

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.

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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



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.



INFORMATION COLLECTION

 *MARKETING STRATEGIES AND SUSTAINABILITY*

DATES:

2nd of May to 8th of December 2015

SAMPLE:

594 museums



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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%

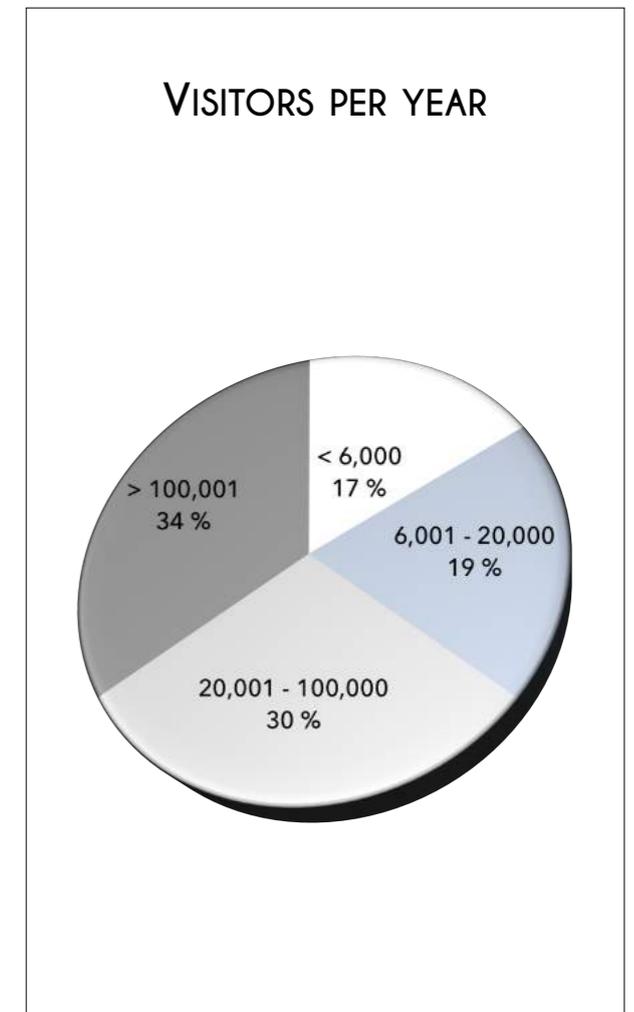
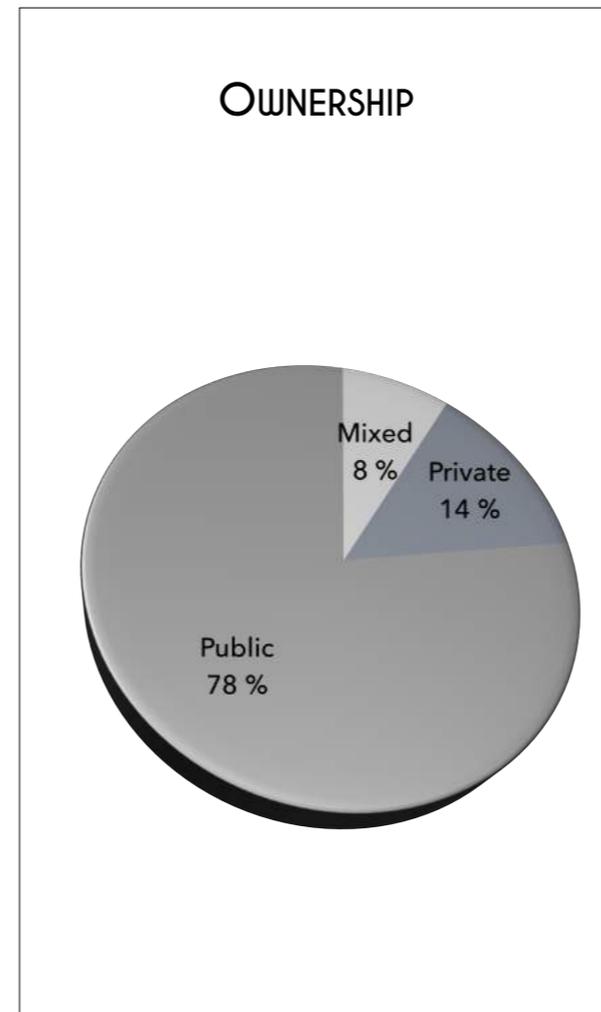
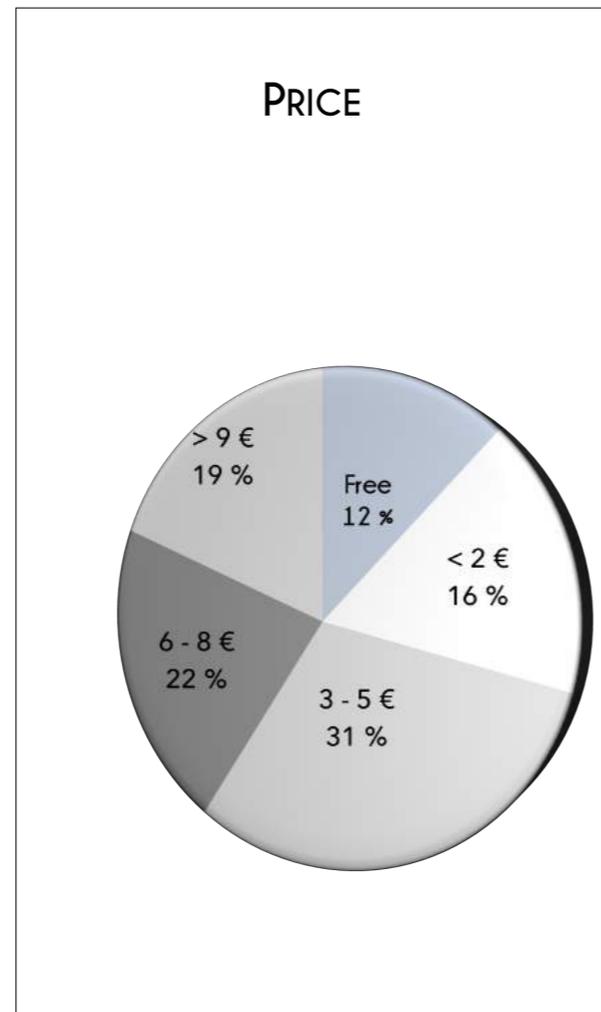
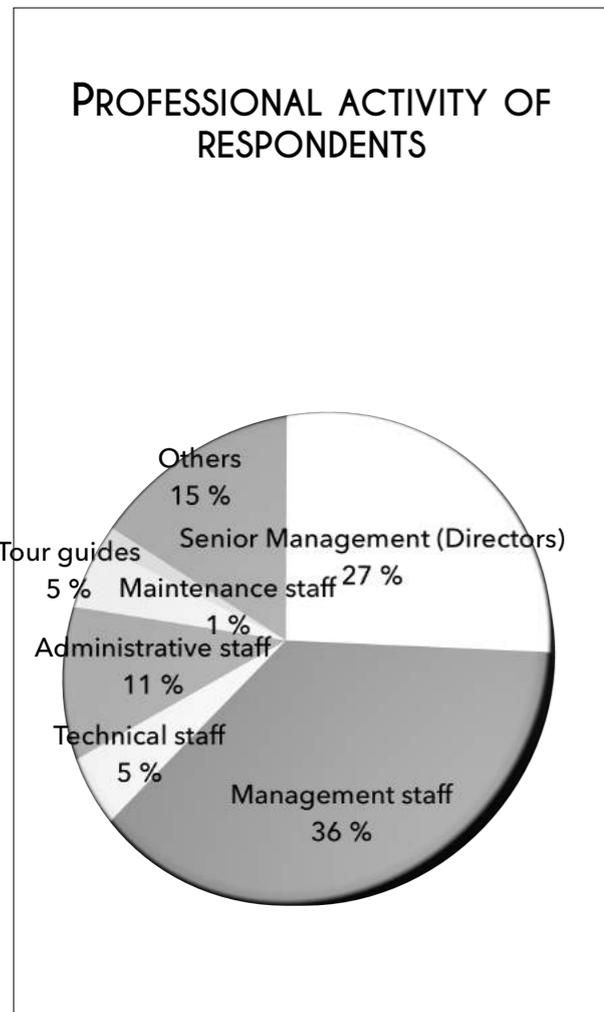
has an entrance cost > 9 €

