

REPORT UK & USA MUSEUMS

RESEARCH



MARKETING STRATEGIES AND SUSTAINABILITY








UK & USA MUSEUMS*

*THIS REPORT CONSIDERS JUST NORTHERN IRELAND.



REPORT UK & USA MUSEUMS

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

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 *MARKETING STRATEGIES AND SUSTAINABILITY*

UK & USA Museums



SAMPLE PROFILE



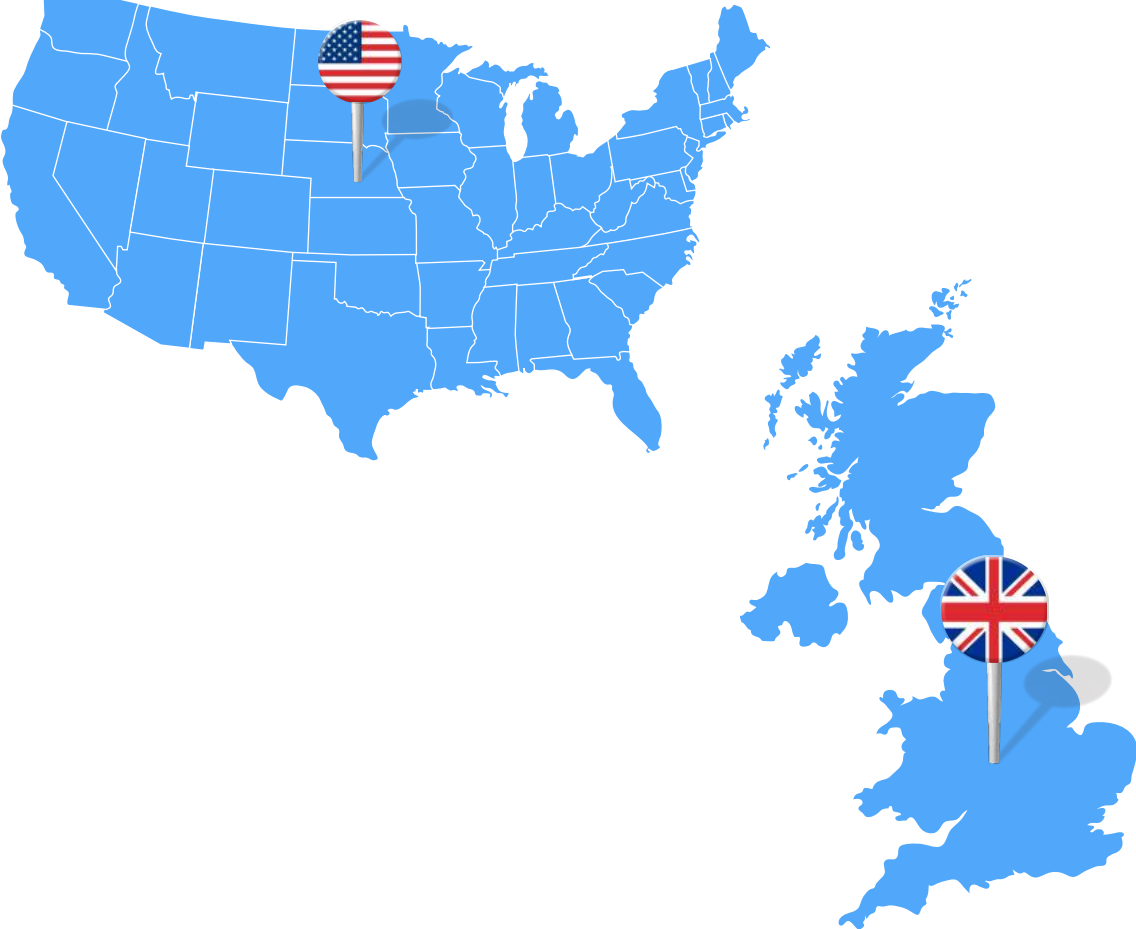
SWOT



ANALYSIS INPUTS



ACTION PLAN



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INTRODUCTION



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

The study began on May 6, 2015 via an online survey for staff of UK & USA museums. This questionnaire included the following criteria to assess the sustainability perceived by employees of museums:

- ***Tourist functionality***

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

- ***Marketing strategies***

These questions refer to marketing strategies developed at the museum.



- ***Learning orientation***

This dimension examines the perception of employees about the learning strategies developed in their museums.

- ***Sustainability***

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



INFORMATION COLLECTION

 *MARKETING STRATEGIES AND SUSTAINABILITY*

DATES:

6th of May 2015
to the 16th of August 2016

UK SAMPLE:

199 museums

USA SAMPLE:

172 museums





INFORMATION COLLECTION



MARKETING STRATEGIES AND SUSTAINABILITY

199 UK museums



of the respondents
are management
staff

37%

are public museums

56%

receive > 100,001
visitors

32%

has an entrance
free cost

61%

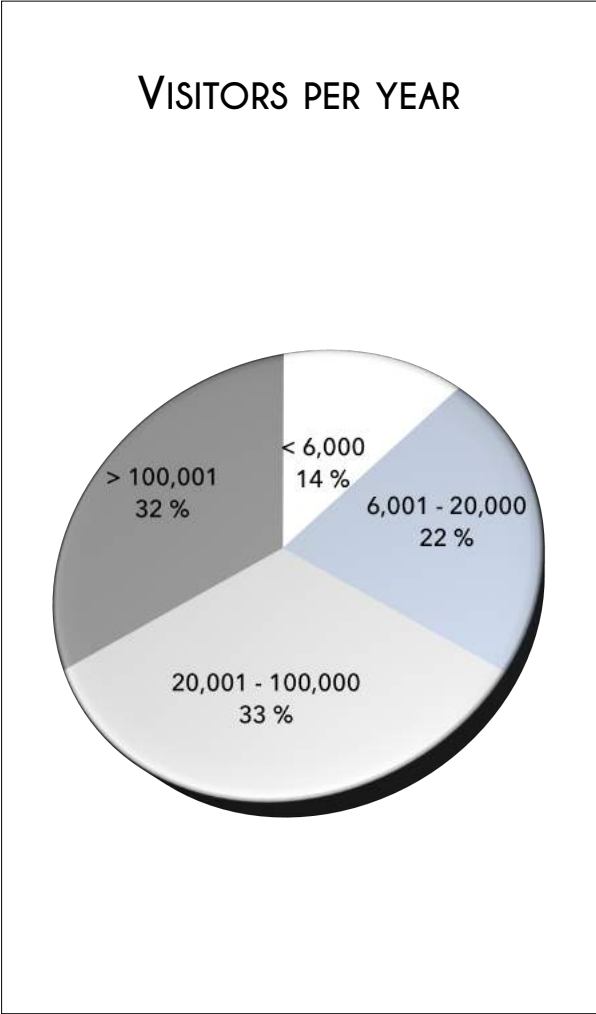
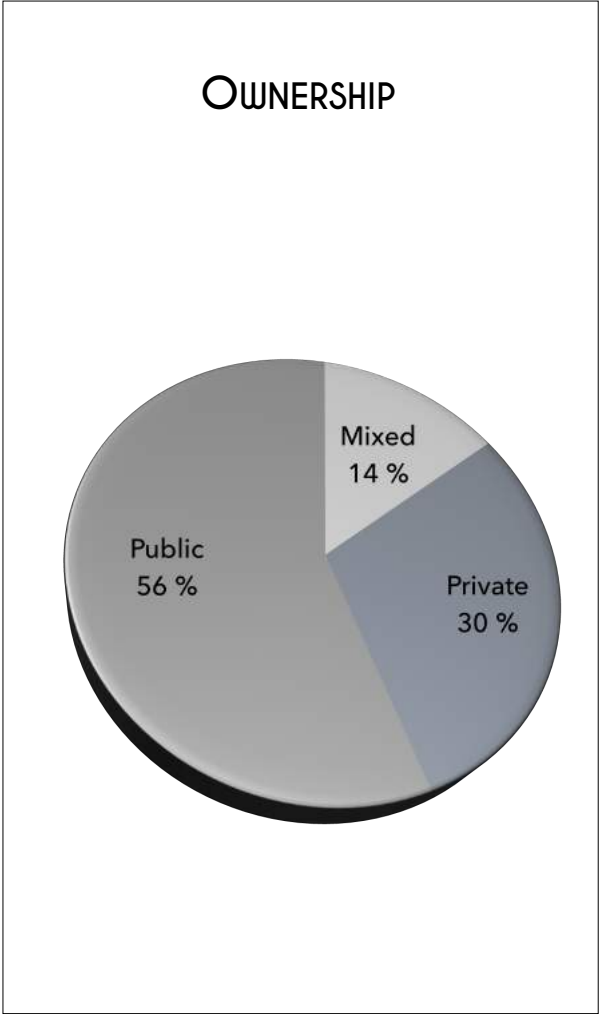
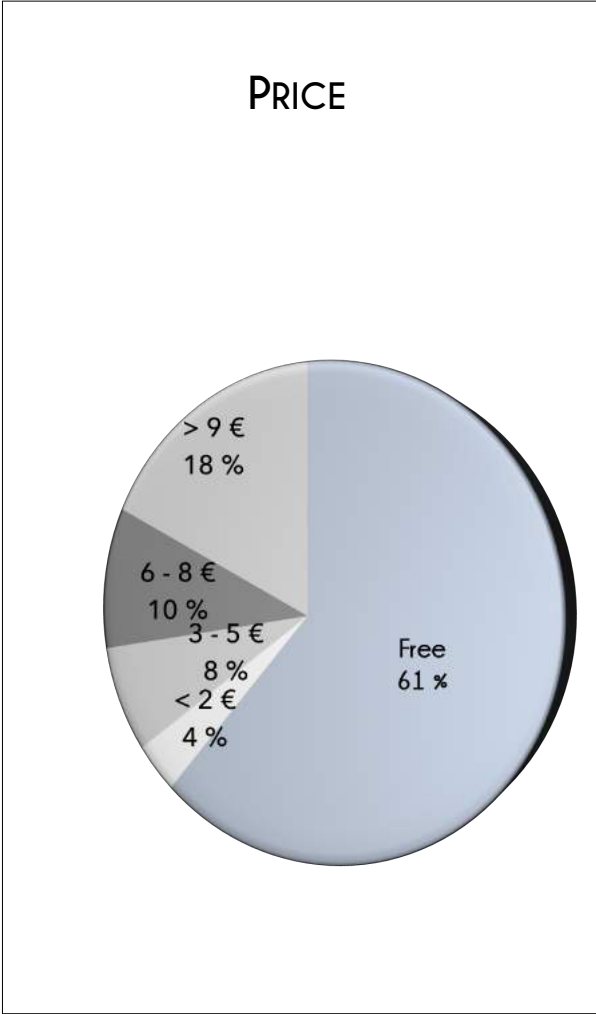
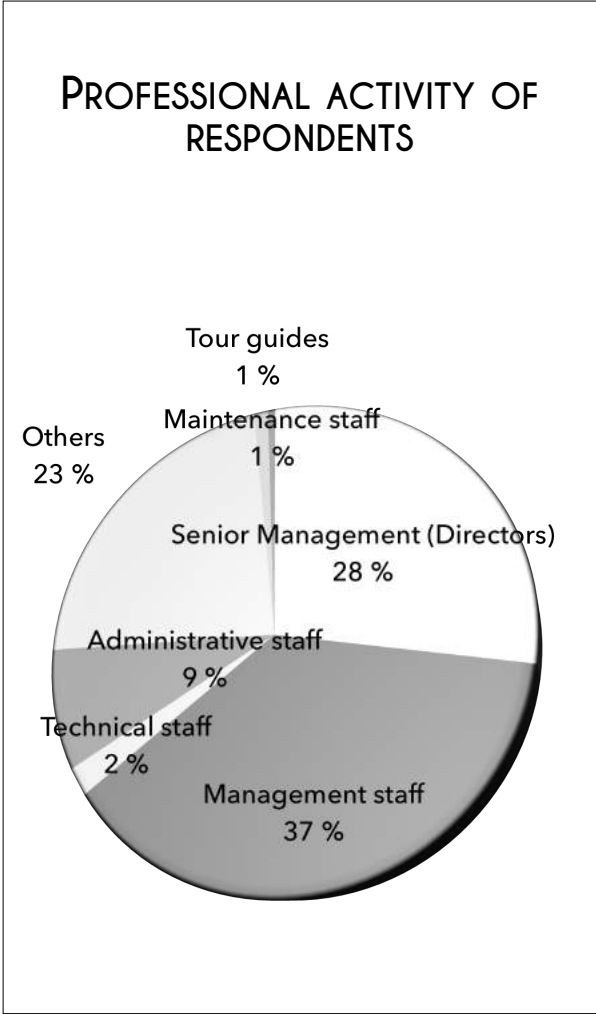
has an entrance
cost > 9 €

