited > once denotes people who had visited a facility more than once before.

Source: Own processing

Effects on Repeat Visits

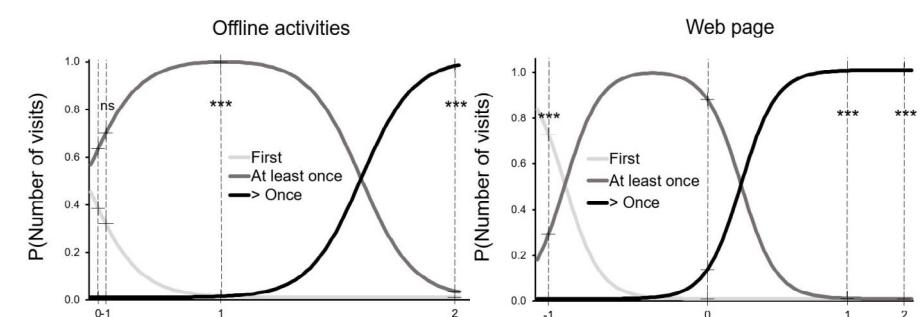
Similarly, the evaluation of offline activities significantly affected consideration of repeat visits to a facility, $\chi^2(3) = 456.89, p < .001$ (i.e., people who evaluated the offline activities more positively were also more likely to consider a repeat visit of a facility). See Table 3 and Figure 2.

Table 3: Cumulative link mixed model: OA → Repeat visit

Predictor	Estimates				Analysis of Deviance		
	β	SE β	p	(e^β) O-R	χ^2	df	$p(\chi^2)$
Offline Activities					456.89	3	< .001
Poor	-1.872	0.705	.008	0.153			
Satisfactory	1.155	0.652	.076	3.174			
Excellent	9.978	0.896	< .001	21556.6			

Note. Unstandardised coefficients (β) are estimated with reference to the "Could not evaluate" level of the quality evaluation. SE – standard error of the estimate. O-R – odds ratio.

Source: Own processing



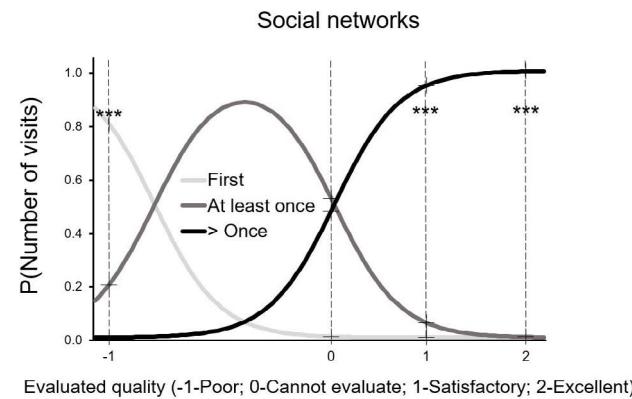


Figure 1: Predicted probabilities for frequency of visits (coloured lines) as a function of evaluated quality of MC, Website, and Social Networks (-1 – poor; 0 – could not evaluate; 1 – satisfactory; 2 – excellent)

Source: Own processing

As for the effect of the evaluated quality of website and social networks on considering repeat visits, the analysis could not reach a conclusive inference due to considerable lack of variability in loadings of individual ratings on respective evaluations that prevented the estimation of parameters. Specifically, in the case of persons who evaluated the WP and SN as “satisfactory” or “excellent”, the ratings of repeat visits were all skewed towards the “definitely yes” option and, in the broader scope, this option was also most represented out of all ratings across evaluations levels (see Table 4). Thus, it seems that this rating resembles a ceiling effect and might not provide enough discriminatory power to effectively estimate significant predictors.