19%



INFORMATION COLLECTION

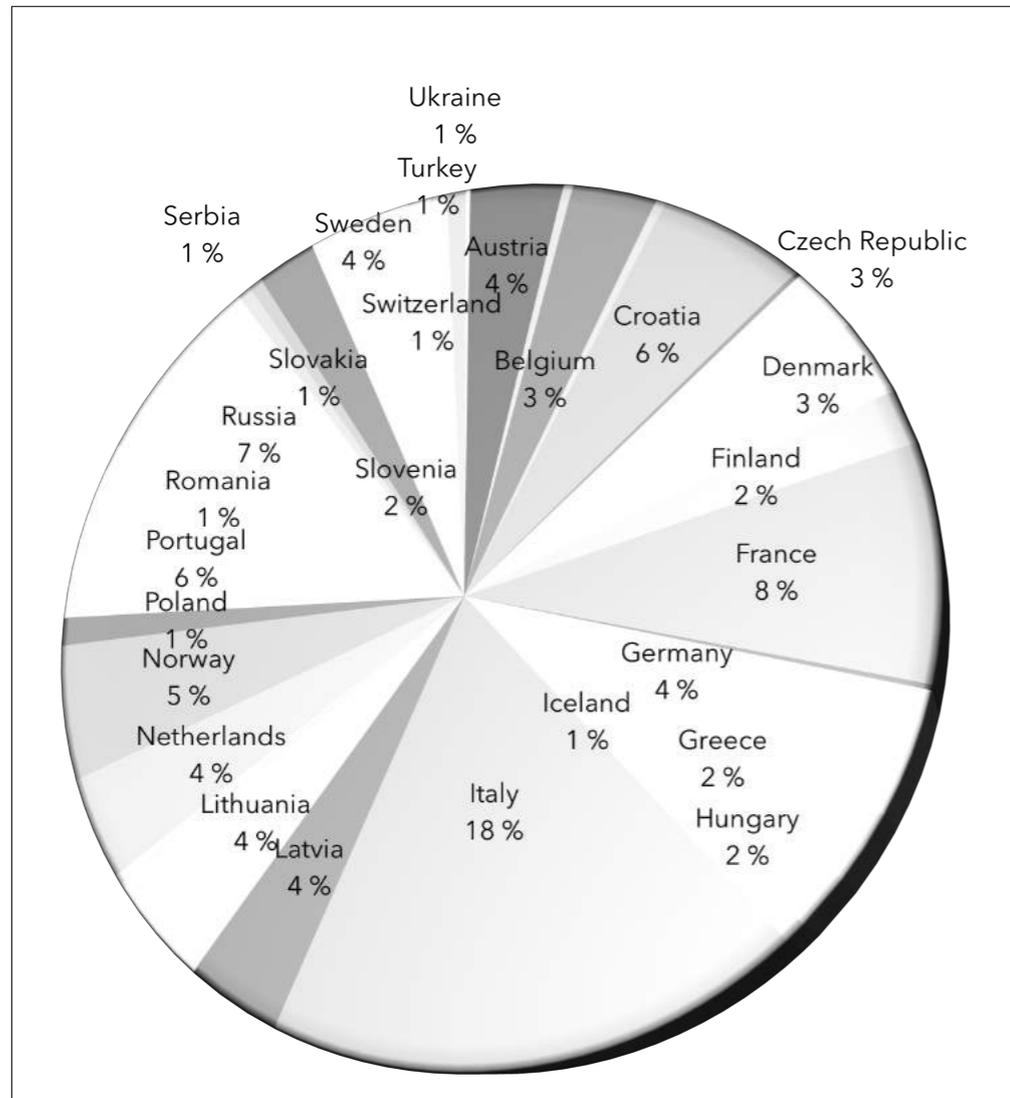
 **MARKETING STRATEGIES AND SUSTAINABILITY**





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



ANALYSIS INPUTS

 *MARKETING STRATEGIES AND SUSTAINABILITY*



REPORT EUROPEAN MUSEUMS

ANALYSIS INPUTS



MARKETING STRATEGIES AND SUSTAINABILITY

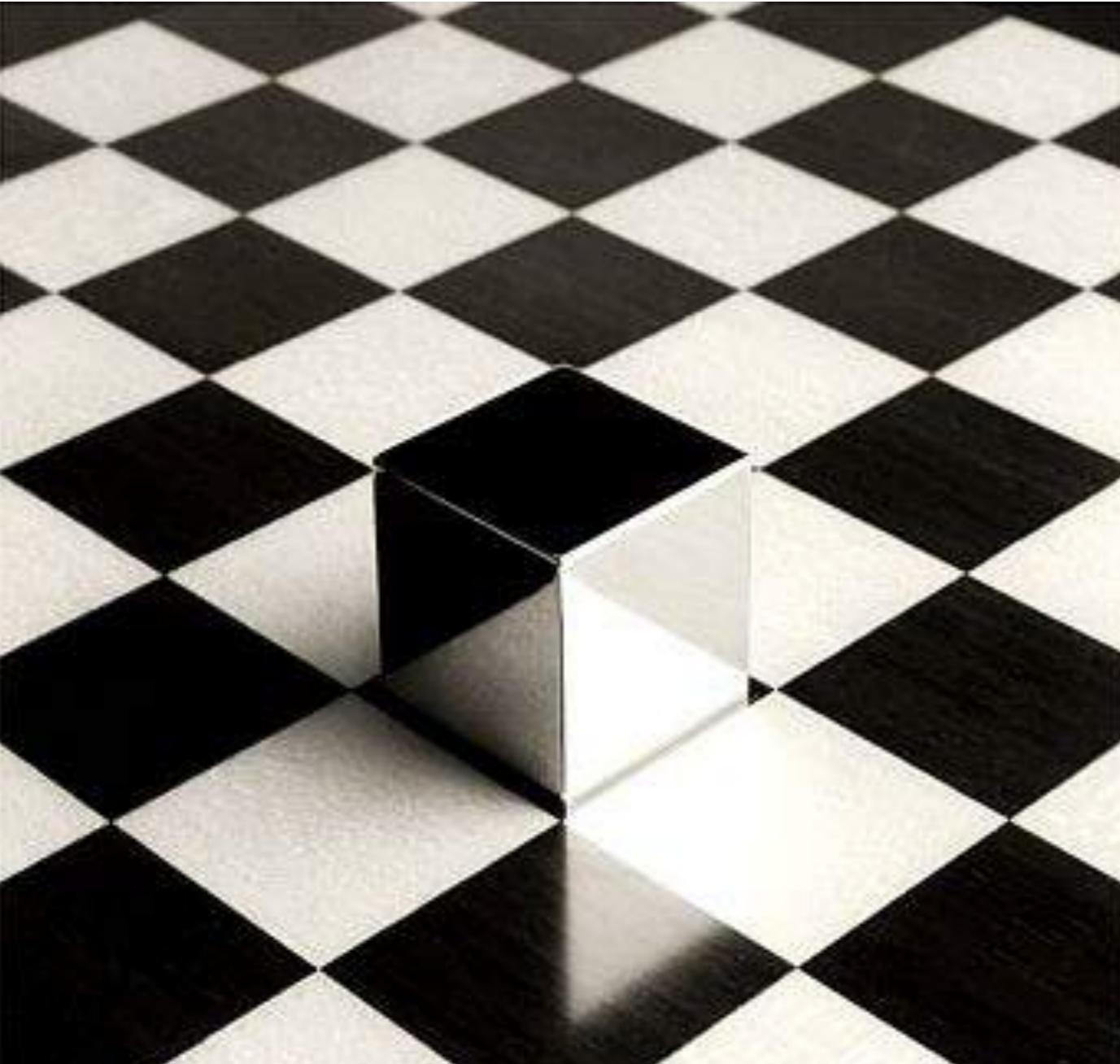
ANALYSIS INPUTS



Marketing strategies

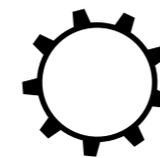
MARKETING STRATEGIES

 *MARKETING STRATEGIES AND SUSTAINABILITY*

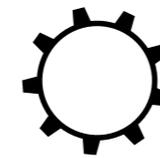


Marketing strategies

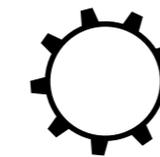
Have been measured through:



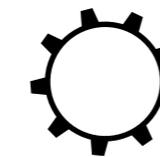
VISITOR ORIENTATION



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

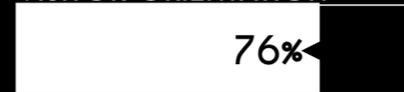


MARKETING STRATEGIES

 *MARKETING STRATEGIES AND SUSTAINABILITY*

7,1

VISITOR ORIENTATION



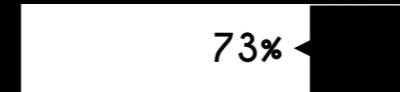
COMPETITOR ORIENTATION



DONOR ORIENTATION



INTERFUNCTIONAL COORDINATION



REPORT EUROPEAN MUSEUMS

ANALYSIS INPUTS



MARKETING STRATEGIES AND SUSTAINABILITY

ANALYSIS INPUTS



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



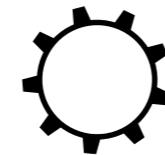
CUSTOMER VALUE

 *MARKETING STRATEGIES AND SUSTAINABILITY*

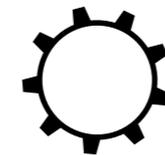


Customer Value

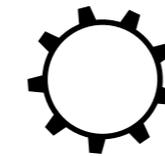
Has been measured through:



QUALITY



VALUE FOR MONEY



PRESTIGE



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



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



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



REPORT EUROPEAN MUSEUMS

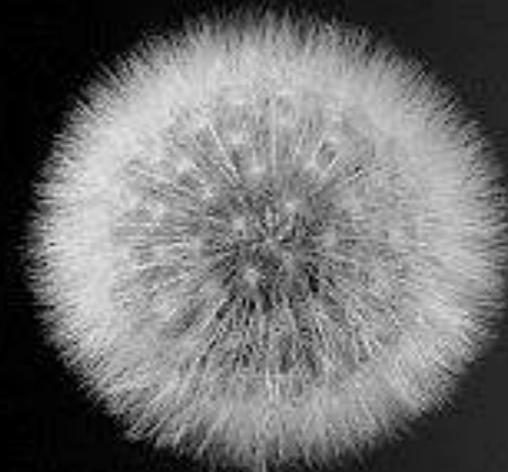
ANALYSIS INPUTS

 *MARKETING STRATEGIES AND SUSTAINABILITY*

ANALYSIS INPUTS



Sustainability





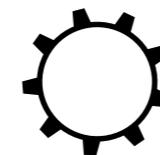
SUSTAINABILITY

 *MARKETING STRATEGIES AND SUSTAINABILITY*

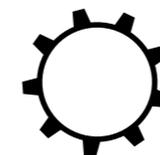


Sustainability

Has been measured through



ECONOMIC SUSTAINABILITY



SOCIAL SUSTAINABILITY



SUSTAINABILITY

 *MARKETING STRATEGIES AND SUSTAINABILITY*



ECONOMIC SUSTAINABILITY

Economic sustainability has been rated in

6,6

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

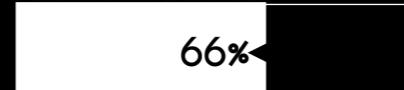


SUSTAINABILITY

 *MARKETING STRATEGIES AND SUSTAINABILITY*

7

ECONOMIC SUSTAINABILITY



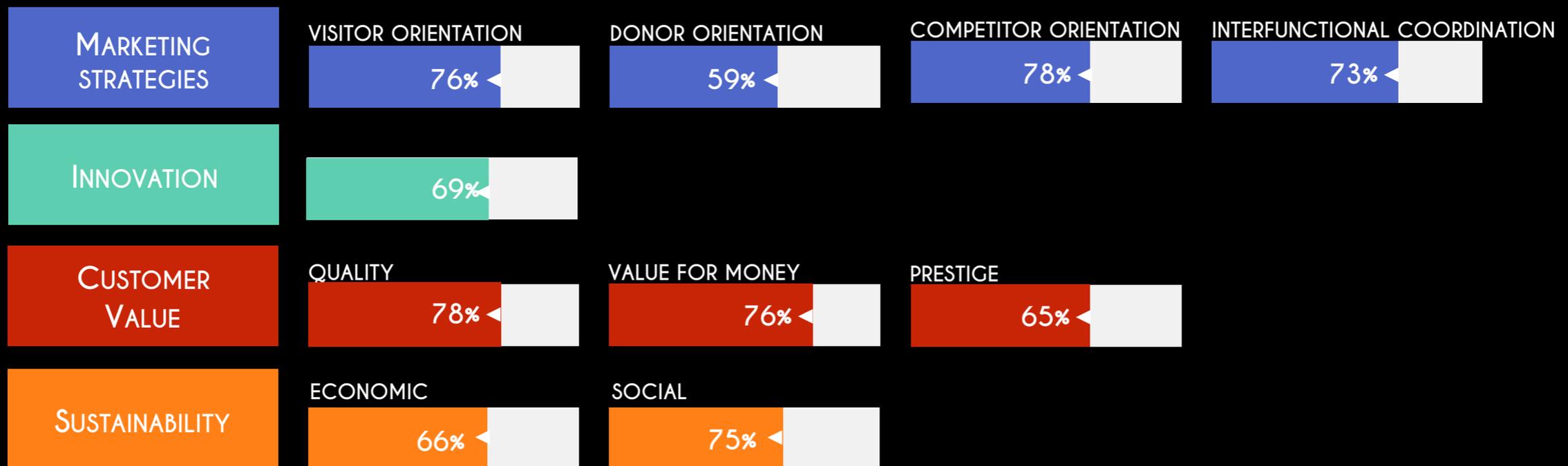
SOCIAL SUSTAINABILITY





ANALYSIS INPUTS