17.5%



INFORMATION COLLECTION

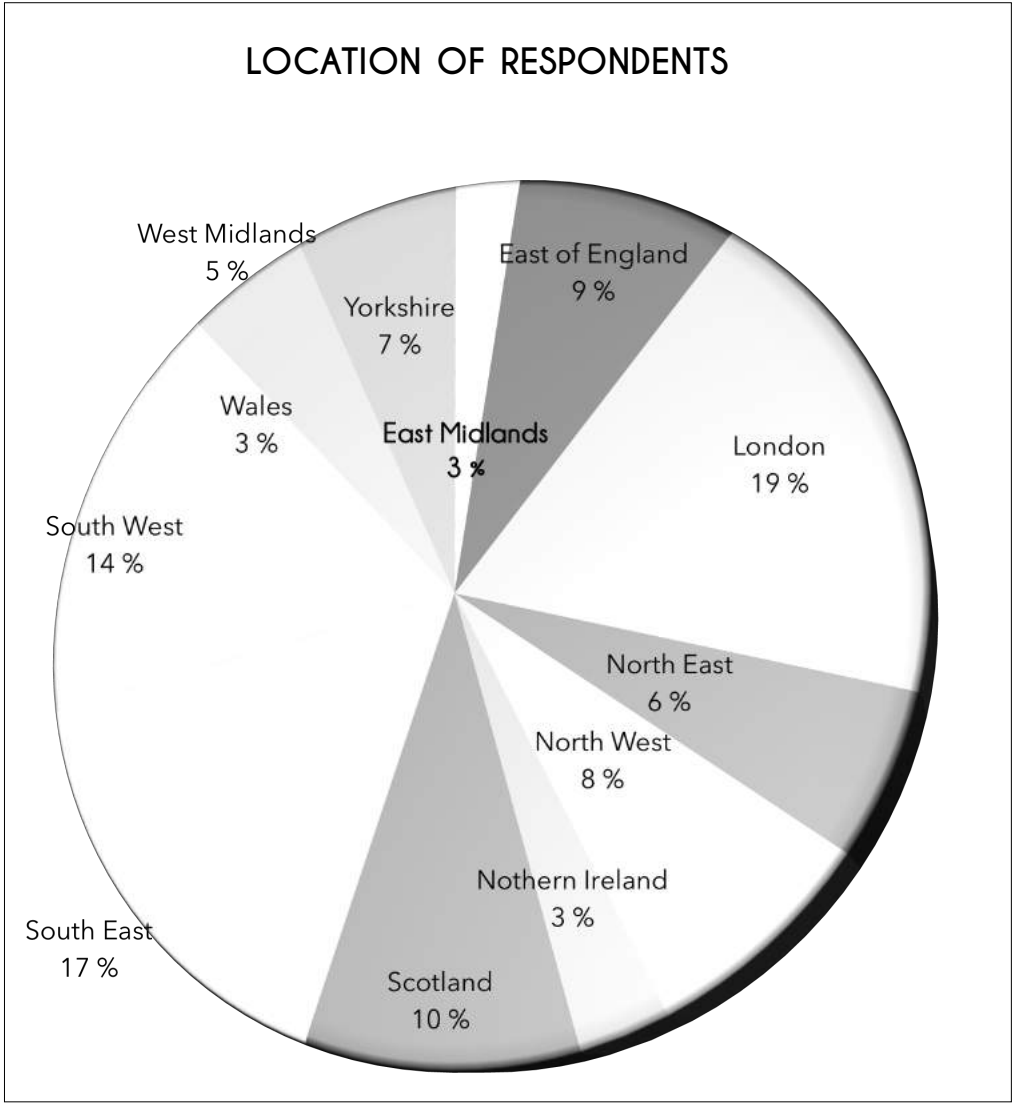
 *MARKETING STRATEGIES AND SUSTAINABILITY*





INFORMATION COLLECTION

 *MARKETING STRATEGIES AND SUSTAINABILITY*



Area	N° of museums
East Midlands	5
East of England	17
London	37
North East	11
North West	15
Nothern Ireland	6
Scotland	19
South East	33
South West	27
Wales	6
West Midlands	10
Yorkshire	13