Table 4: Consideration of repeat visit by evaluated quality of OA, WP, and SN

Evaluation of OA	Def. Not	Prob. Not	Don't Know	Prob. Yes	Def. Yes
Cannot evaluate	0 (0.0%)	2 (9.5%)	0 (0.0%)	11 (52.4%)	8 (38.1%)
Poor	3 (5.0%)	11 (18.3%)	8 (13.3%)	19 (31.7%)	19 (31.7%)
Satisfactory	0 (0.0%)	164 (25.7%)	0 (0.0%)	237 (37.2%)	236 (37.0%)
Excellent	0 (0.0%)	22 (1.7%)	1 (0.1%)	231 (17.7%)	1048 (80.5%)
Evaluation of WP	Def. Not	Prob. Not	Don't Know	Prob. Yes	Def. Yes
Cannot evaluate	0 (0.0%)	173 (12.9%)	2 (0.1%)	466 (34.7%)	703 (52.3%)
Poor	3 (3.4%)	26 (29.9%)	26 (29.9%)	32 (36.8%)	0 (0.0%)
Satisfactory	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	301 (100%)
Excellent	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	307 (100%)
Evaluation of SN	Def. Not	Prob. Not	Don't Know	Prob. Yes	Def. Yes
Cannot evaluate	0 (0.0%)	199 (15.5%)	1 (0.1%)	463 (36.1%)	619 (48.3%)
Poor	3 (3.7%)	0 (0.0%)	8 (9.9%)	35 (43.2%)	35 (43.2%)
Satisfactory	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	70 (100%)
Excellent	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	587 (100%)

Note. Figures represent counts and percentages. MC – marketing communications. WP – website. SN – social networks.

Source: Own processing

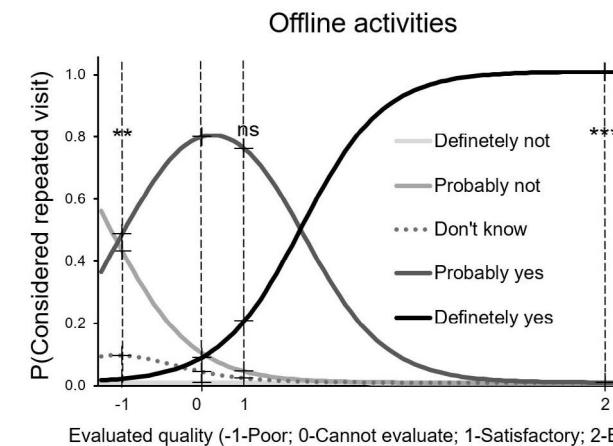


Figure 2: Predicted probabilities for the individual ratings of consideration of repeat visits (from 1 – definitely not to 5 – definitely yes with 3 – do not know as middle point) as a function of evaluated quality of marketing communications
Source: Own processing

Effects on Overall Satisfaction with the Visit

Finally, we found that people who gave a higher evaluation of a facility’s offline activities also reported a greater overall satisfaction with the visit, $\chi^2(3) = 513.42, p < .001$ (Table 5, Figure 3). Specifically, while on the positive side of the evaluations only the “excellent” rating predicted higher overall satisfaction (“satisfactory” evaluation was not significantly associated with higher ratings of overall satisfaction with the facility visited), the “poor” evaluation of the facility’s offline activities predicted lower ratings of overall satisfaction.

Table 5: Cumulative link mixed model: OA → Overall satisfaction

Predictor	Estimates			Analysis of Deviance				
	β	SE β	p	(e^β) O-R	χ^2	df	$p(\chi^2)$	
Offline activities						513.42	3	< .001
Poor	-2.440	0.706	< .001	0.087				
Satisfactory	0.884	0.649	.173	2.422				
Excellent	9.894	0.889	< .001	19819.6				

Note. Unstandardised coefficients (β) are estimated with reference to the “Could not evaluate” level of the quality evaluation. SE – standard error of the estimate. O-R – odds ratio.

Source: Own processing

As in the previous case (repeat visits), effects of the evaluations of WP and SN quality could not be determined due to low variability in ratings of overall satisfaction across the respective levels of quality evaluations (see Table 6).

