RESEARCH

MARKETING STRATEGIES AND SUSTAINABILITY

EUROPEAN MUSEUMS*

*THIS REPORT DOES NOT CONSIDER SPAIN AND OTHER COUNTRIES AS THESE ARE SAMPLE OF OTHER STUDIES.

REPORT EUROPEAN MUSEUM

In this report you can find the results of the research completed to assess the market orientation of European museums, and its influence on their sustainability.

CONTENTS

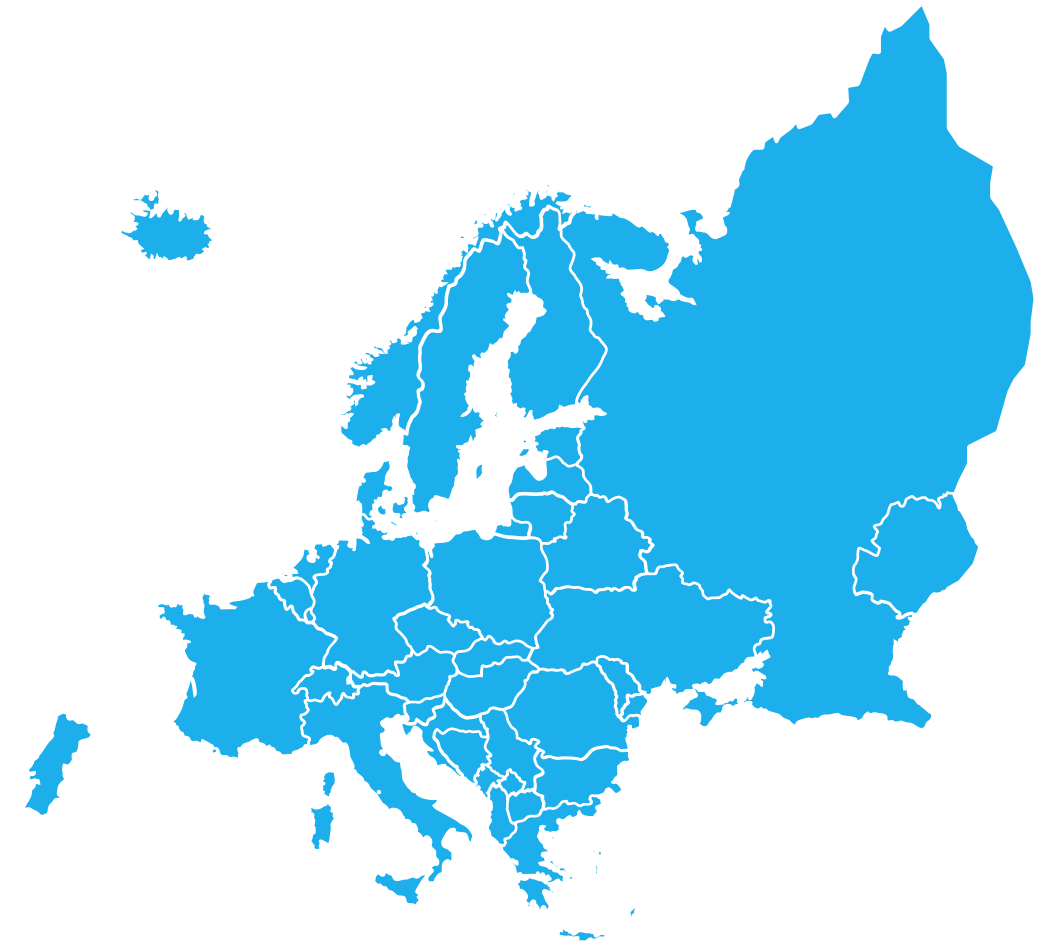*MARKETING STRATEGIES AND SUSTAINABILITY*

European Museums

SAMPLE PROFILE

SWOT

ANALYSIS INPUTS

ACTION PLAN

*THIS REPORT DOES NOT CONSIDER SPAIN AND OTHER COUNTRIES AS THESE ARE SAMPLE OF OTHER STUDIES.

INTRODUCTION

MARKETING STRATEGIES AND SUSTAINABILITY

The purpose of the research was to measure the level of sustainability perceived by employees of European museums.

The study began on May 2, 2015 via an online survey for staff of European museums. This questionnaire included the following criteria to assess the sustainability perceived by employees of museums :

• **Marketing strategies**

These questions refer to marketing strategies developed at the museum.

• **Innovation**

Analyses the perception that employees have about the innovation developed in their museums.

• **Customer value**

This dimension examines the perception of employees about the reputation for quality, value for money and the prestige of their museums.

• **Sustainability**

Evaluates the perception of employees on sustainable development in economic and social terms that generate the museums.

REPORT European Museums

INFORMATION COLLECTION

MARKETING STRATEGIES AND SUSTAINABILITY

DATES:

2nd of May to 8th of December 2015

SAMPLE:

594 museums

*THIS REPORT DOES NOT CONSIDER SPAIN AND OTHER COUNTRIES AS THESE ARE SAMPLE OF OTHER STUDIES.

SUSTAINABLE TOURISM AND CULTURAL HERITAGE PROJECT
Santander Chair- Universidad Complutense de Madrid