INFORMATION COLLECTION



MARKETING STRATEGIES AND SUSTAINABILITY

172 USA museums



of the respondents
are management
staff

31%

are public museums

52%

receive > 100,001
visitors

35.5%

has an entrance
cost of 3-5 euros

9%

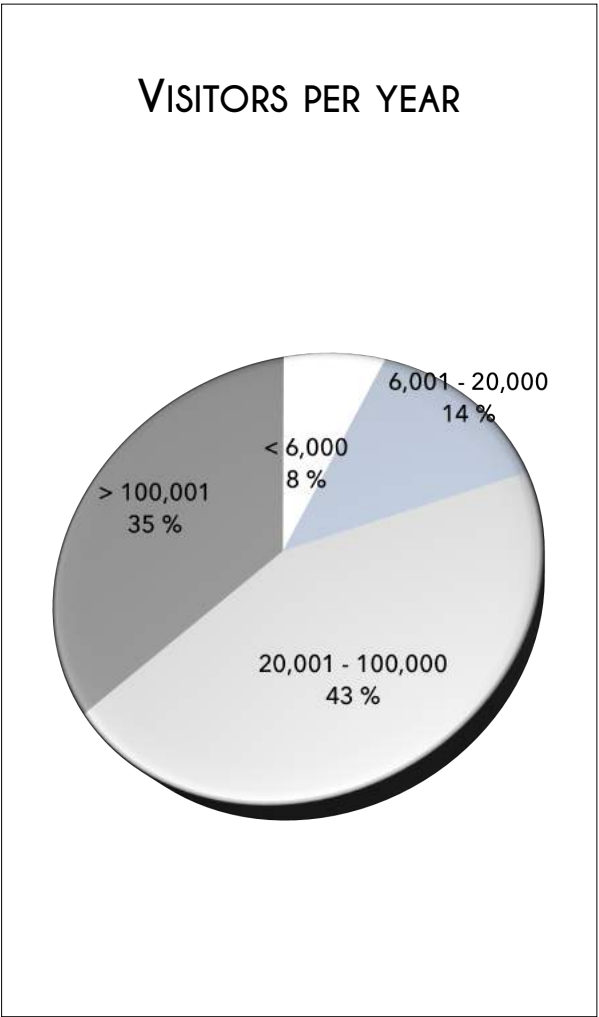
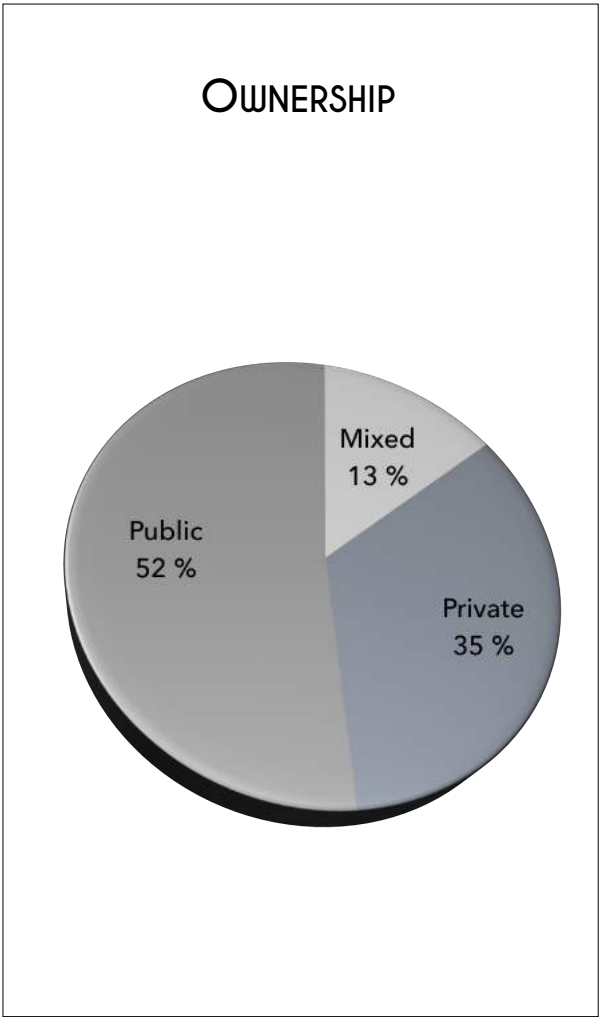
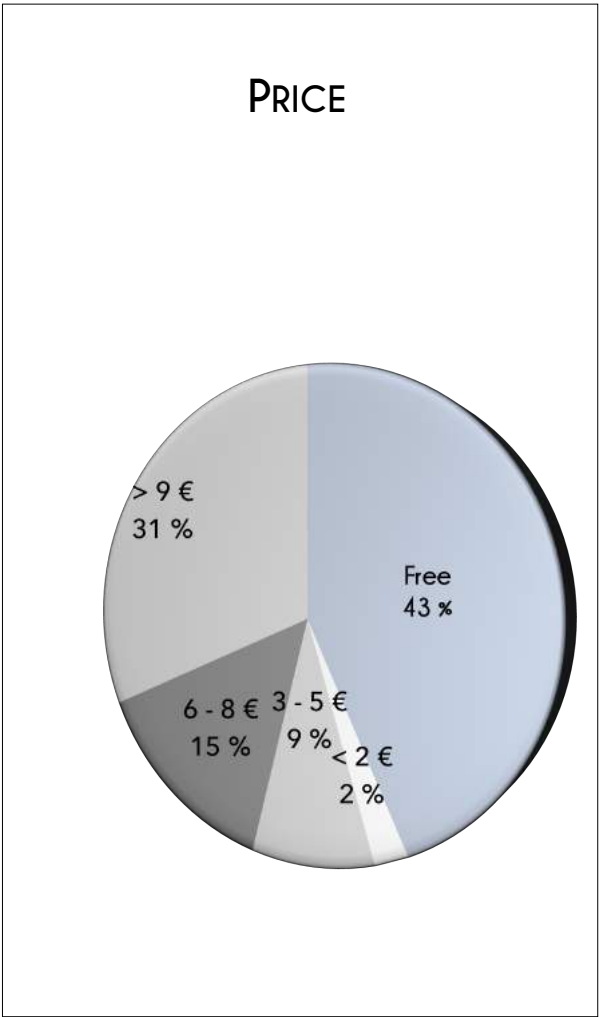
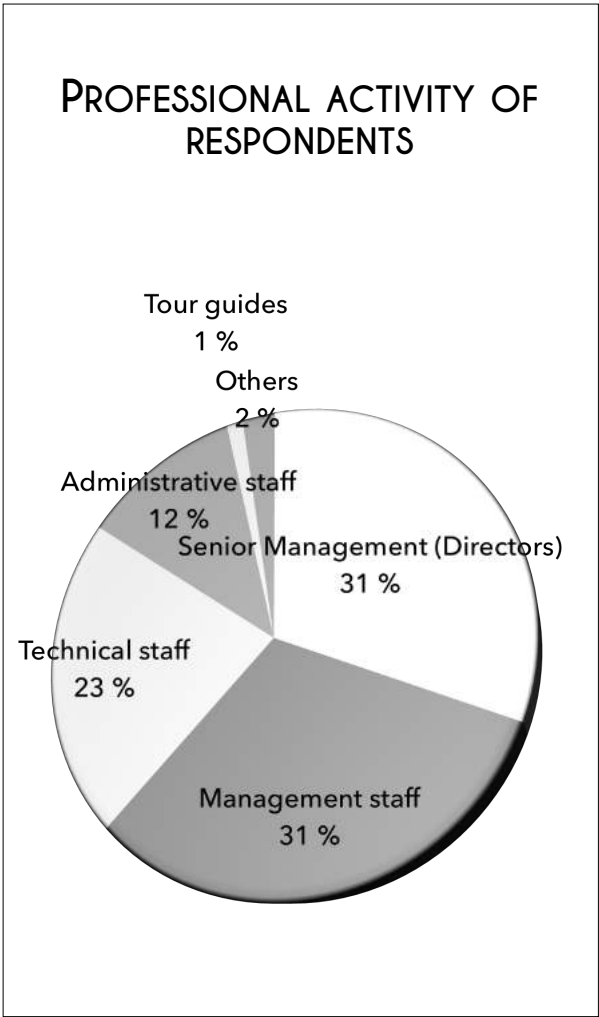
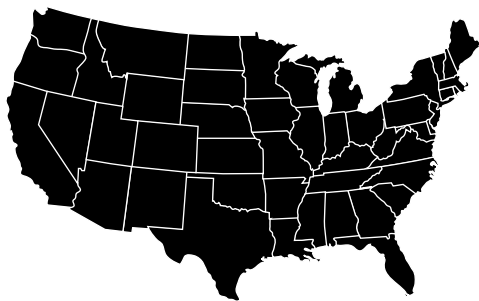
has an entrance
cost > 9 €

31%



INFORMATION COLLECTION

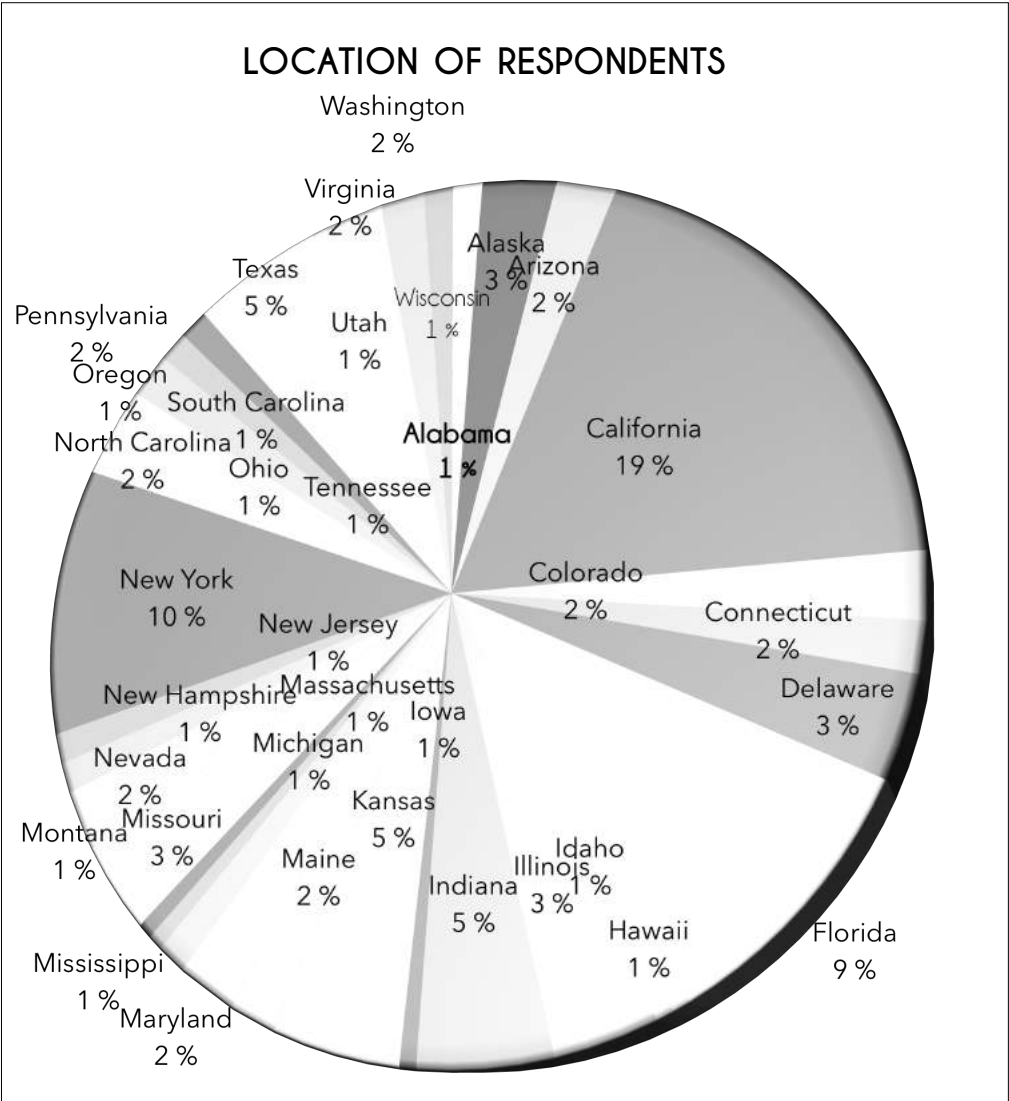
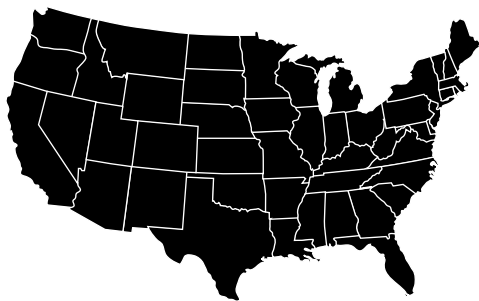
 *MARKETING STRATEGIES AND SUSTAINABILITY*