MARKETING STRATEGIES AND SUSTAINABILITY





ANALYSIS INPUTS

MARKETING STRATEGIES AND SUSTAINABILITY



MARKETING STRATEGIES



INNOVATION



CUSTOMER VALUE



SUSTAINABILITY



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

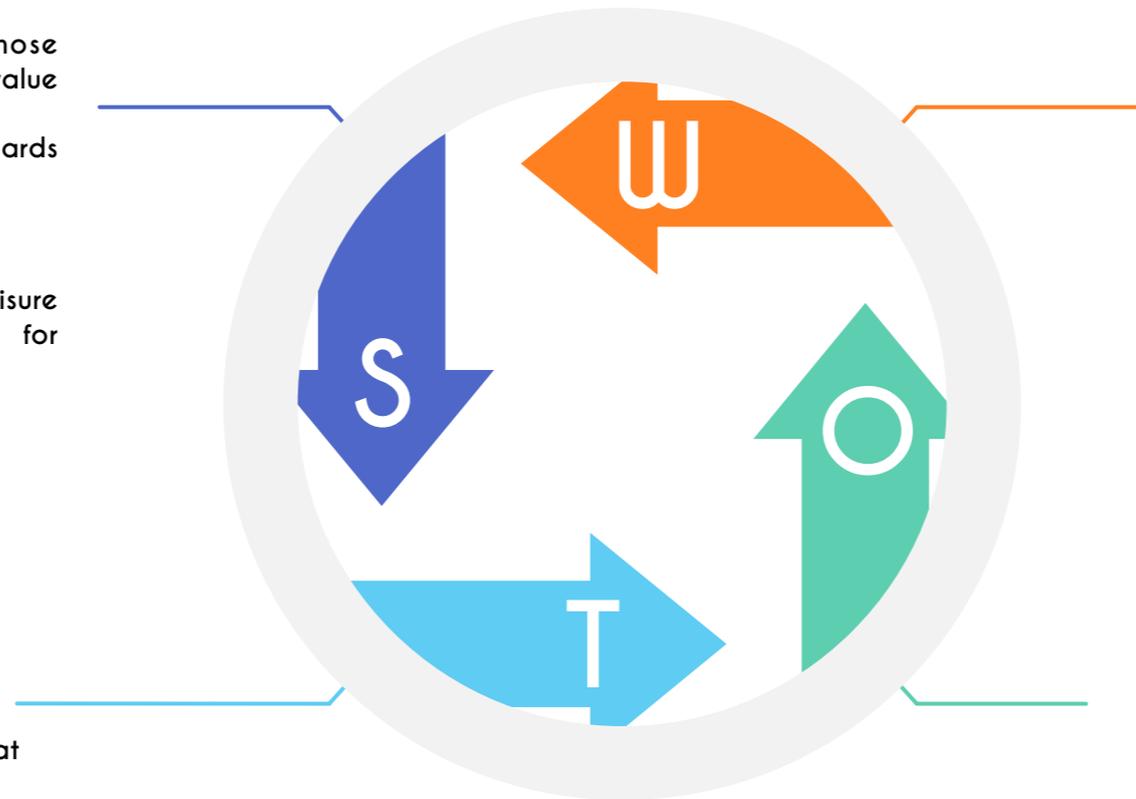
- **Innovation**
 - People are rewarded for new ideas that work.
- **Economic sustainability**
 - During these last three years the museum has diversified its financial lines (donations, public money, associations of friends, services, goods, shop...).
 - During these last three years the museum has 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

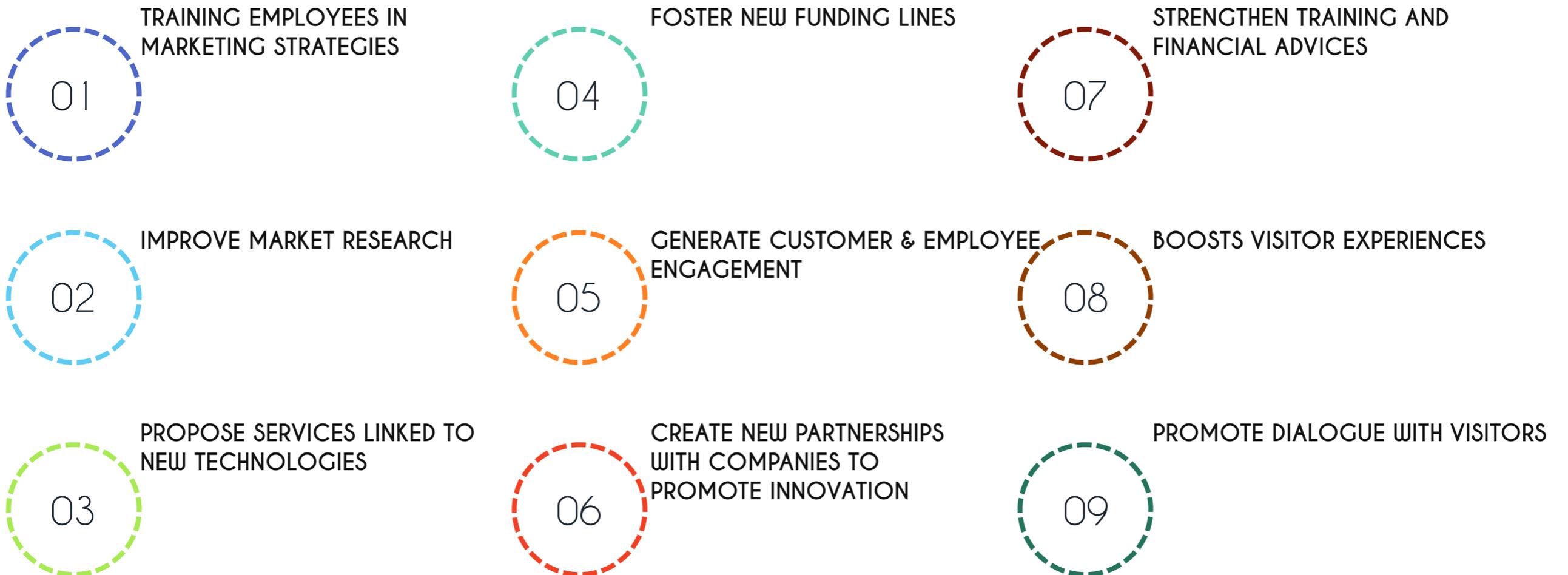
- **Quality**
 - Our staff treat visitors with great respect.
 - Our visitors genuinely enjoy visiting this museum.
- **Value for money**
 - Our museum rates are considered reasonable.
- **Social sustainability**
 - During these last three years visitors show their enthusiasm and satisfaction after their visit.
 - ... many visitors have returned or have recommended the visit to others.