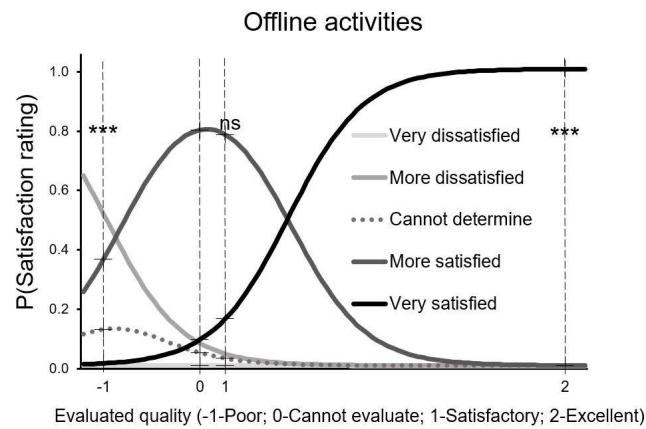


Figure 3: Predicted probabilities for the individual ratings of overall satisfaction (from 1 – very dissatisfied to 5 – very satisfied with 3 – cannot determine as the midpoint) as a function of evaluated on.

Source: Own processing

Table 6: Ratings of overall satisfaction by evaluated quality of OA, WP, and SN

Evaluation of OA	Very dissatisfied	More dissatisfied	Cannot determine	More satisfied	Very satisfied
Cannot evaluate	0 (0.0%)	2 (9.5%)	0 (0.0%)	11 (52.4%)	8 (38.1%)
Poor	4 (6.7%)	13 (21.7%)	14 (23.3%)	11 (18.3%)	18 (30.0%)
Satisfactory	0 (0.0%)	164 (25.7%)	0 (0.0%)	256 (40.2%)	217 (34.1%)
Excellent	0 (0.0%)	22 (1.7%)	1 (0.1%)	232 (17.8%)	1047 (80.4%)
Evaluation of WP	Very dissatisfied	More dissatisfied	Cannot determine	More satisfied	Very satisfied
Cannot evaluate	0 (0.0%)	174 (12.9%)	7 (0.5%)	481 (35.8%)	682 (50.7%)
Poor	4 (5.9%)	27 (39.7%)	8 (11.8%)	29 (42.6%)	0 (0.0%)
Satisfactory	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	301 (100%)
Excellent	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	307 (100%)
Evaluation of SN	Very dissatisfied	More dissatisfied	Cannot determine	More satisfied	Very satisfied
Cannot evaluate	1 (0.1%)	198 (15.4%)	1 (0.1%)	483 (37.7%)	599 (46.7%)
Poor	3 (3.7%)	3 (3.7%)	14 (17.3%)	27 (33.3%)	34 (42.0%)
Satisfactory	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	70 (100%)
Excellent	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	587 (100%)

Note. Figures represent counts and percentages. OA – offline activities. WP – website. SN – social networks.

Source: Own processing

5 Applying Data Analysis Results in Managerial Practise

In the analysis section, an important finding was reached that can be applied to communications management and its continuous improvement. The following Marketing Communications Optimisation Audit Approach (see Figure 4) is designed with an emphasis on increasing marketing communications activities in the museum for its master goal – increasing the quantity of visitors. This process will be operated over time as a dynamic process.



Figure 4: Marketing Communications Optimisation Audit Approach

Source: Own processing

Museum Master Goal – Visitor Q. Marketing communications are a tool, a link between the museum and visitors. This tool must communicate attractive and interesting topics to visitors. Marketing communications can be effective only if there is sufficient linking of visitor needs to museum demand – products.

To achieve the Museum Master Goal, a number of subordinate goals must be in line with and in service to the master goal. The role of audit at this point is to continuously evaluate whether subordinate goals meet these criteria. This is a point of critical importance, as the common practice of achieving set goals is not always in line with the master goal. Energy and financial resources are often invested in the achievement of goals that do not service the one master goal. The role of audit is to continuously set the Q of the visitor goal and evaluate whether this goal will be achieved.