INFORMATION COLLECTION

 *MARKETING STRATEGIES AND SUSTAINABILITY*



Countries	N° of museums
Alabama	2
Alaska	5
Arizona	4
California	32
Colorado	4
Connecticut	3
Delaware	6
Florida	16
Hawaii	1
Idaho	1
Illinois	6
Indiana	8
Iowa	1
Kansas	8
Maine	3
Maryland	4
Massachusetts	2
Michigan	1
Mississippi	1
Missouri	6
Montana	1
Nevada	3
New Hampshire	2
New Jersey	2
New York	18
North Carolina	4
Ohio	1
Oregon	1
Pennsylvania	3
South Carolina	2
Tennessee	2
Texas	9
Utah	1
Virginia	4
Washington	3
Wisconsin	2



ANALYSIS INPUTS

 *MARKETING STRATEGIES AND SUSTAINABILITY*





ANALYSIS INPUTS



MARKETING STRATEGIES AND SUSTAINABILITY

Tourist functionality





TOURIST FUNCTIONALITY



MARKETING STRATEGIES AND SUSTAINABILITY



QUESTIONS		AVERAGES (out of 10)	
		IN UK MUSEUMS	IN USA MUSEUMS
1	The museum has the attractive power of a destination's primary resource.	6,9	7,3
2	The museum is appealing for visits.	8,3	8,8
3	Other functionalities are exploited above from the tourist (educative - courses, seminars -, as a cultural space - musicals or theatrical performances -, etc.).	7,3	8

REPORT UK & USA MUSEUMS

ANALYSIS INPUTS



MARKETING STRATEGIES AND SUSTAINABILITY

ANALYSIS INPUTS



Marketing strategies





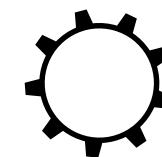
MARKETING STRATEGIES

 *MARKETING STRATEGIES AND SUSTAINABILITY*

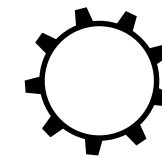


Marketing strategies

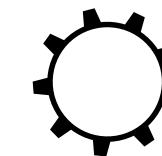
Have been measured through:



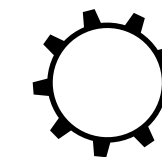
VISITOR ORIENTATION



DONOR ORIENTATION



COMPETITOR ORIENTATION



INTERFUNCTIONAL COORDINATION



MARKETING STRATEGIES

 *MARKETING STRATEGIES AND SUSTAINABILITY*

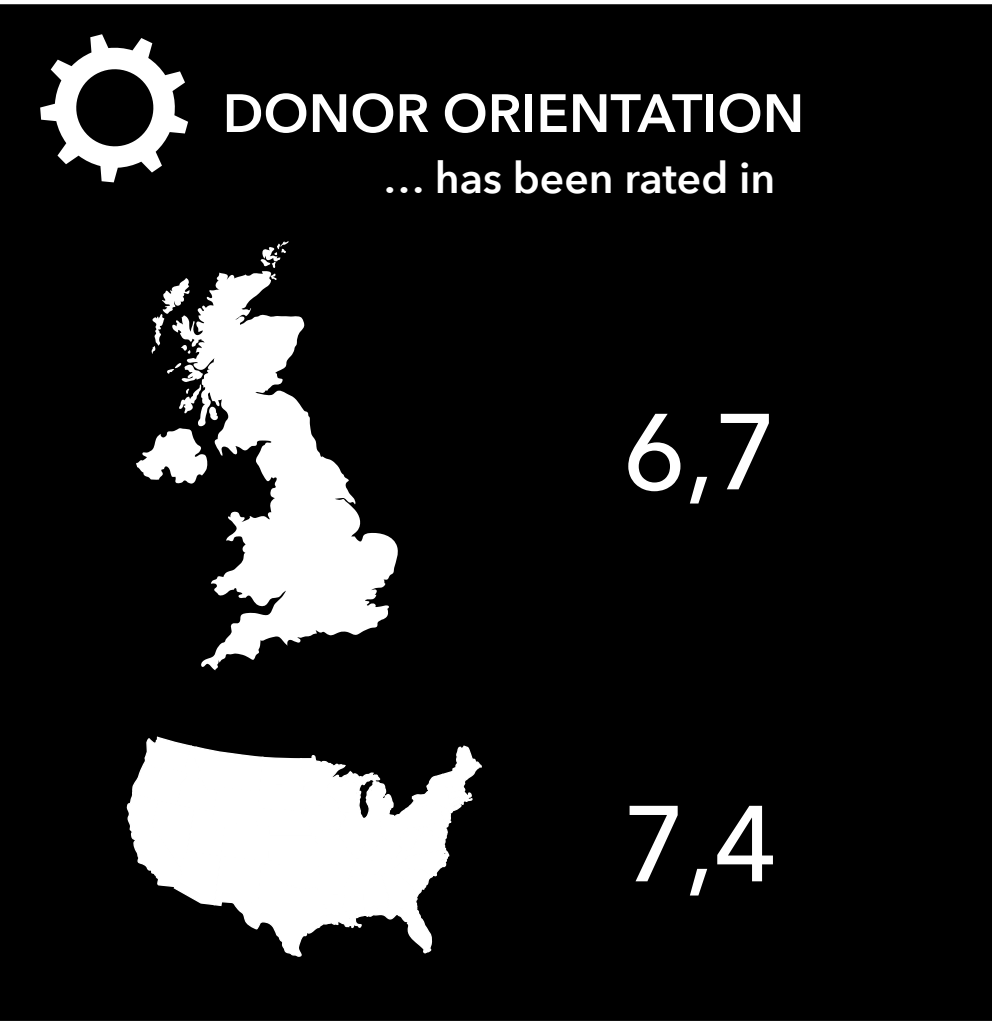


QUESTIONS		AVERAGES (out of 10)	
		IN UK MUSEUMS	IN USA MUSEUMS
1	Museum strategy is based on those aspects which we feel may create value for the visitor	8,3	8,5
2	The museum's goals are geared towards visitor satisfaction	8,4	8,4
3	We endeavour to keep abreast of changes so as to assess their impact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