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INFORMATION COLLECTION

MARKETING STRATEGIES AND SUSTAINABILITY

594 museums

is management staff
36%

are public museums
78%

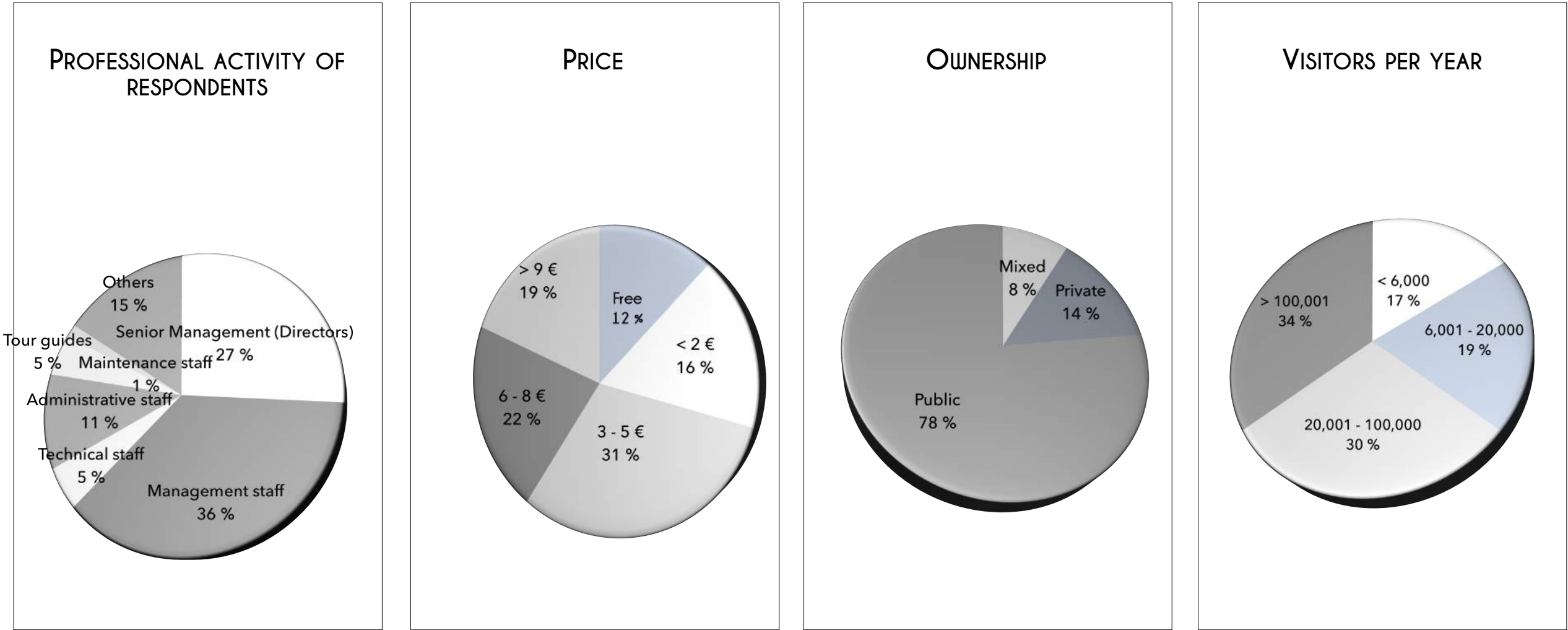receive > 100,001 visitors
34%

has an entrance cost of 3-5 euros
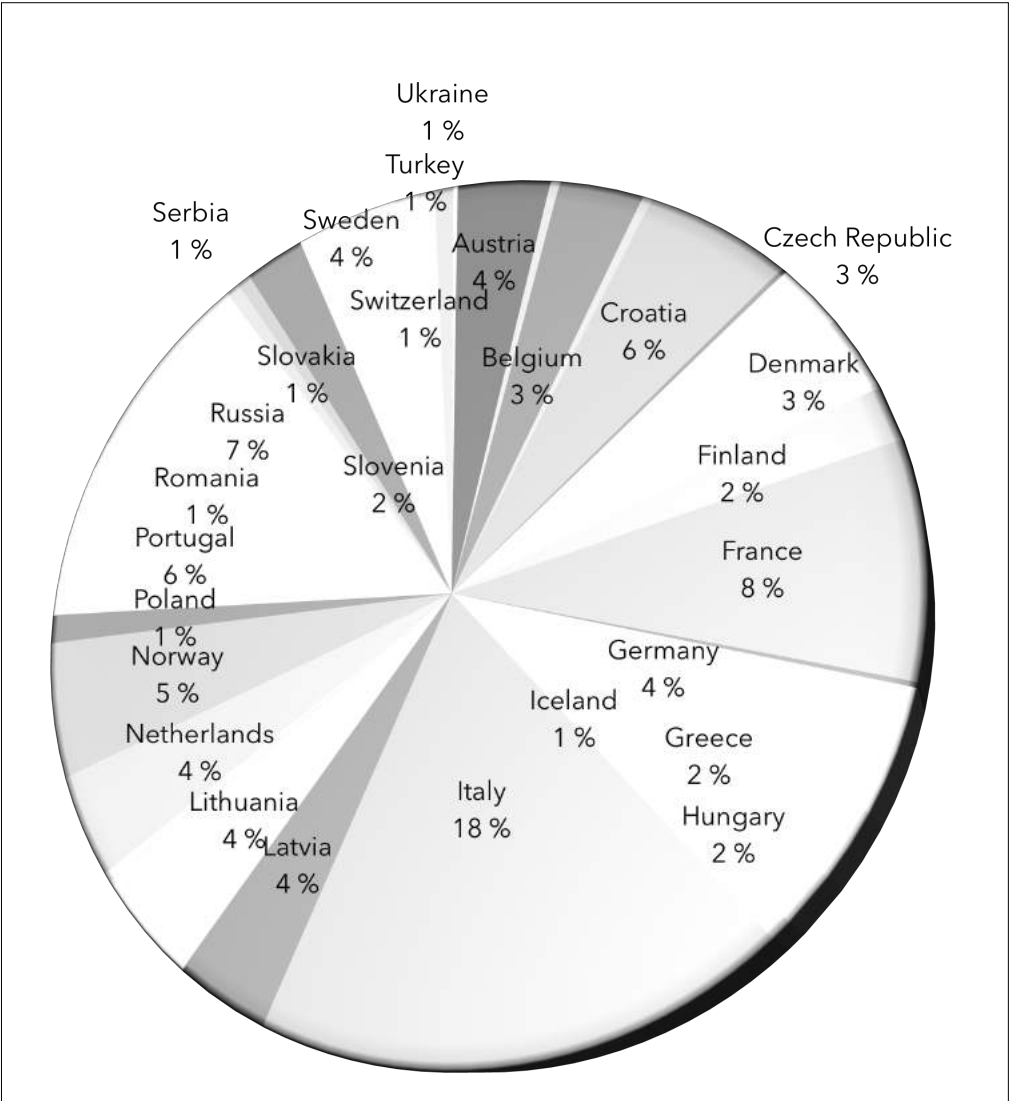## 31%

has an entrance cost > 9 €
19%

REPORT EUROPEAN MUSEUMS

INFORMATION COLLECTION

MARKETING STRATEGIES AND SUSTAINABILITY

PROFESSIONAL ACTIVITY OF RESPONDENTS

Others 15 %
Senior Management (Directors) 27 %
Tour guides 5 %
Maintenance staff 1 %
Administrative staff 11 %
Technical staff 5 %
Management staff 36 %

PRICE

>9 € 19 %
Free 12 %
< 2 € 16 %
6 - 8 € 22 %
3 - 5 € 31 %

OWNERSHIP

Mixed 8 %
Private 14 %
Public 78 %

VISITORS PER YEAR

< 6,000 17 %
6,001 - 20,000 19 %
> 100,001 34 %
20,001 - 100,000 30 %

INFORMATION COLLECTION

MARKETING STRATEGIES AND SUSTAINABILITY

Countries	N° of museums
Armenia	1
Austria	20
Belarus	2
Belgium	18
Bulgaria	2
Croatia	31
Cyprus	1
Czech Republic	14
Denmark	15
Estonia	1
Finland	11
France	45
Georgia	1
Germany	23
Greece	13
Hungary	10
Iceland	4
Italy	100
Latvia	20
Lithuania	23
Luxembourg City	1
Malta	2
Netherlands	22
Norway	29
Poland	6
Portugal	33
Romania	6
Russia	41
Serbia	3
Slovakia	3
Slovenia	13
Sweden	22
Switzerland	5
Turkey	4
Ukraine	4

REPORT European Museums

ANALYSIS INPUTS

MARKETING STRATEGIES AND SUSTAINABILITY

MARKETING STRATEGIES

INNOVATION

SUSTAINABILITY

CUSTOMER VALUE

REPORT Eᴜʀᴏᴘᴇᴀɴ Mᴜꜱᴇᴜᴍꜱ

Aɴᴀʟʏꜱɪꜱ Iɴᴘᴜᴛꜱ

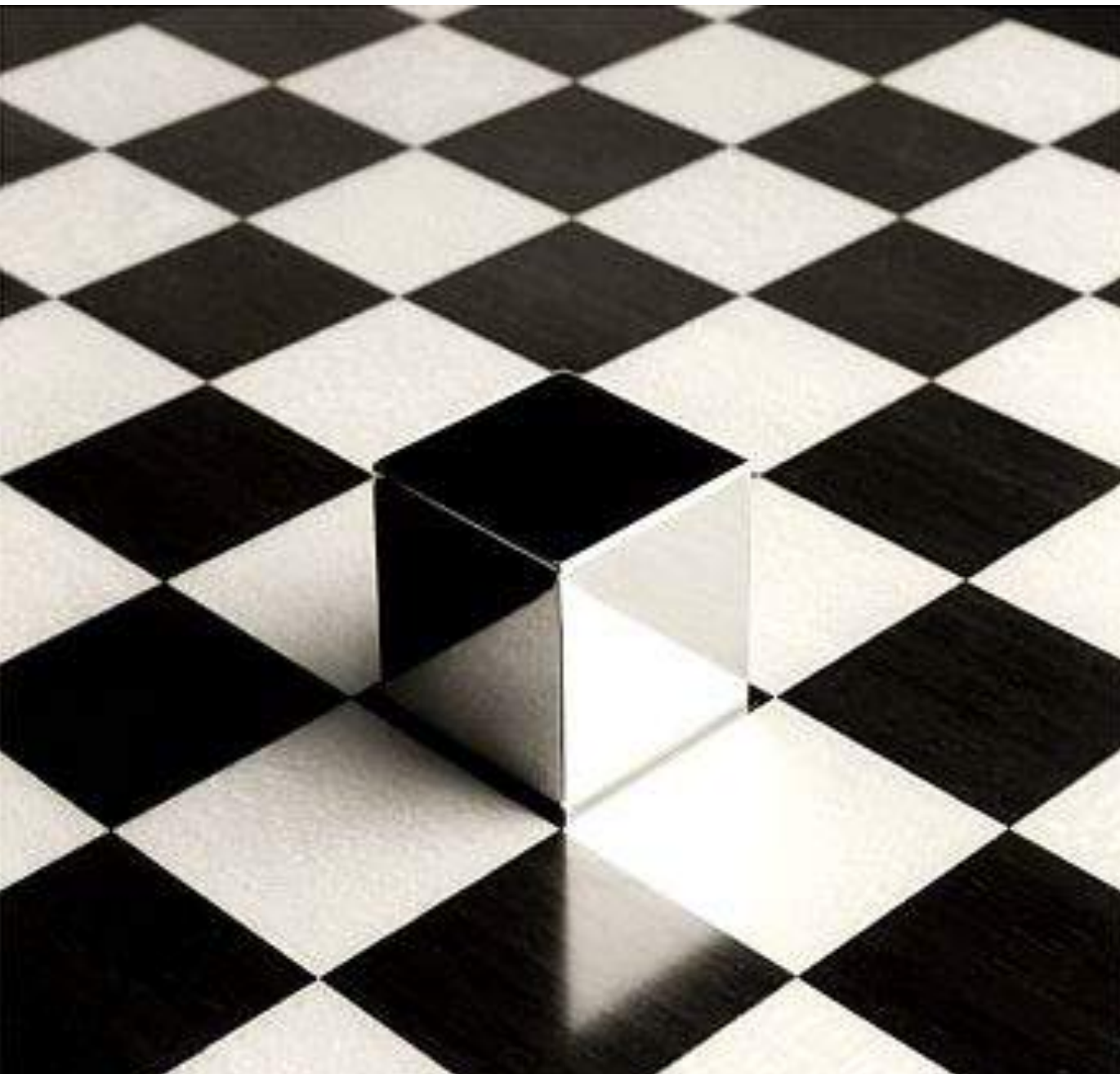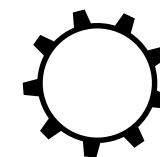*MARKETING STRATEGIES AND SUSTAINABILITY*