PROPOSAL OF INITIATIVES

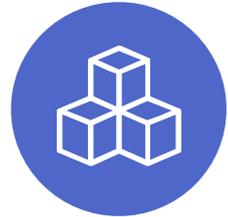
MARKETING STRATEGIES AND SUSTAINABILITY





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



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

UNIVERSAL MODEL

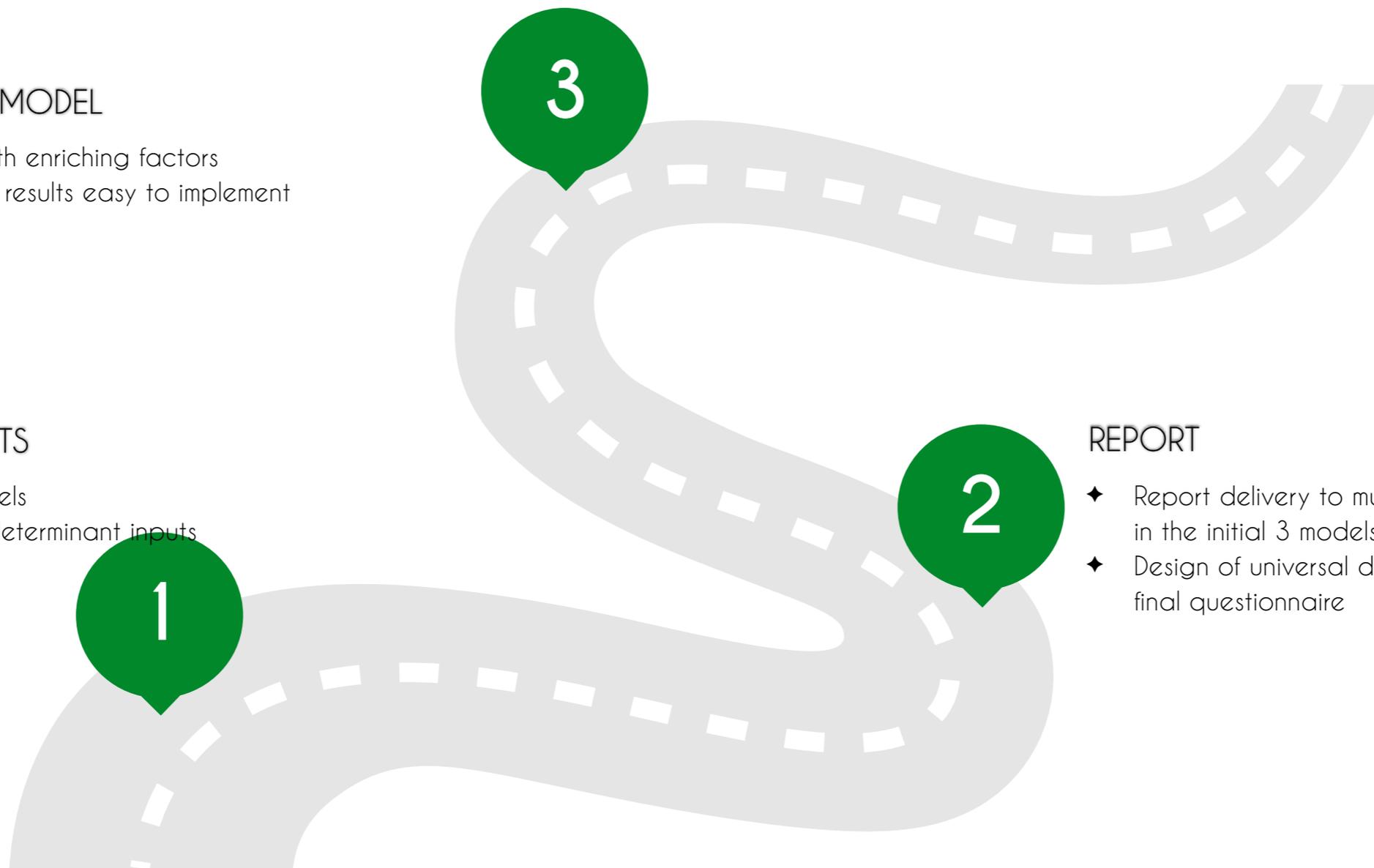
- ◆ Model with enriching factors
- ◆ Strategic results easy to implement

ANALYSIS AND RESULTS

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

REPORT

- ◆ Report delivery to museums involved in the initial 3 models
- ◆ Design of universal design model and final questionnaire



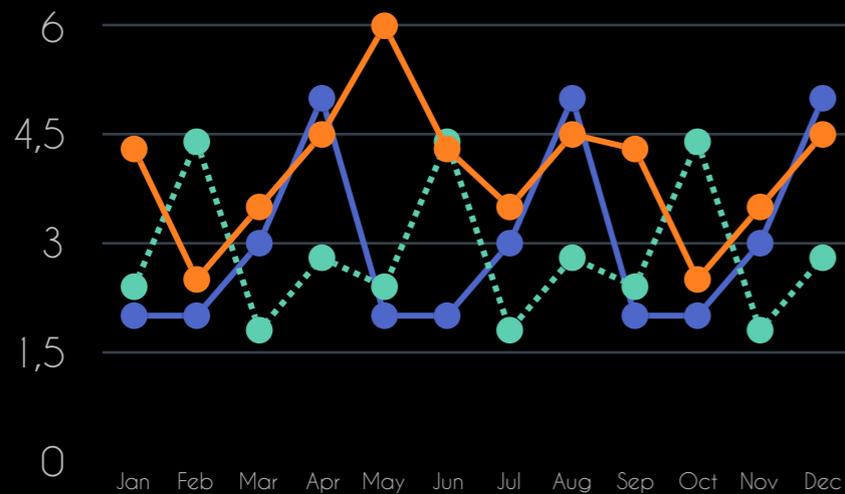


MOMENT OF...