MARKETING STRATEGIES

 *MARKETING STRATEGIES AND SUSTAINABILITY*

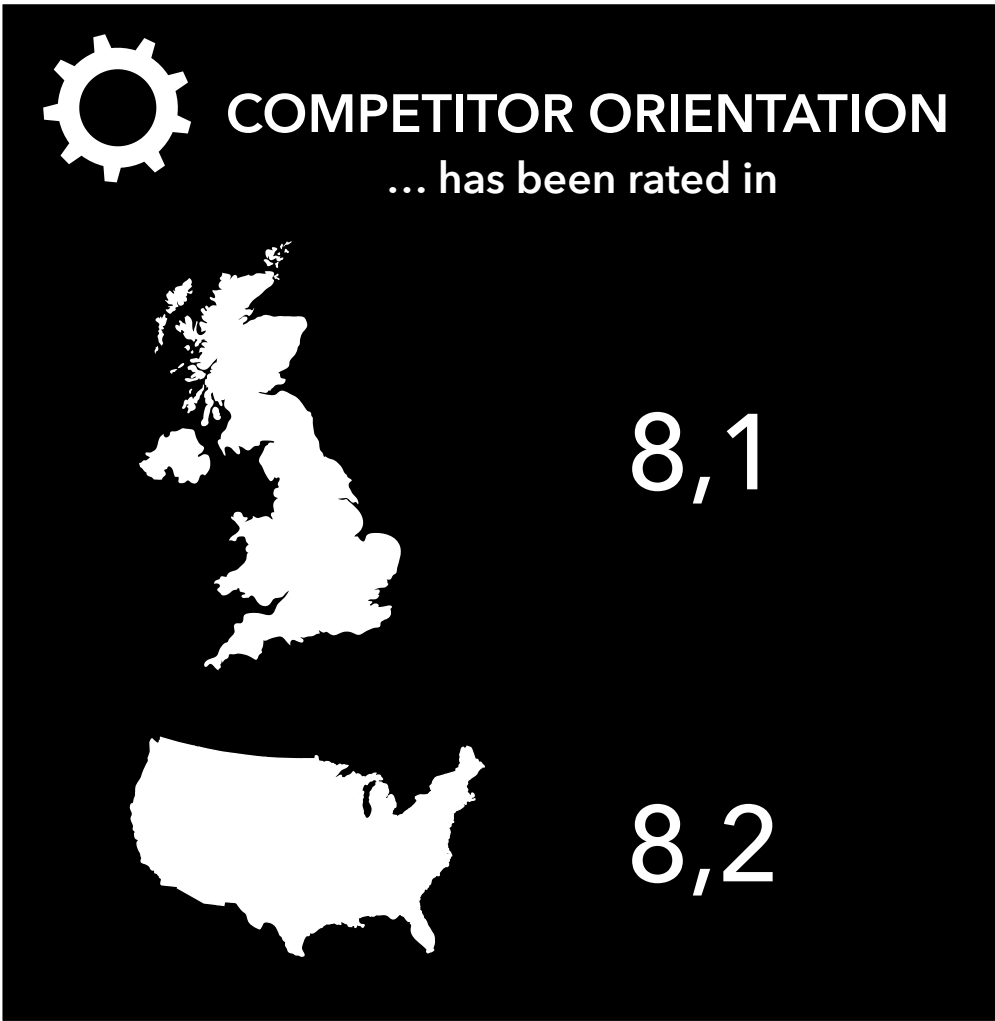


QUESTIONS		AVERAGES (out of 10)	
		IN UK MUSEUMS	IN USA MUSEUMS
1	Museum strategy is designed taking into account those aspects which we feel may create value for donors of resources	6,9	7,7
2	The museum's goals are geared towards donor satisfaction	6,5	7,2
3	We endeavour to keep abreast of changes so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



MARKETING STRATEGIES

 *MARKETING STRATEGIES AND SUSTAINABILITY*



QUESTIONS		AVERAGES (out of 10)	
		IN UK MUSEUMS	IN USA MUSEUMS
1	We make an effort to cooperate with other forms of tourism or leisure which complement what we have to offer	8,3	8,3
2	We cooperate with other cultural or leisure institutions to provide alternatives for visitors or to offer joint initiatives	7,9	8,1



MARKETING STRATEGIES

 *MARKETING STRATEGIES AND SUSTAINABILITY*



QUESTIONS	AVERAGES (out of 10)	
	IN UK MUSEUMS	IN USA MUSEUMS
1 Staff in the various departments work closely together	8,3	8,1
2 The museum is concerned with ensuring that the activities of all the departments are well coordinated	8,2	7,9
3 All departments are involved in drawing up the museum's plans	7,7	7,2



MARKETING STRATEGIES

 *MARKETING STRATEGIES AND SUSTAINABILITY*



VISITOR ORIENTATION

80%

COMPETITOR ORIENTATION

81%

DONOR ORIENTATION

67%

INTERFUNCTIONAL COORDINATION

80%



VISITOR ORIENTATION

80%

COMPETITOR ORIENTATION

82%

DONOR ORIENTATION

74%

INTERFUNCTIONAL COORDINATION

77%



REPORT UK & USA MUSEUMS

ANALYSIS INPUTS



MARKETING STRATEGIES AND SUSTAINABILITY

ANALYSIS INPUTS



Learning orientation



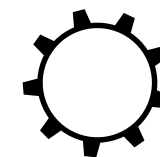
LEARNING ORIENTATION

 *MARKETING STRATEGIES AND SUSTAINABILITY*

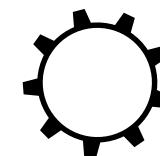


Customer Value

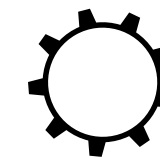
Has been measured through:



COMMITMENT TO LEARNING



SHARED VISION



OPEN-MINDEDNESS



LEARNING ORIENTATION

 *MARKETING STRATEGIES AND SUSTAINABILITY*

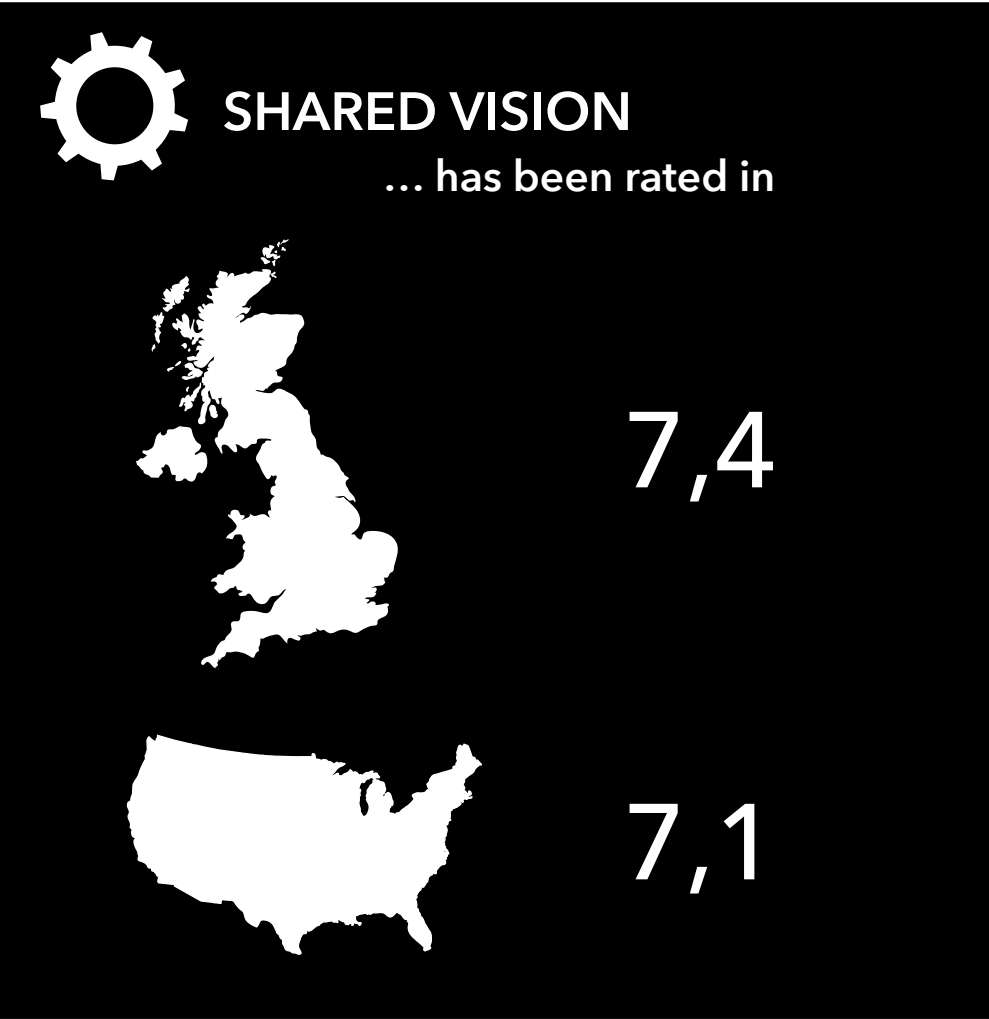


QUESTIONS		AVERAGES (out of 10)	
		IN UK MUSEUMS	IN USA MUSEUMS
1	Our museum's ability to learn is considered as a key competitive advantage.	7,7	7,5
2	Our museum values learning as a key to improvement.	8,3	8,1
3	Our museum believes that employee learning is an investment, not an expense	7,9	7,5
4	Learning in our museum is seen as a key to guarantee organizational survival.	7,7	7,4
5	The collective wisdom in our museum is that once we stop learning, we endanger our future.	7,7	7,4