Marketing strategies

Marketing Strategies

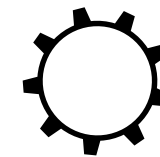*MARKETING STRATEGIES AND SUSTAINABILITY*
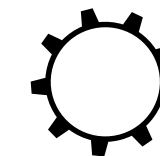

Marketing strategies
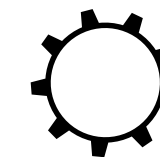
Have been measured through:

VISITOR ORIENTATION

DONOR ORIENTATION

COMPETITOR ORIENTATION

INTERFUNCTIONAL COORDINATION

MARKETING STRATEGIES

MARKETING STRATEGIES AND SUSTAINABILITY

VISITOR ORIENTATION

Visitor orientation has been rated in

7,6

	QUESTIONS	AVERAGES (out of 10)
1	Museum strategy is based on those aspects which we feel may create value for the visitor	8,1
2	The museum's goals are geared towards visitor satisfaction	7,9
3	We endeavour to keep abreast of changes so as to assess their impact on visitors' needs	7,5
4	Seeking to pinpoint visitors' needs and expectations is a constant process	7,7
5	Strategies aimed at gaining an advantage over other museums when seeking resources are based on an understanding of visitors' needs	6,9

MARKETING STRATEGIES

MARKETING STRATEGIES AND SUSTAINABILITY

DONOR ORIENTATION

Donor orientation has been rated in

5,9

	QUESTIONS	AVERAGES (out of 10)
1	Museum strategy is designed taking into account those aspects which we feel may create value for donors of resources	6,1
2	The museum's goals are geared towards donor satisfaction	5,7
3	We endeavour to keep abreast of changes so as to assess their impact on the expectations of those who provide resources	6,1
4	Seeking to pinpoint donors' needs and expectations is a constant process	6
5	Strategies aimed at gaining an advantage over other museums when obtaining resources are based on an understanding of donors' expectations	5,7

MARKETING STRATEGIES

MARKETING STRATEGIES AND SUSTAINABILITY

COMPETITOR ORIENTATION

Competitor orientation has been rated in

7,8

	QUESTIONS	AVERAGES (out of 10)
1	We make an effort to cooperate with other forms of tourism or leisure which complement what we have to offer	7,8
2	We cooperate with other cultural or leisure institutions to provide alternatives for visitors or to offer joint initiatives	7,9

MARKETING STRATEGIES

MARKETING STRATEGIES AND SUSTAINABILITY

INTERFUNCTIONAL COORDINATION

Interfunctional coordination has been rated in

7,3

QUESTIONS		AVERAGES (out of 10)
1	Staff in the various departments work closely together	7,5
2	The museum is concerned with ensuring that the activities of all the departments are well coordinated	7,4
3	All departments are involved in drawing up the museum's plans	7,1

REPORT EUROPEAN MUSEUMS

MARKETING STRATEGIES

MARKETING STRATEGIES AND SUSTAINABILITY

7,1

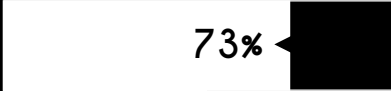**VISITOR ORIENTATION**
76%

COMPETITOR ORIENTATION
78%

DONOR ORIENTATION
59%

INTERFUNCTIONAL COORDINATION
73%

REPORT European Museums

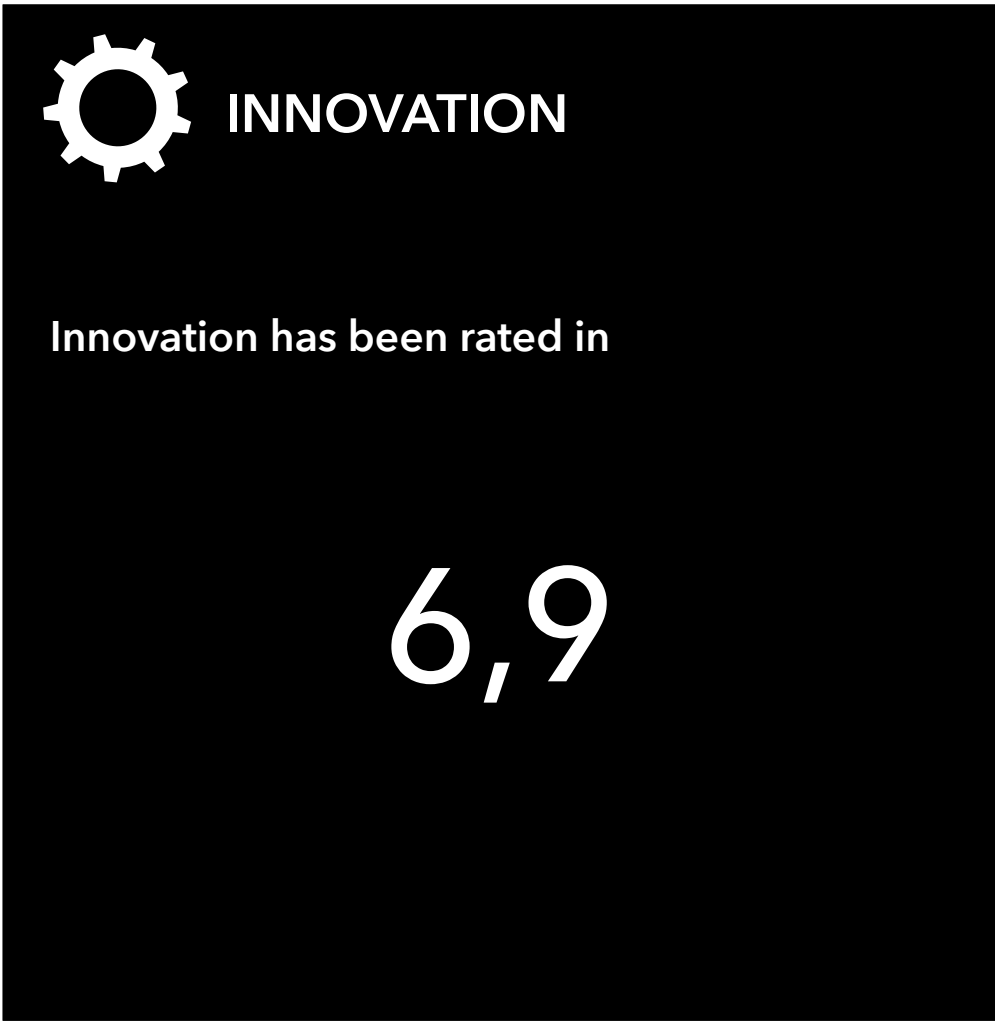# Analysis Inputs

MARKETING STRATEGIES AND SUSTAINABILITY

Innovation

INNOVATION

MARKETING STRATEGIES AND SUSTAINABILITY

INNOVATION

Innovation has been rated in

6,9

	QUESTIONS	AVERAGES (out of 10)
1	Staff actively seeks innovative ideas.	7,3
2	Innovation, based on research results, is readily accepted in our museum.	7,1
3	Innovation is readily accepted by management.	7,2
4	People are rewarded for new ideas that work.	5,9
5	Innovation in our museum is encouraged.	7