- Visitor satisfaction analysis – effective marketing communications can work without visitor satisfaction or the achievement of the museum's master goal. There are many ways to evaluate visitor satisfaction. One highly effective way is to interview or analyse activity on social networks. A method for evaluating visitor satisfaction must be designed based on visitor segmentation and choice of communication channels. An audit observes whether the satisfaction evaluation method is well matched to a visitor segment and operated in regular terms.
- Measure and evaluate – What we can measure, we can improve. A museum must choose a method and KPI for continuous evaluation. The analysis tools referenced in the Experimental Results section could be used as advanced ones in conjunction with KPIs such as number of tickets sold, average time spent in the museum, number of repeat visitors, or others. The KPIs should ideally be chosen according to subordinate goals (subordinate to the master goal). The evaluation must be conducted in regular terms and ideally evaluated using the same method. The audit plays a supervisory role.
- Corrective measures – where a deviation of the set goal from reality is observed, the cause of the deviation must be identified and a solution based on this causality applied until the cause of the deviation is eliminated.
- Marketing communications – connect museum news, improvements, products, etc. to museum visitors. The emphasis must be placed on precisely chosen communication channels based on visitor segmentation. The role of the audit is to monitor whether marketing communications are working correctly – if the “message has been delivered to the right visitor, at the right time, with the right meaning”.
- Continuous improvement – this is the most important role of the audit. By taking the marketing communications optimisation audit approach in regular terms, management will improve their predictive skills. By continuously analysing and eliminating deviation, management will increase their ability to decide which individual action will contribute more effectively to achievement of the master goal. After some repetition of the process, management's ability to predict future developments will also increase, which will also offer a competitive advantage. This is the master goal for the audit at this process: continuous development and improvement.

6 Discussion

The conclusions presented, which are also the audit findings, are intended to assist in improving marketing communications management⁶¹ and to provide guidance to museum facilities for refining it. These conclusions can subsequently be applied within the wider context of marketing communications. The assessed ratings of offline activities (OA),⁶² web pages (WP),⁶³ and social networks (SN)⁶⁴ have proven to be a reliable predictor. In other variables, variability was overly weak. Offline activities led to higher frequency of visits, greater tendency to make repeat visits, and also on overall satisfaction with the visit to the museum. Repeat visits and the assessment of satisfaction had a very strong mutual correlation, indicating that one of them was superfluous.

The conclusions presented on the proper management⁶⁵ of marketing communications are in line with the theories of Egan,⁶⁶ Labanauskaitė,⁶⁷ and Chaturvedi and Chaturvedi.⁶⁸ It has been proven that marketing communications influence visitor numbers at museum facilities. It can therefore be generally postulated as an audit recommendation that the greater the expertise in marketing communications management,⁶⁹ the higher the attendance or profitability of museum facilities. This leads to the validation of Blakeman's theories, which perceive marketing communications as merely the effective connection of a seller to a purchaser.⁷⁰ This has also been confirmed by Fill, who has explicitly designated marketing communications an audience-centred activity.⁷¹ A modern audit can be used to evaluate and improve marketing communications.

This section also discusses the potential limits of the research presented. The primary problem may lie in the accuracy of the recorded results. As mentioned above, the necessary data was acquired using the CASI method.⁷² However, this method is susceptible to an error rate or the recording of imprecise results (respondent errors, recording errors, processing errors, etc.). It is further necessary to consider that the area of positive evaluations particularly includes respondents who have visited the museum repeatedly and therefore distort the conclusions of the analyses. This effect can be suppressed to a certain extent by using the marketing communications optimisation audit approach. The use of direct observation may be recommended to eliminate the above errors, ideally on a digital basis, in connection with the marketing communications optimisation audit approach. The trend toward the digitisation of all of society, including museum facilities, means that it is possible to record data directly from evaluations of the level of offline activities (OA),⁷³ web pages (WP)⁷⁴ and social networks (SN).⁷⁵

The marketing communications of museum facilities are of course evolving spontaneously, and it is therefore necessary to manage them appropriately⁷⁶ and respond to any new threats or trends with an audit. These trends⁷⁷

61 KALIEVA, O. M., KARELIN, N. V.: Marketing Management in Urban Passenger Transportation Innovations. In *International Journal of Economics and Business Administration*, 2019, Vol. 7, No. 2, p. 211-220.