LEARNING ORIENTATION

 *MARKETING STRATEGIES AND SUSTAINABILITY*

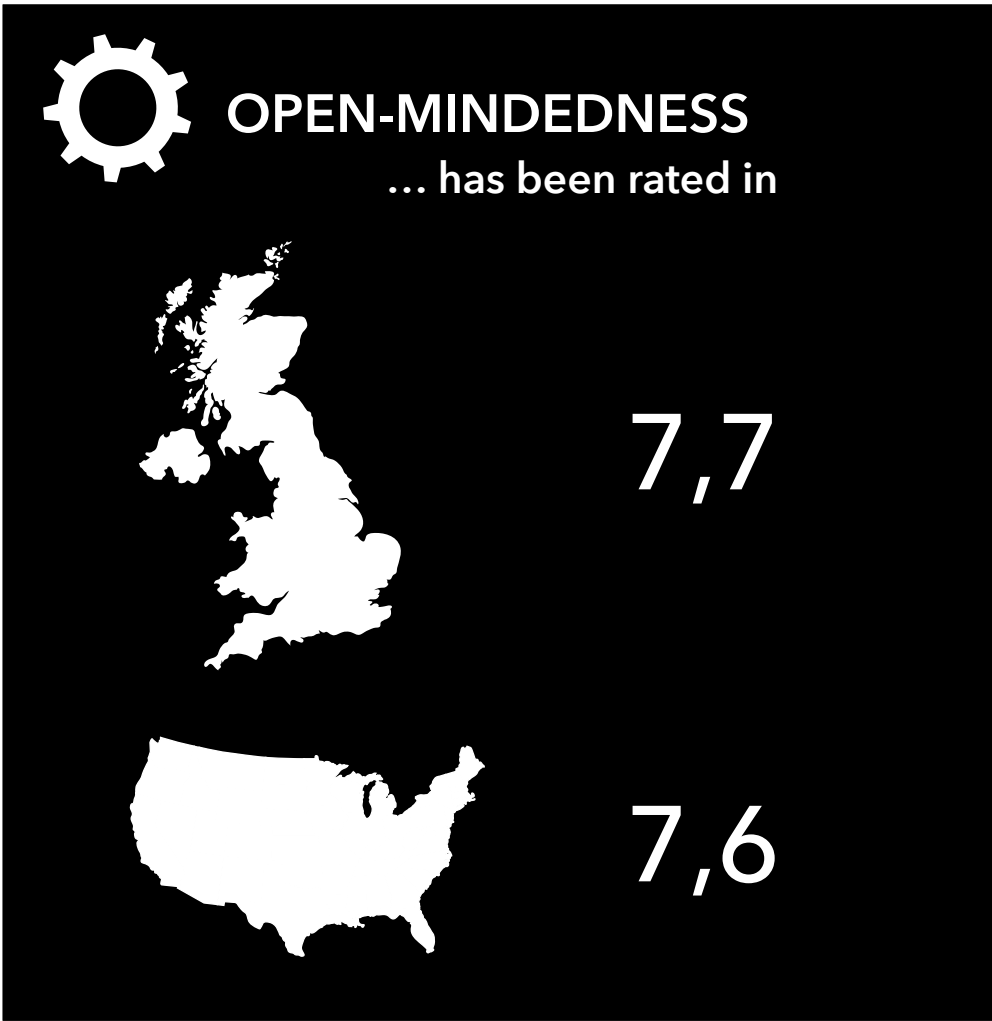


QUESTIONS		AVERAGES (out of 10)	
		IN UK MUSEUMS	IN USA MUSEUMS
1	In our museum all employees are aware of what we want to achieve.	7,7	7,4
2	In our museum all employees commit to the organizational goals	7,5	7,2
3	There is a total agreement on our organizational vision across all functions.	6,8	6,2
4	Employees view themselves as partners in charting the direction of the museum.	6,8	6,6
5	Management believes in sharing its vision for the organization with all employees	7,9	7,5
6	Management has a well-defined vision for the organization	7,8	7,4



LEARNING ORIENTATION

 *MARKETING STRATEGIES AND SUSTAINABILITY*

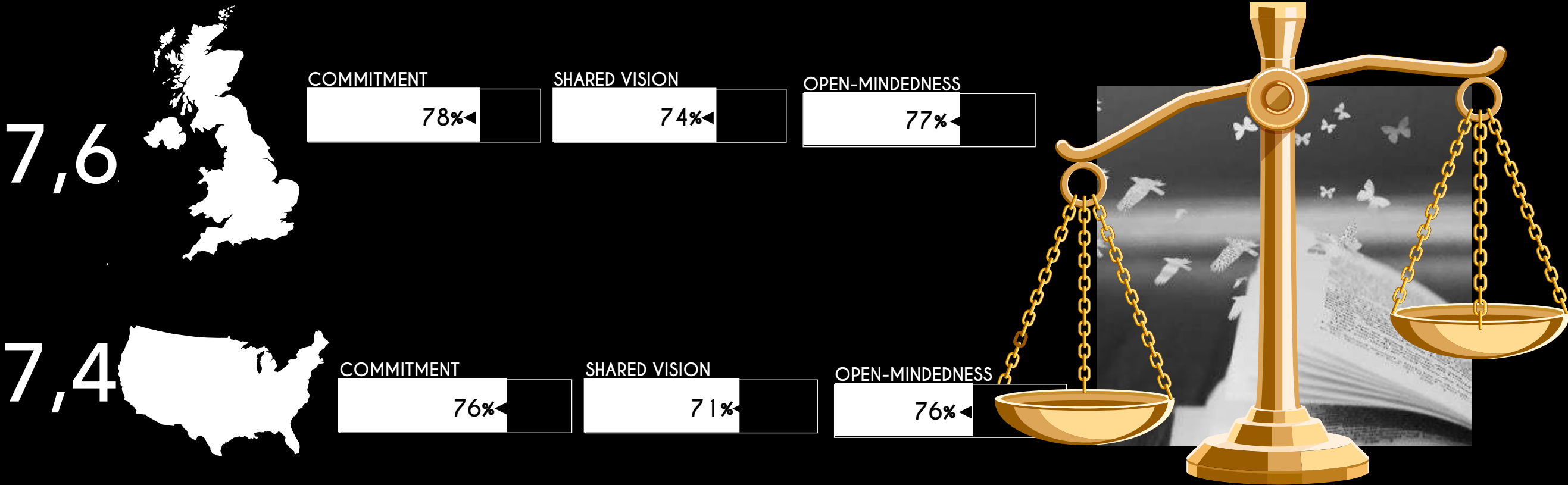


QUESTIONS		AVERAGES (out of 10)	
		IN UK MUSEUMS	IN USA MUSEUMS
1	We reflect critically on the shared assumptions we have about the way we manage visitors.	7,3	7,1
2	Our museum places a high value on open-mindedness.	7,6	7,7
3	Employees are encouraged to contribute original ideas that may increase museum's success.	8,1	7,9
4	Original ideas are highly valued in this museum.	7,8	7,8



LEARNING ORIENTATION

 *MARKETING STRATEGIES AND SUSTAINABILITY*



REPORT UK & USA MUSEUMS

ANALYSIS INPUTS



MARKETING STRATEGIES AND SUSTAINABILITY

ANALYSIS INPUTS



Sustainability



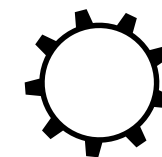
SUSTAINABILITY

 *MARKETING STRATEGIES AND SUSTAINABILITY*

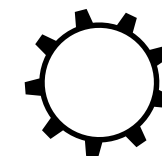


Sustainability

Has been measured through



ECONOMIC SUSTAINABILITY



SOCIAL SUSTAINABILITY



SUSTAINABILITY



MARKETING STRATEGIES AND SUSTAINABILITY



QUESTIONS		AVERAGES (out of 10)	
		IN UK MUSEUMS	IN USA MUSEUMS
1	During these last three years the income the museum has generated has increased.	6,4	7,4
2	During these last three years the number of visitors has increased.	7,6	8
3	During these last three years the museum has completely fulfilled its financial objectives	6,8	6,7
4	During these last three years has diversified its financial lines (donations, public money, associations of friends, services, goods, shop...).	7,1	6,7



SUSTAINABILITY

 *MARKETING STRATEGIES AND SUSTAINABILITY*

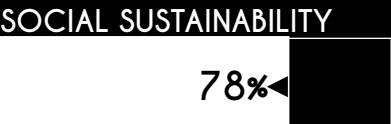


QUESTIONS	AVERAGES (out of 10)	
	IN UK MUSEUMS	IN USA MUSEUMS
1 During these last three years the museum has improved its reputation and prestige.	8,1	8,4
2 ... visitors show their enthusiasm and satisfaction after their visit.	8,6	8,6
3 ... many visitors have returned or have recommended the visit to others.	8,4	8,6
4 ... the museum has contributed in the improvement locals' standard of living.	6,6	7,3
5 ... the museum has contributed in increasing visitors' interest (they are more sharp in their knowledge after their visit).	7,9	8,2
6 ... the museum has completely fulfilled the objectives respecting conservation and the improvement of the collections it accommodates.	7,3	7
7 ... contributed in raising community's awareness about the exhibitions it shows.	8	8,2
8 ... has transformed into cultural reference point in this area.	7,1	7,6