Analysis Inputs

MARKETING STRATEGIES AND SUSTAINABILITY

Customer value

REPORT European Museums

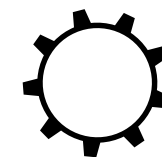# Customer Value

MARKETING STRATEGIES AND SUSTAINABILITY

Customer Value

Has been measured through:

⚙ QUALITY

⚙ VALUE FOR MONEY

⚙ PRESTIGE

REPORT EUROPEAN MUSEUMS
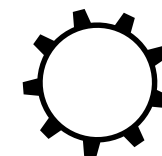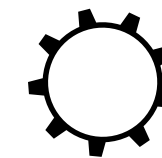
CUSTOMER VALUE

MARKETING STRATEGIES AND SUSTAINABILITY

QUALITY

Quality has been rated in

7,8

	QUESTIONS	AVERAGES (out of 10)
1	Our museum delivers services of the highest quality	7,4
2	The quality of our service is consistently high	7,3
3	Our visitors consider our services very reliable	7,7
4	Our museum is considered a "top quality museum"	7,5
5	Our visitors genuinely enjoy visiting this museum	8,3
6	Our staff treat visitors with great respect	8,4

REPORT EUROPEAN MUSEUMS

CUSTOMER VALUE

MARKETING STRATEGIES AND SUSTAINABILITY

VALUE FOR MONEY

Value for money has been rated in

7,6
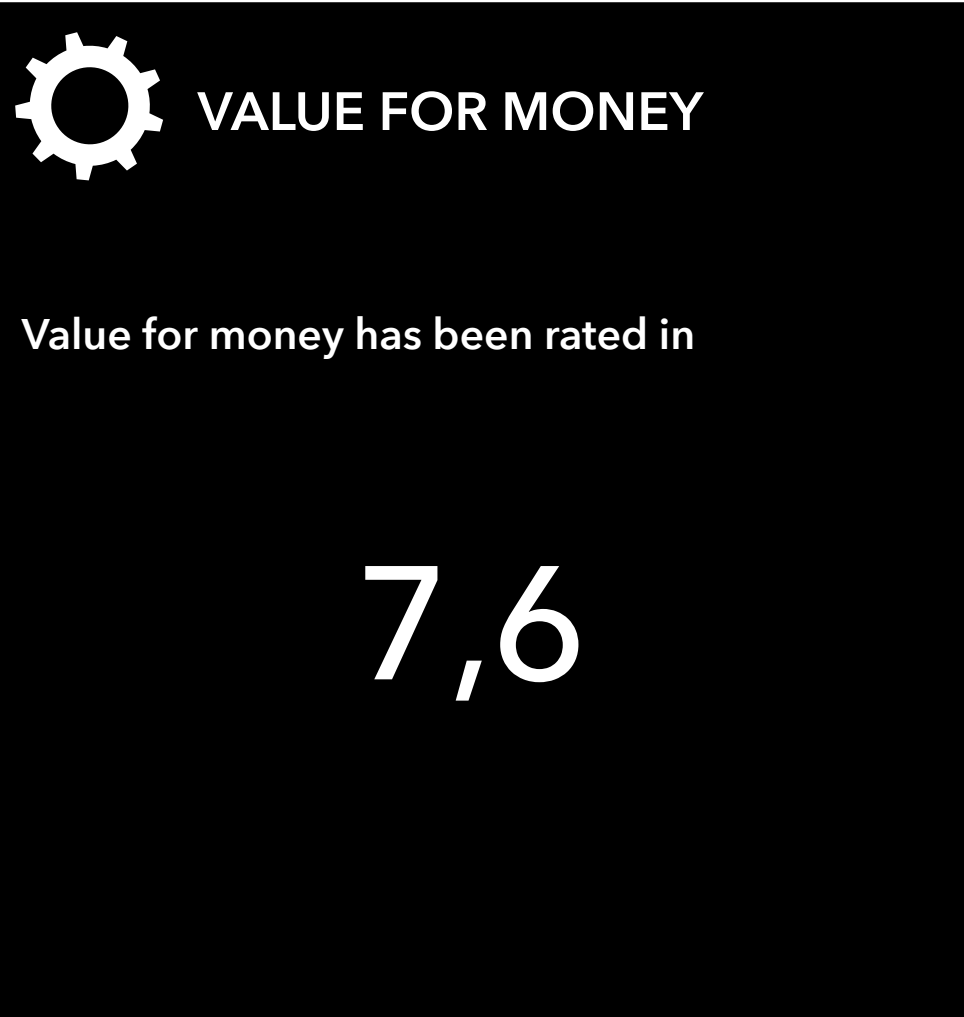
QUESTIONS	AVERAGES (out of 10)
1 Our museum rates are considered reasonable	8,3
2 Our museum offers value for money	8
3 Our reservation system is considered convenient	6,7

REPORT EUROPEAN MUSEUMS

CUSTOMER VALUE

MARKETING STRATEGIES AND SUSTAINABILITY

PRESTIGE

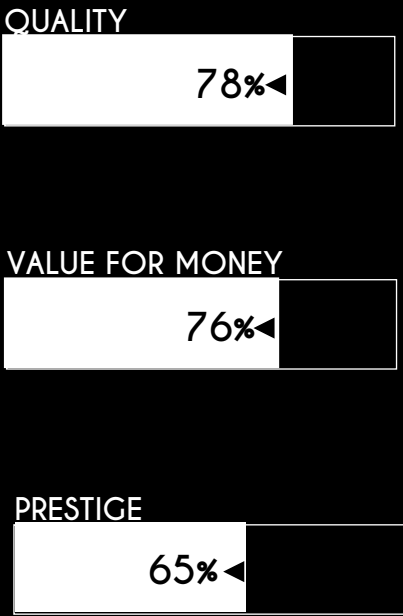**Prestige has been rated in**

6,5

QUESTIONS	AVERAGES (out of 10)
1 Visiting our museum is considered prestigious	7
2 Visiting our museum is considered a status symbol	6,1
3 Visiting our museum fits customers' social status	6,3

CUSTOMER VALUE

MARKETING STRATEGIES AND SUSTAINABILITY

7,3

QUALITY
78%◄

VALUE FOR MONEY
76%◄

PRESTIGE
65%◄

REPORT European Museums

ANALYSIS INPUTS

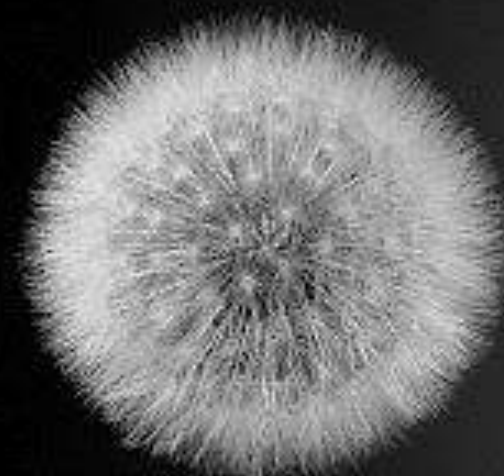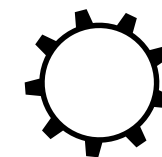*MARKETING STRATEGIES AND SUSTAINABILITY*

Sustainability

SUSTAINABILITY

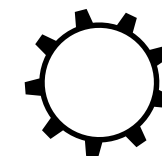*MARKETING STRATEGIES AND SUSTAINABILITY*

Sustainability

Has been measured through

⚙ ECONOMIC SUSTAINABILITY

⚙ SOCIAL SUSTAINABILITY

SUSTAINABILITY

MARKETING STRATEGIES AND SUSTAINABILITY

ECONOMIC SUSTAINABILITY

Economic sustainability has been rated in

6,7

6,6

QUESTIONS	AVERAGES (out of 10)
1 During these last three years the income the museum has generated has increased.	6,7
2 During these last three years the number of visitors has increased.	7,4
3 During these last three years the museum has completely fulfilled its financial objectives	6,4
4 During these last three years has diversified its financial lines (donations, public money, associations of friends, services, goods, shop…). *	6,1