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

DATA CONFIDENTIALITY

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

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OUR MISSION

#mkturismocultural



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

INCUBATOR FOR THE FUTURE CULTURE

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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



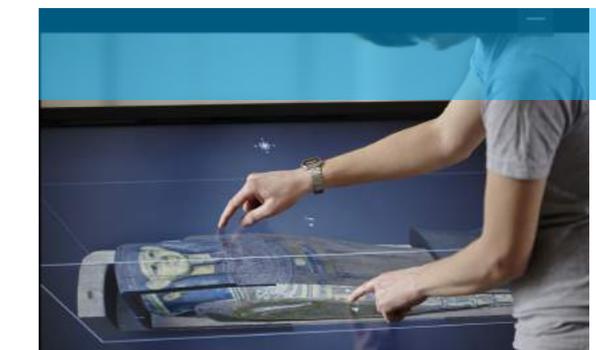
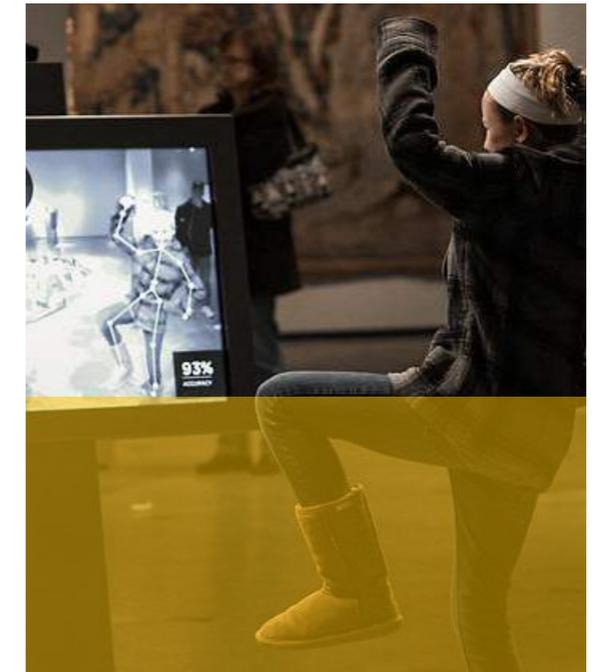
Operational phase