SUSTAINABILITY

 *MARKETING STRATEGIES AND SUSTAINABILITY*





UK ANALYSIS INPUTS



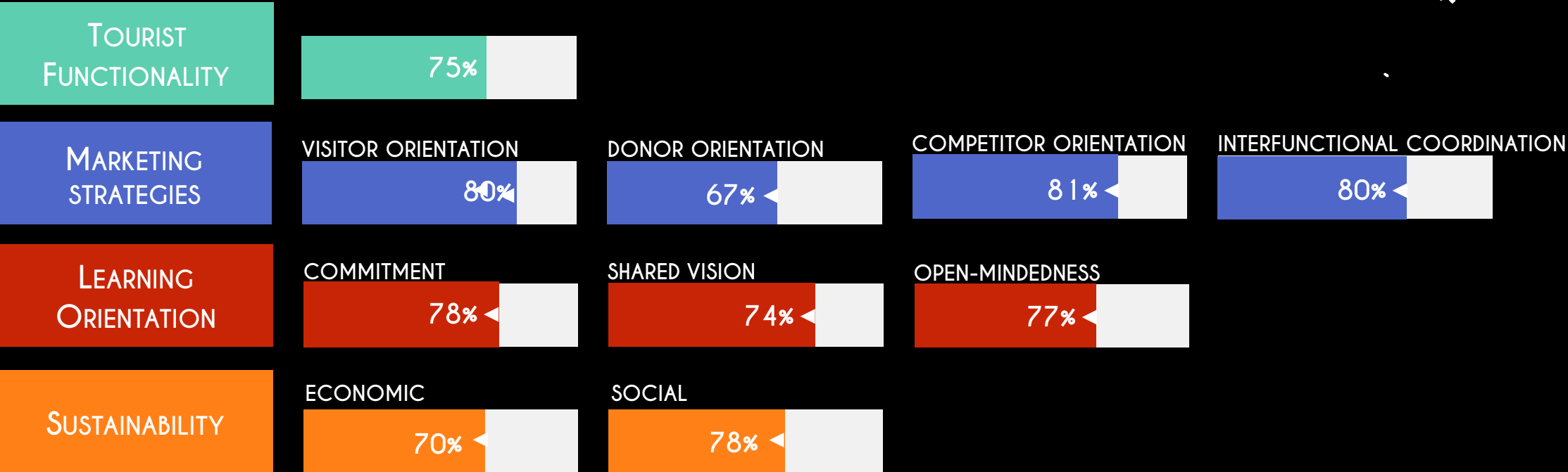
MARKETING STRATEGIES AND SUSTAINABILITY





UK ANALYSIS INPUTS

MARKETING STRATEGIES AND SUSTAINABILITY





UK ANALYSIS INPUTS

 *MARKETING STRATEGIES AND SUSTAINABILITY*



TOURIST FUNCTIONALITY



MARKETING STRATEGIES



LEARNING ORIENTATION



SUSTAINABILITY



01 Special attention to
SUSTAINABILITY

02 Boost
MARKETING STRATEGIES

03 Stands out
LEARNING ORIENTATION

UK SWOT ANALYSIS

 **MARKETING STRATEGIES AND SUSTAINABILITY**

SWOT

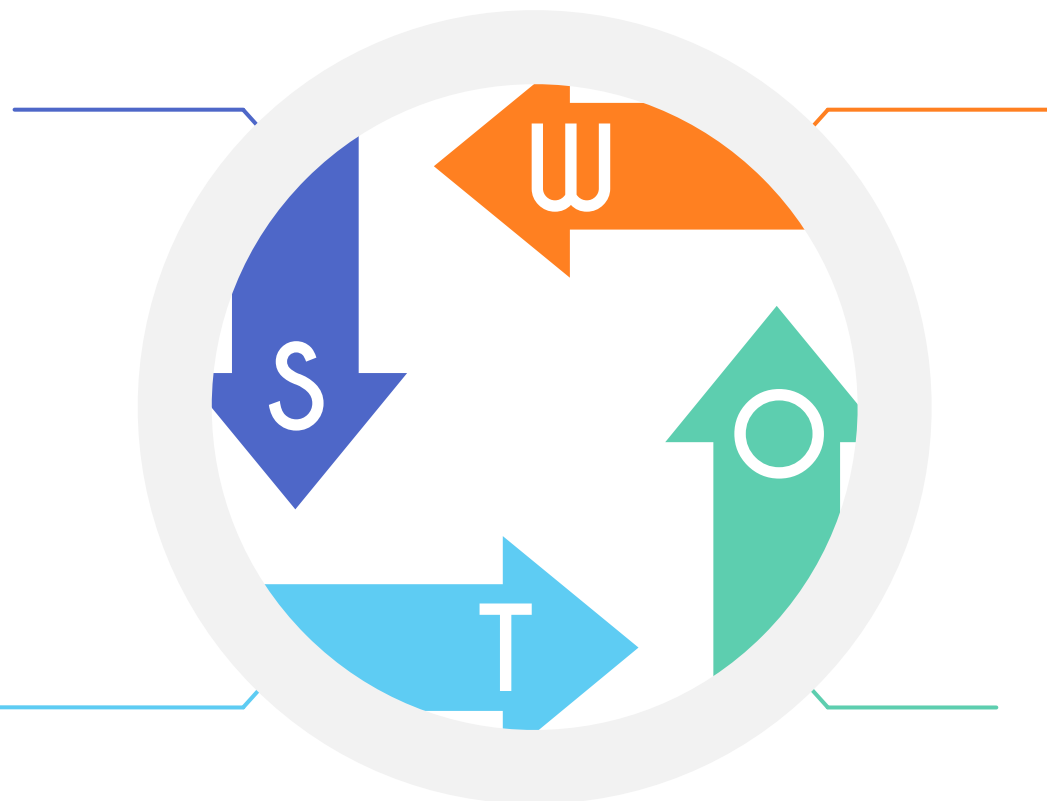


Strengths

- **Competitor orientation**
 - We make an effort to cooperate with other forms of tourism or leisure which complement what we have to offer.
- **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.

Threats

- **Economic sustainability**
 - During these last three years the income the museum has generated has increased.
 - During these last three years the museum has completely fulfilled its financial objectives.
- **Shared vision**
 - There is a total agreement on our organizational vision across all functions.
 - Employees view themselves as partners in charting the direction of the museum.



Weakness

- **Tourist functionality**
 - The museum has the attractive power of a destination's primary resource.
- **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.
 - Museum strategy is designed taking into account those aspects which we feel may create value for donors of resources

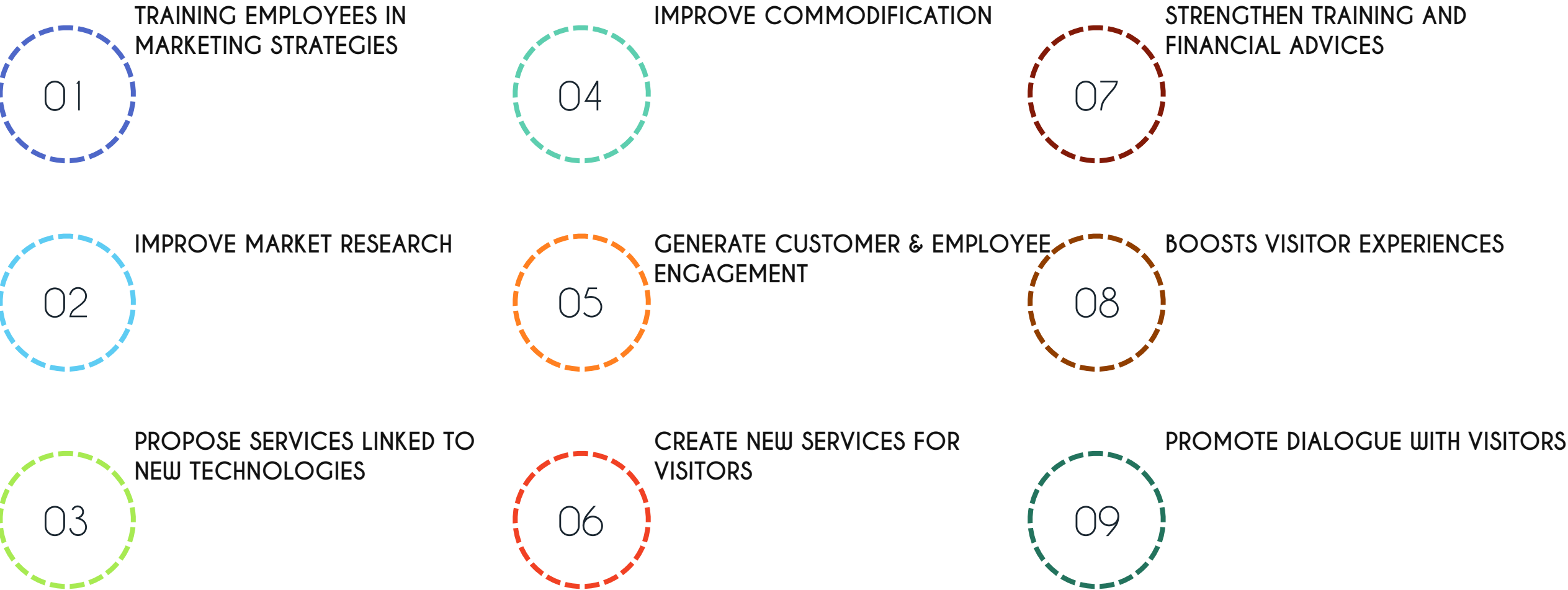
Opportunities

- **Commitment to learning**
 - Our museum values learning as a key to improvement.
- **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.



UK PROPOSAL OF INITIATIVES

 *MARKETING STRATEGIES AND SUSTAINABILITY*



UK 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.



IMPROVE COMMODIFICATION

Boost the tourist functionalities of the museum. Position the museum as a primary tourist attraction of the destination.



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.



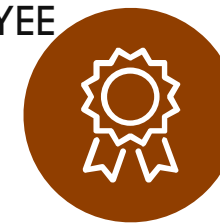
IMPROVE MARKET RESEARCH

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).



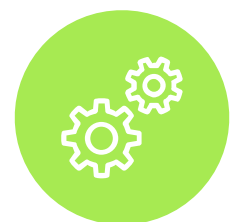
GENERATE CUSTOMER & EMPLOYEE ENGAGEMENT

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 SERVICES FOR VISITORS

Create new services (e.g. night visits, specialized visits, workshops, etc.) to improve economic sustainability.