SUSTAINABILITY

MARKETING STRATEGIES AND SUSTAINABILITY

SOCIAL SUSTAINABILITY

Social sustainability has been rated in

7,5

	QUESTIONS	AVERAGES (out of 10)
1	During these last three years the museum has improved its reputation and prestige.	7,7
2	… visitors show their enthusiasm and satisfaction after their visit.	8,1
3	… many visitors have returned or have recommended the visit to others.	8,1
4	… the museum has contributed in the improvement locals' standard of living.	6,6
5	… the museum has contributed in increasing visitors' interest (they are more sharp in their knowledge after their visit).	7,8
6	… the museum has completely fulfilled the objectives respecting conservation and the improvement of the collections it accommodates.	7,1
7	… contributed in raising community's awareness about the exhibitions it shows.	7,7
8	… transformed into an important cultural landmark.	7,2

SUSTAINABILITY

MARKETING STRATEGIES AND SUSTAINABILITY
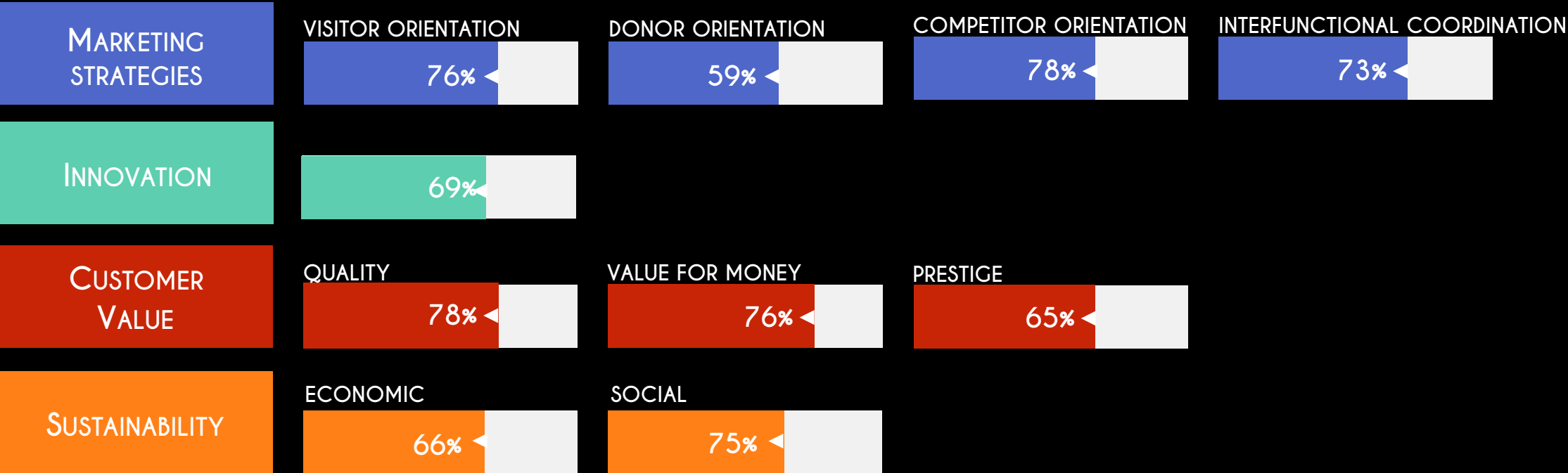
7

ECONOMIC SUSTAINABILITY

66%◄

SOCIAL SUSTAINABILITY

75%◄

REPORT EUROPEAN MUSEUMS

ANALYSIS INPUTS

MARKETING STRATEGIES AND SUSTAINABILITY

MARKETING STRATEGIES	VISITOR ORIENTATION	DONOR ORIENTATION	COMPETITOR ORIENTATION	INTERFUNCTIONAL COORDINATION
	76%	59%	78%	73%

INNOVATION	
	69%

CUSTOMER VALUE	QUALITY	VALUE FOR MONEY	PRESTIGE
	78%	76%	65%

SUSTAINABILITY	ECONOMIC	SOCIAL
	66%	75%

REPORT European Museums

ANALYSIS INPUTS

MARKETING STRATEGIES AND SUSTAINABILITY

MARKETING STRATEGIES
7,15

INNOVATION
6,9

CUSTOMER VALUE
7,3

SUSTAINABILITY
7,05

01 Special attention to
INNOVATION
MARKETING STRATEGIES

02 Boost
SUSTAINABILITY

03 Stands out
CUSTOMER VALUE

SWOT ANALYSIS

MARKETING STRATEGIES AND SUSTAINABILITY

Strengths

- **Visitor orientation**
  - Museum strategy is based on those aspects which we feel may create value for the visitor
  - The museum's goals are geared towards visitor satisfaction.

- **Competitor orientation**
  - We cooperate with other cultural or leisure institutions to provide alternatives for visitors or to offer joint initiatives.

Threats

- **Innovation**
  - People are rewarded for new ideas that work.

- **Economic sustainability**
  - During these last three years the museum has diversified its financial lines (donations, public money, associations of friends, services, goods, shop...).
  - During these last three years the museum has completely fulfilled its financial objectives.

Weakness

- **Donor orientation.**
  - The museum's goals are geared towards donor satisfaction.
  - Strategies aimed at gaining an advantage over other museums when obtaining resources are based on an understanding of donors' expectations.
  - Seeking to pinpoint donors' needs and expectations is a constant process.
  - We endeavor to keep abreast of changes so as to assess their impact on the expectations of those who provide resources.

Opportunities

- **Quality**
  - Our staff treat visitors with great respect.
  - Our visitors genuinely enjoy visiting this museum.

- **Value for money**
  - Our museum rates are considered reasonable.