62 Compare to: PRÍKRYLOVÁ, J.: *Moderní marketingová komunikace*. Prague : Grada Publishing, 2019.

63 See: KARLÍČEK, M. et al.: *Marketingová komunikace: Jak komunikovat na našem trhu*. Prague : Grada Publishing, 2016.

64 See also: MADLEŇÁK, A., ŽULOVÁ, J.: *The Right to Privacy in the Context of the Use of Social Media and Geolocation Services*. Budapest : Wolters Kluwer, 2019.

65 KUBIČKOVÁ, V., BENEŠOVÁ, D.: Impact of Innovative Background of the Economy on Performance and Competitiveness in the Tourism Industry. In *African Journal of Hospitality, Tourism and Leisure*, 2020, Vol. 9, No. 2, p. 1.

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69 OLŠOVSKÁ, A. et al.: Personnel Management in Slovakia: An Explanation of the Latent Issues. In *Polish Journal of Management Studies*, 2016, Vol. 13, No. 2, p. 110-120.

70 See: BLAKEMAN, R.: *Integrated Marketing Communication: Creative Strategy from Idea to Implementation*. London : Rowman & Littlefield, 2015.

71 See also: FILL, C.: *Simply Marketing Communications*. Harlow : Pearson, 2006.

72 RAFFAELLI, M. et al.: Focus on Methodology: Beyond Paper and Pencil: Conducting Computer-Assisted Data Collection with Adolescents in Group Settings. In *Journal of Adolescence*, 2016, Vol. 49, p. 1-9.

73 For more information, see: PRÍKRYLOVÁ, J.: *Moderní marketingová komunikace*. Prague : Grada Publishing, 2019.

74 Compare to: KARLÍČEK, M. et al.: *Marketingová komunikace: Jak komunikovat na našem trhu*. Prague : Grada Publishing, 2016.

75 See: ČÁBYOVÁ, L., KRAJČOVIČ, P.: *The Role of SoLoMo Marketing and Media in the Communication of Eco-Innovations*. Budapest : Wolters Kluwer, 2020.

76 ŠVEC, M., MADLEŇÁK, A.: Legal Frameworks for the Phygit Concept. In *European Journal of Science and Theology*, 2017, Vol. 13, No. 6, p. 209-217.

77 STACHOVÁ, K. et al.: Influencing Organisational Culture by Means of Employee Remuneration. In *Business: Theory and Practice*, 2015, Vol. 16, No. 3, p. 264-270.

particularly involve the implementation of online digital platforms. Such platforms include Bluetooth information systems, augmented reality, or content marketing, all naturally with a cultural orientation. Museum facilities, their collections, and their cultural contents must be transformed from a static or analogue environment into a dynamic or digital and fully interactive environment.⁷⁸ Today's visitors to museum facilities expect digital communication, including marketing communications, in every area of the economic environment.

7 Conclusion

The objective of the research presented (A_1) has been to assess the level of marketing communications to museum visitors for the purpose of acquiring feedback for museum management. The necessary data was acquired using a CASI questionnaire on a sample of 2,020 museum visitors and subsequently analysed using R statistical software (v. 4.0.3) in order to meet the specified objective. The recorded results include answers to emerging questions and recorded problems (Q1/P1, Q2/P2). The research presented has shown a strong correlation between marketing communications and museum visitor numbers. At the same time, the presented data also points to the fundamental influence of marketing communications on museum visitor numbers. These results have also confirmed the hypothesis (H_1) that marketing communications significantly influence museum visitor numbers. The results have primarily expanded the interdisciplinary knowledge of auditing,⁷⁹ marketing⁸⁰ and management.⁸¹

Secondarily, the results give rise to an appeal for the application of responsible management, particularly through the use of expert tools that include audits⁸² as a modern analytical and consultation service. Based on the research findings and the master goal of cultural organisations – to increase the Q of visitors – the process of the marketing communications optimisation audit approach was developed. This approach base is respectful of time and could be marked as dynamic. The marketing communications optimisation audit approach is based on the continuous improvement principle through, in regular terms, repeated analysis, comparing historical data with current results, and focusing on continuous improvement. This approach was primarily designed as a tool for marketing communications development, but this same principle may be used in wider consequences for the cultural organisation (museum management). This principle may promote culture and create a link to areas of interest within the visitor population.

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