Results

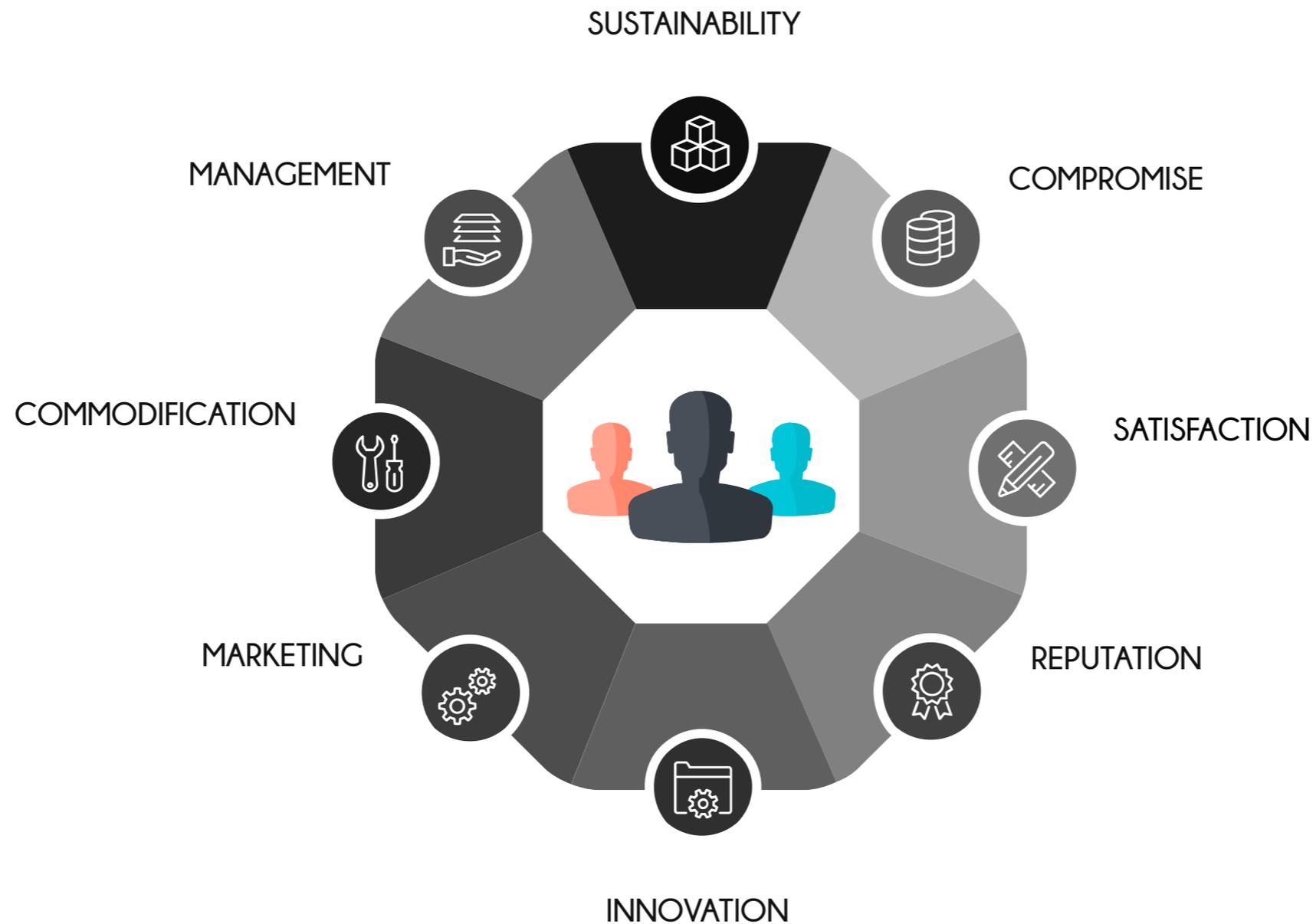


Action plan



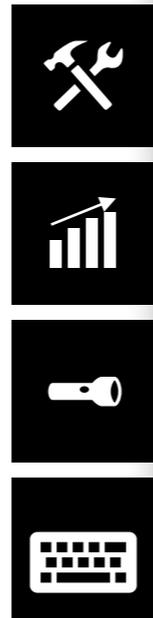
STCHP OBJECTIVES

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THE TEAM'S BOOK

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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>



LIBROS PROFESIONALES DE EMPRESA

ESIC

DE EMPRESA

ESIC

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

To view index and some parts of the book: <https://goo.gl/Jkxfif>

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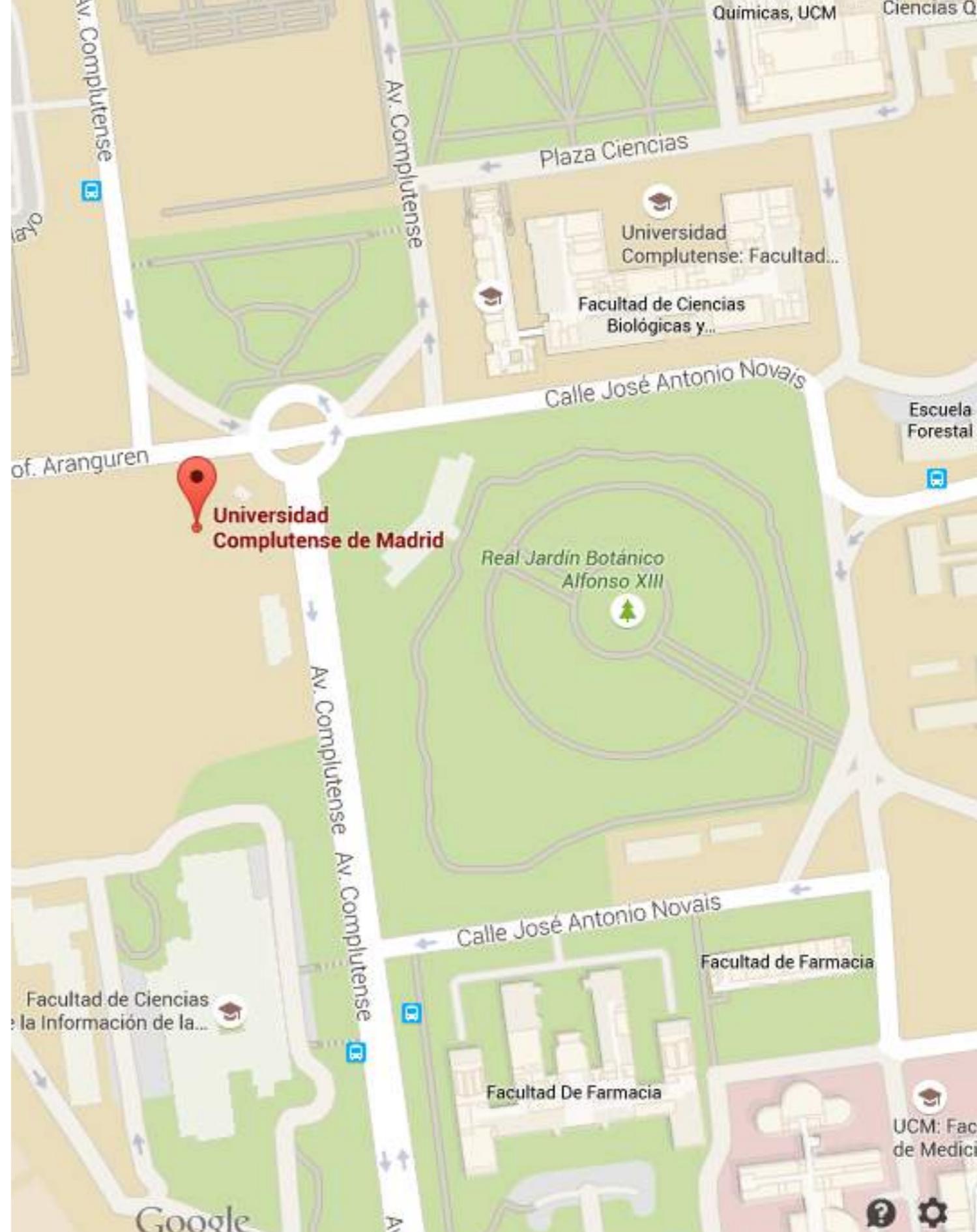
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The SUSTAINABLE TOURISM AND CULTURAL HERITAGE PROJECT team thanks all employees of European museums that have contributed in this research by facilitating their answers.



SUSTAINABLE TOURISM AND CULTURAL HERITAGE PROJECT
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