- **Social sustainability**
  - During these last three years visitors show their enthusiasm and satisfaction after their visit.
  - ... many visitors have returned or have recommended the visit to others.
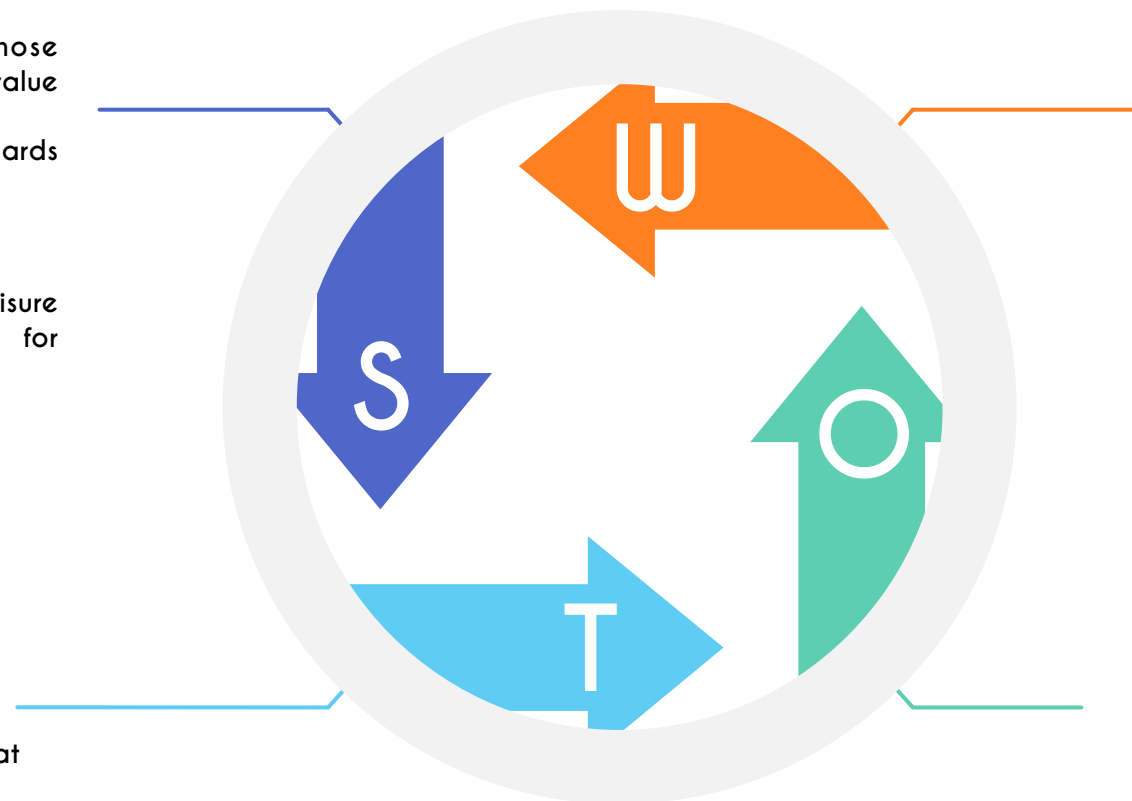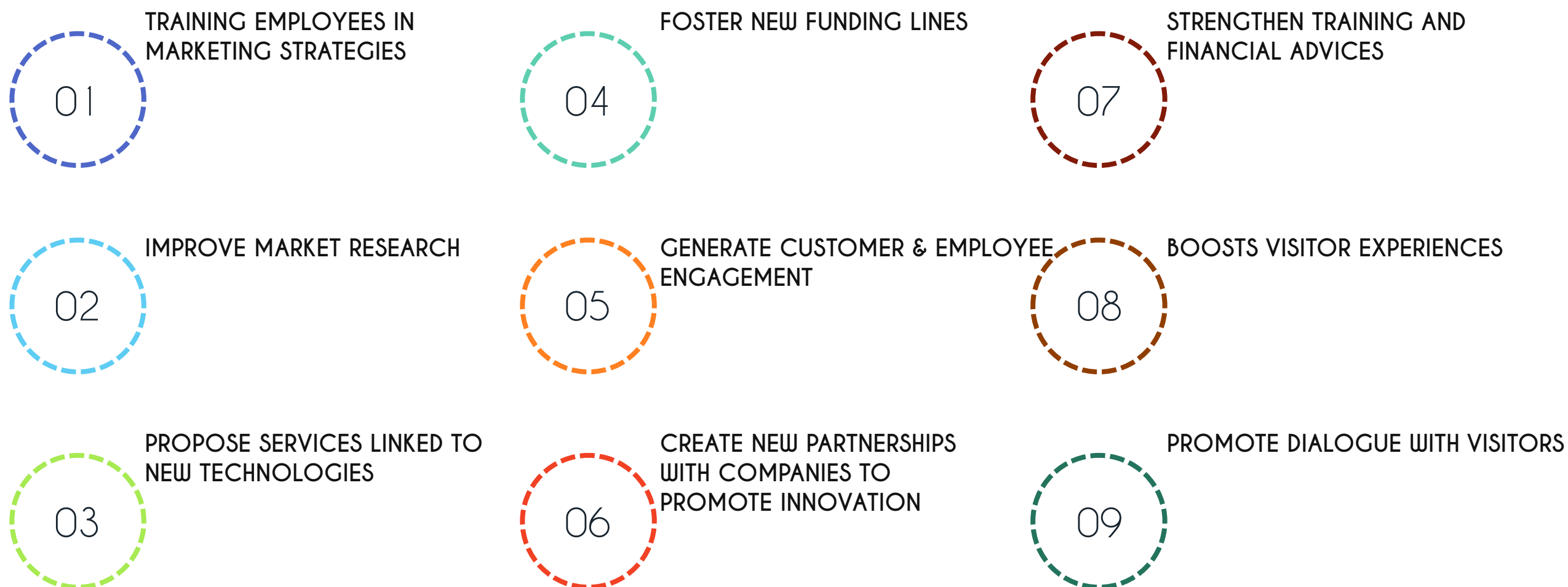
Proposal of initiatives

MARKETING STRATEGIES AND SUSTAINABILITY

01 — TRAINING EMPLOYEES IN MARKETING STRATEGIES

02 — IMPROVE MARKET RESEARCH

03 — PROPOSE SERVICES LINKED TO NEW TECHNOLOGIES

04 — FOSTER NEW FUNDING LINES

05 — GENERATE CUSTOMER & EMPLOYEE ENGAGEMENT

06 — CREATE NEW PARTNERSHIPS WITH COMPANIES TO PROMOTE INNOVATION

07 — STRENGTHEN TRAINING AND FINANCIAL ADVICES

08 — BOOSTS VISITOR EXPERIENCES

09 — PROMOTE DIALOGUE WITH VISITORS

PROPOSAL OF INITIATIVES

MARKETING STRATEGIES AND SUSTAINABILITY

TRAINING EMPLOYEES IN MARKETING STRATEGIES

Intensify training in marketing in particular on tourism marketing, museum marketing and digital marketing.

FOSTER NEW FUNDING LINES

Create an affiliate program, promote schedule of events and exhibitions, performing segmentation strategies price, offer merchandising products, rent spaces, encourage donations, etc.
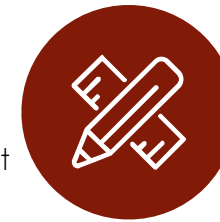
STRENGTHEN TRAINING AND FINANCIAL ADVICES

Budgeting, timing and control of the results have to be combined. The management team should be trained in how to elaborate control systems and contingency plans.

IMPROVE MARKET RESEARCH

Promote surveys, focus groups, interviews with visitors regularly to evaluate and update the satisfaction of their needs and desires. Analyze information on social networks (big data).

GENERATE CUSTOMER & EMPLOYEE ENGAGEMENT

Employees must manage visitors emotions through continuous dialogue. Satisfied employees are the best ambassadors (employee advocates).
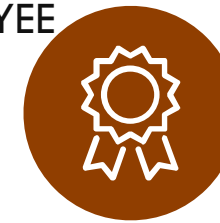
BOOSTS VISITOR EXPERIENCES

The excitement has taken the leading role in designing experiences. Therefore, planning Customer Journey Map should be based on this premise.
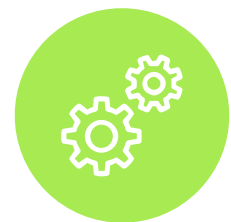
PROPOSE SERVICES LINKED TO NEW TECHNOLOGIES

Offer services related to augmented reality, virtual reality, use of QRs, geolocation, BYOD (bring your own device), among others. Encourage the use of sensory marketing strategies. The goal is that visitors feel a unique tourist experience.

CREATE NEW PARTNERSHIPS WITH COMPANIES TO PROMOTE INNOVATION

Create co-marketing programs and other partnerships, such as marketing alliances to create products stores, sponsorship marketing programs, licensing programs, among others.

PROMOTE DIALOGUE WITH VISITORS

Generate digital engagement through Content Marketing strategies, create platforms for virtual dialogue, promote collaborative work, create spaces that invite participation, etc.

Present studies

3 models, 3 researches

MODEL 1

MODEL 2

MODEL 3

SPAIN
SOUTH AMERICA

EUROPE

UK
USA

ANALYSIS SUBJECTS

- Top management
- Tourist functionality
- Marketing strategies
- Innovation

- Marketing strategies
- Quality
- Value for money
- Prestige
- Innovation

- Tourist functionality
- Marketing strategies
- Learning strategies

FUTURE RESEARCH

3 models, 3 researches

UNIVERSAL MODEL

Toward economic and social sustainability

CONTRIBUTIONS OF THE 3 MODELS = FINAL QUESTIONNAIRE

FUTURE RESEARCH

3 models, 3 researches

UNIVERSAL MODEL

Toward economic and social sustainability

3

UNIVERSAL MODEL

- ✦ Model with enriching factors
- ✦ Strategic results easy to implement

1

ANALYSIS AND RESULTS

- ✦ Analysis of the 3 models
- ✦ Identification of the determinant inputs

2

REPORT

- ✦ Report delivery to museums involved in the initial 3 models
- ✦ Design of universal design model and final questionnaire
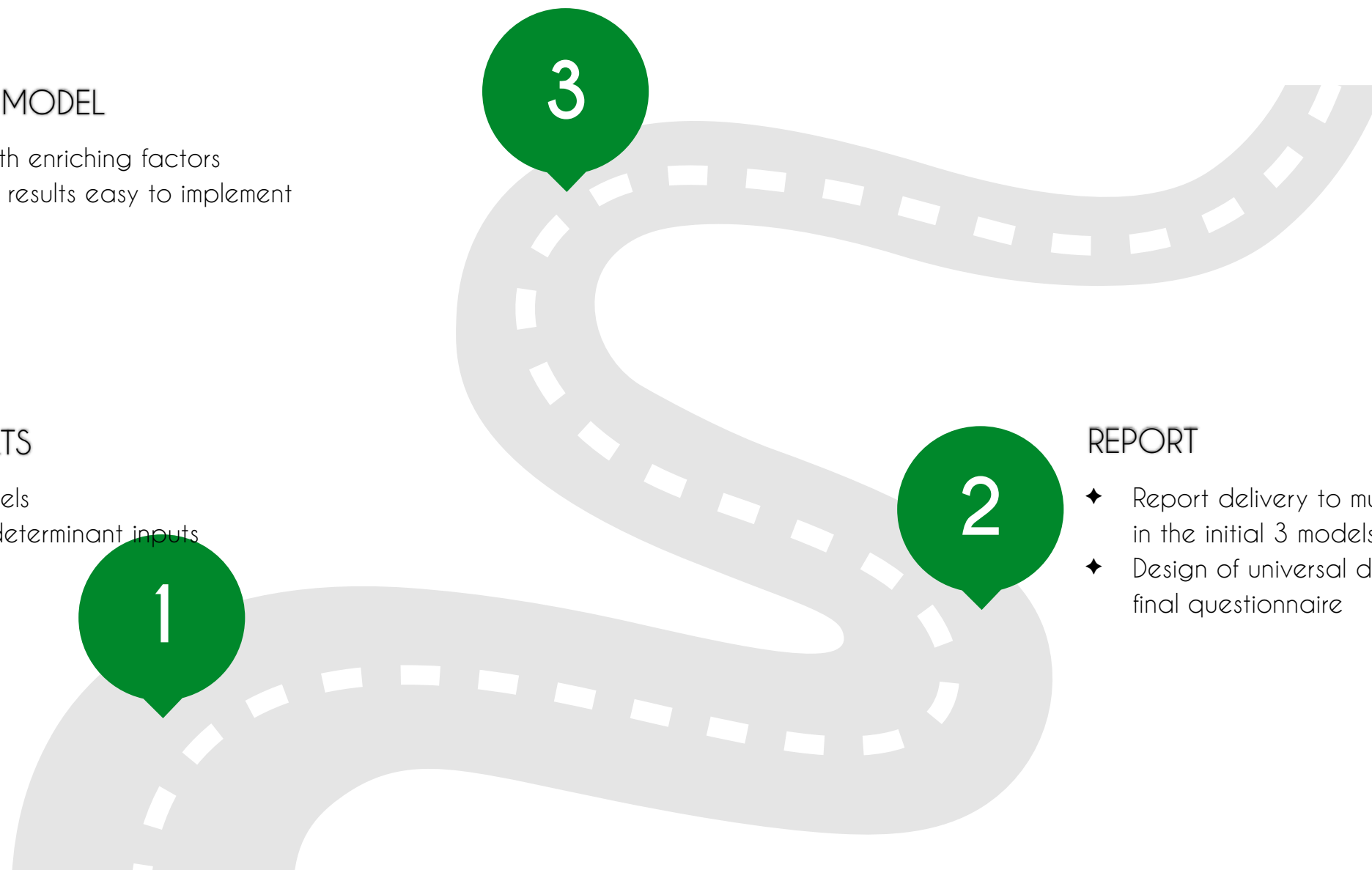
MOMENT OF…

Planning tourism museum management based on the results of the present research, following the guidelines proposed in the action plan.

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The information in this report is confidential for the exclusive use of European museums staff. Disclosure of the information provided herein must be previously communicated to the team Sustainable Tourism and Cultural Heritage Project.
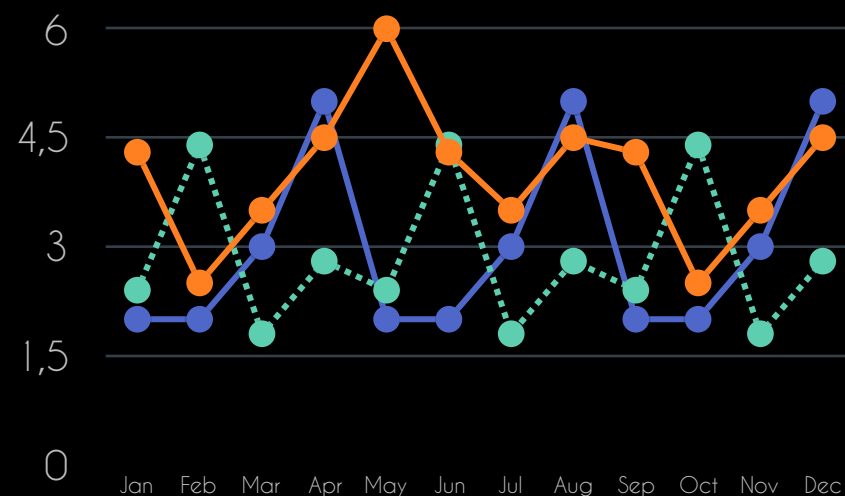
The authorization of the publication or dissemination of the data provided is mandatory.

SUSTAINABLE
TOURISM AND
CULTURAL
HERITAGE
PROJECT

Nuria Recuero Virto
Francis Blasco López
Jesús García de Madariaga
Victor Molero Ayala

Santander Chair- Universidad Complutense de Madrid

OUR MISSION

#mkturismocultural

INCUBATOR FOR THE FUTURE CULTURE

Your participation in our research is the engine that drives contributions to improve the future of all.

INCUBATOR FOR THE FUTURE CULTURE

#mkturismocultural

From the Complutense University of Madrid we invite you to collaborate in active participation and project proposals to enhance the knowledge, and therefore adapt to the future culture.

Diagnosis   **Strategic phase**   **Operational phase**   **Results**   **Action plan**
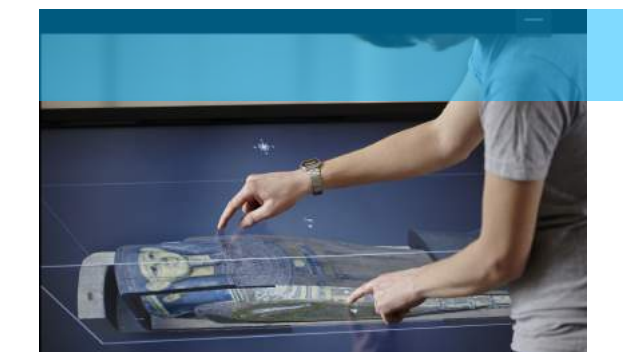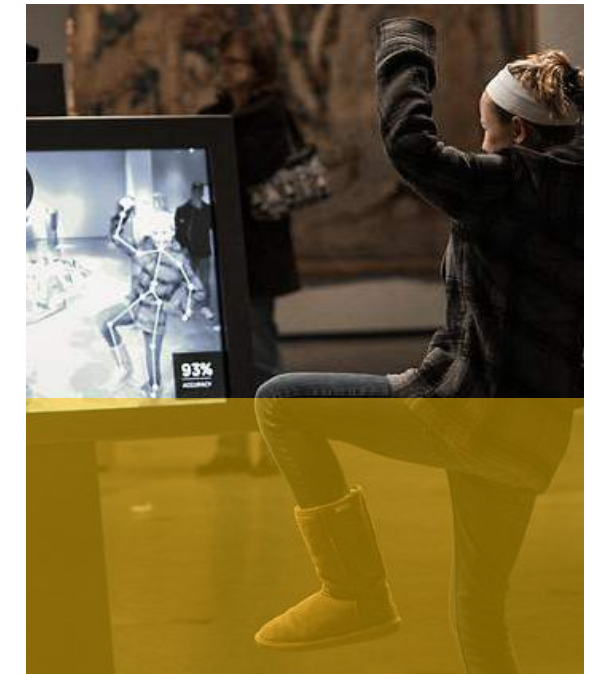
STCHP OBJETIVES

#mkturismocultural
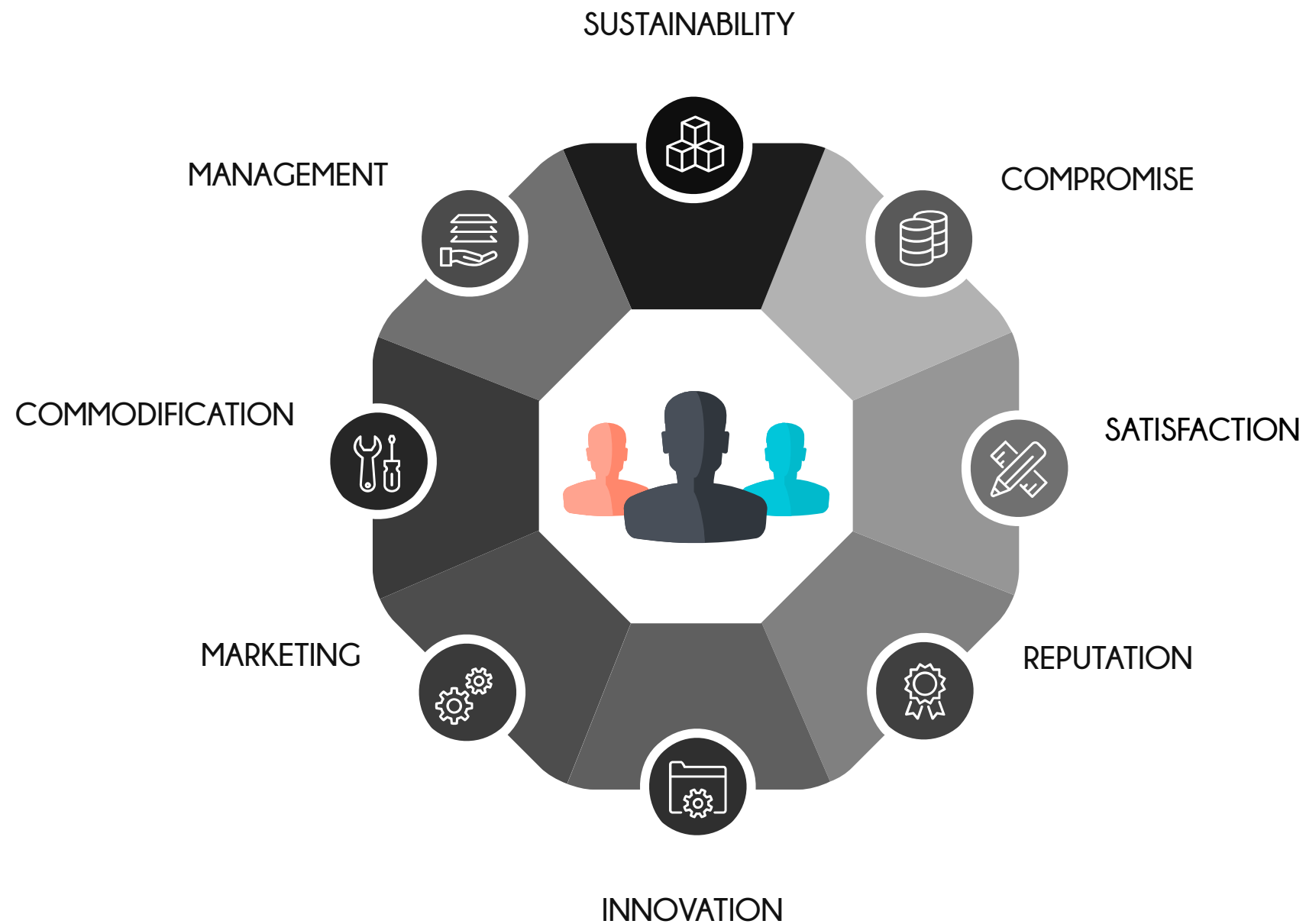
THE TEAM'S BOOK

#mkturismocultural

You do not know how to make the cultural resource offer appealing? Neither how to improve visitor s' experiences?

We outline the Marketing Mix of the 10 Ps of Cultural Heritage Products Productos Patrimoniales for hyperlinked tourists.

Besides, you want to actualize your knowledge and find out what indoor and outdoor geo-localization, *BYOD, crowdcurating, desmarketing,* among other matters.

Book for sale: "Marketing del Turismo Cultural" en
http://goo.gl/CDvkvo

To view index and some parts of the book:
https://goo.gl/Jkxfjf

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http://goo.gl/CDvkvo

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https://goo.gl/Jkxfjf

THE TEAM

#mkturismocultural

Nuria Recuero Virto

in   y

Francis Blasco López

in   y

Jesús García de Madariaga

in   y

Victor Molero Ayala

in   y

THE TEAM

#mkturismocultural

NURIA RECUERO VIRTO
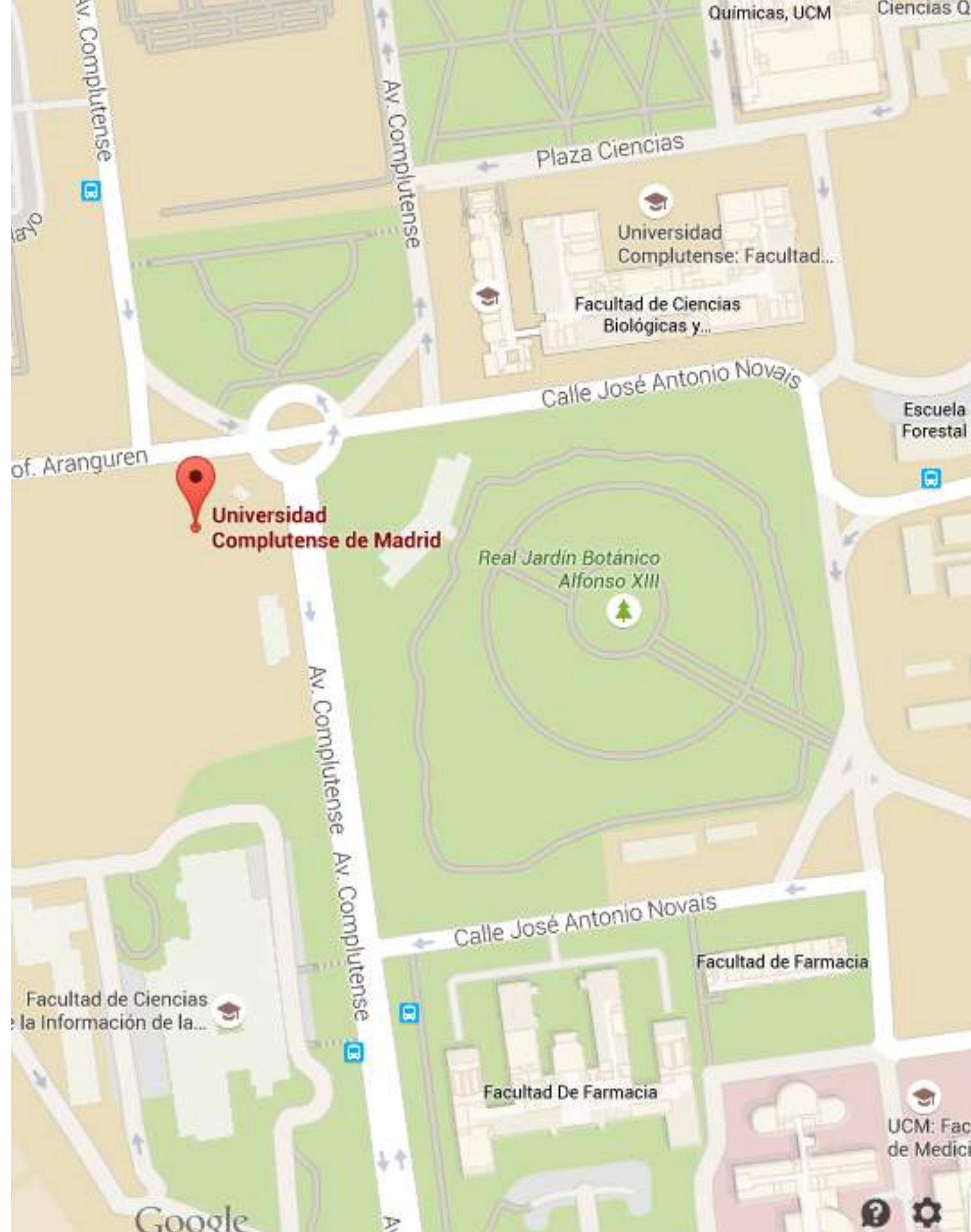
nrecuero@ucm.es

FRANCIS BLASCO LÓPEZ

fblasco@ucm.es

JESÚS GARCÍA DE MADARIAGA

jesgarci@ucm.es

VICTOR MOLERO AYALA

vmoleroa@ccee.ucm.es

The SUSTAINABLE TOURISM AND CULTURAL HERITAGE PROJECT team thanks all employees of European museums that have contributed in this research by facilitating their answers.

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Santander Chair- Universidad Complutense de Madrid

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