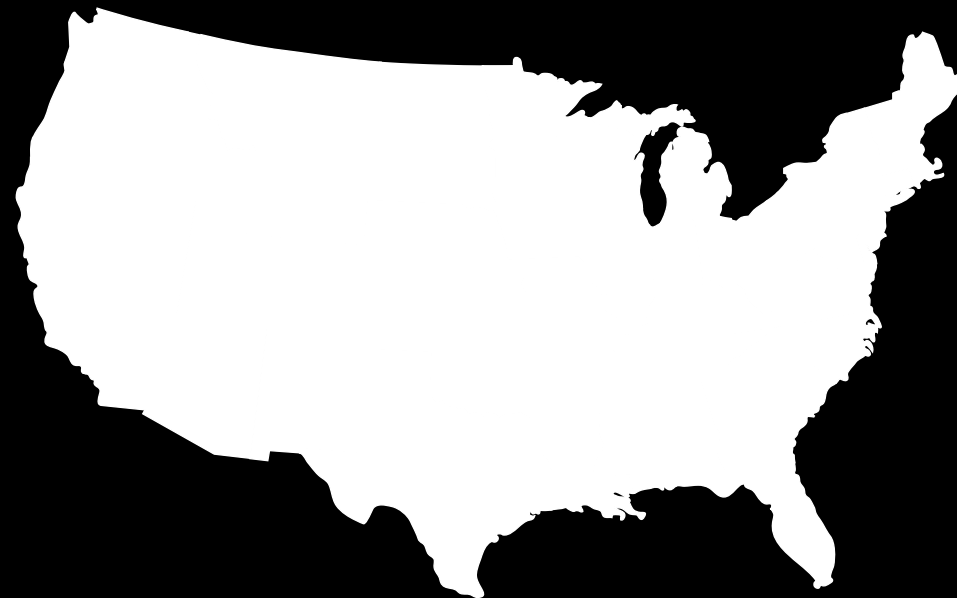
PROMOTE DIALOGUE WITH VISITORS

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



USA ANALYSIS INPUTS

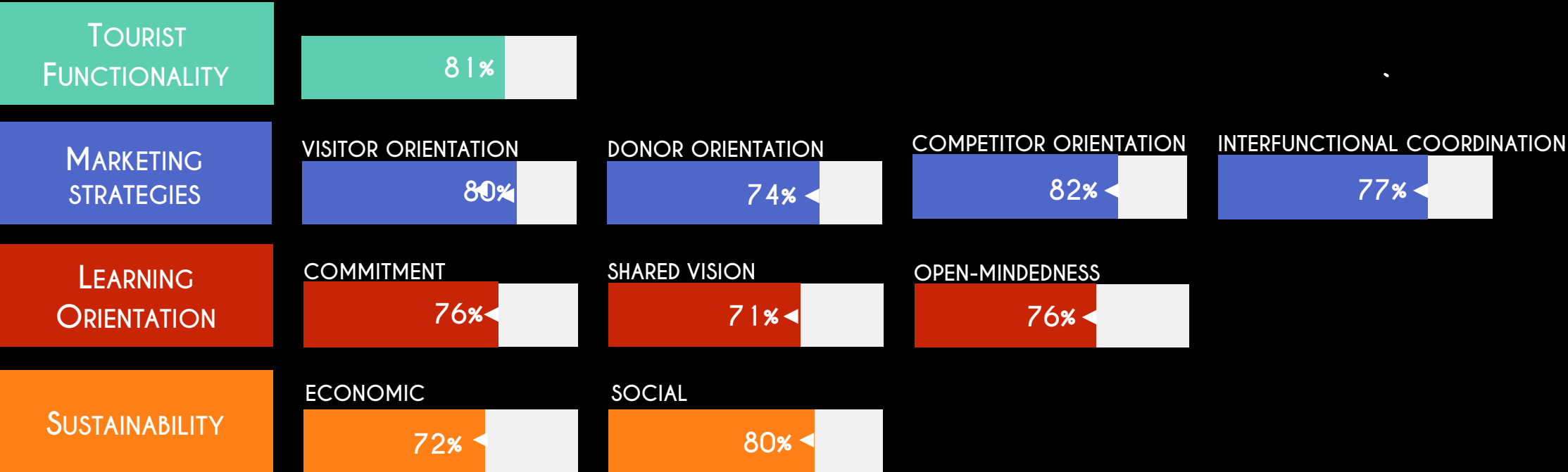
 *MARKETING STRATEGIES AND SUSTAINABILITY*





USA ANALYSIS INPUTS

MARKETING STRATEGIES AND SUSTAINABILITY

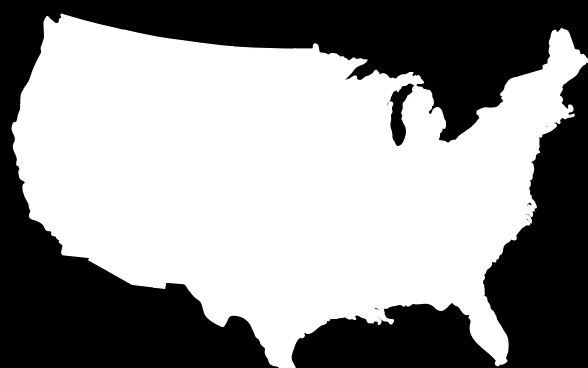




USA ANALYSIS INPUTS



MARKETING STRATEGIES AND SUSTAINABILITY



TOURIST FUNCTIONALITY

8,1

MARKETING STRATEGIES

7,8

LEARNING ORIENTATION

7,4

SUSTAINABILITY

7,1

01 Special attention to
SUSTAINABILITY

02 Boost
LEARNING ORIENTATION

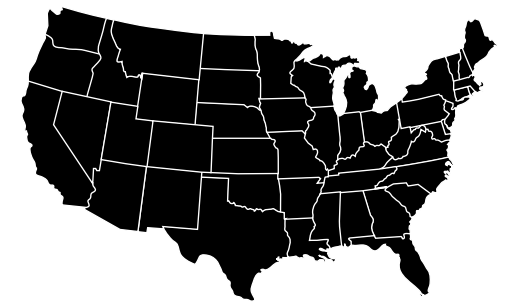
03 Stands out
TOURIST FUNCTIONALITY



USA SWOT ANALYSIS



MARKETING STRATEGIES AND SUSTAINABILITY

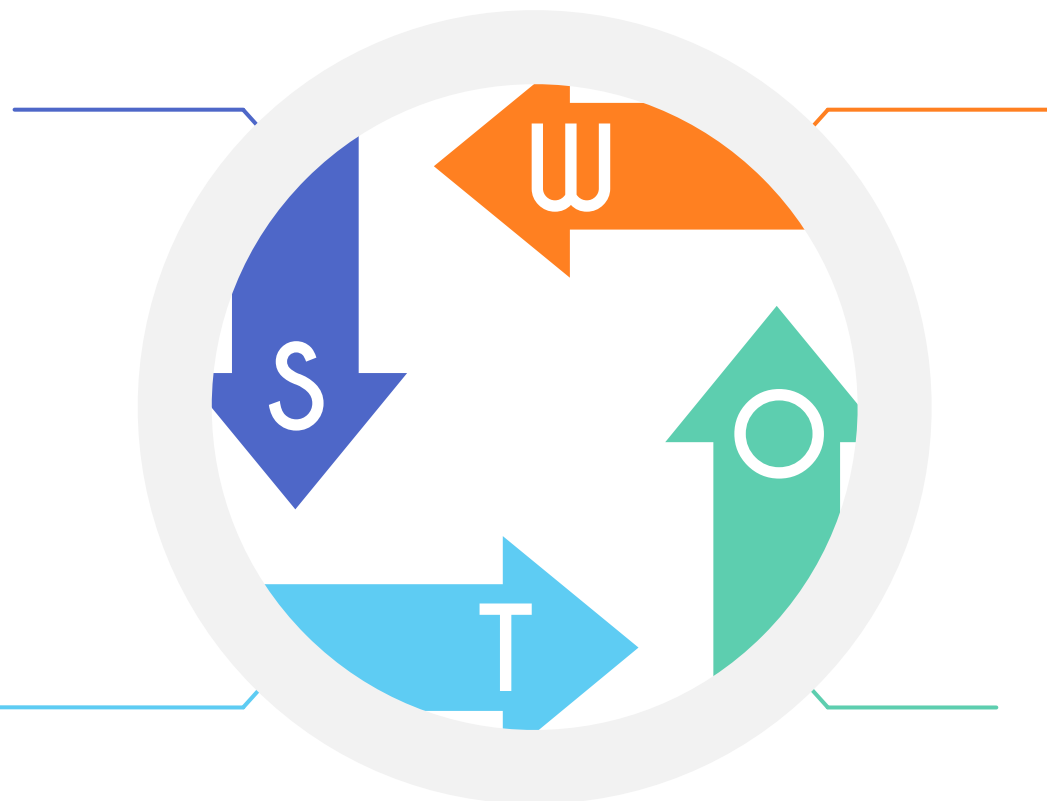


Strengths

- **Competitor orientation**
 - We make an effort to cooperate with other forms of tourism or leisure which complement what we have to offer.
- **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.
- **Tourist functionality**
 - The museum is appealing for visits.
 - Other functionalities are exploited above from the tourist (educative - courses, seminars -, as a cultural space - musicals or theatrical performances -, etc.).

Threats

- **Shared vision**
 - There is a total agreement on our organizational vision across all functions.
 - Employees view themselves as partners in charting the direction of the museum.
- **Economic sustainability**
 - During these last three years the museum has completely fulfilled its financial objectives
 - During these last three years has diversified its financial lines (donations, public money, associations of friends, services, goods, shop...).



Weakness

- **Donor orientation.**
 - Strategies aimed at gaining an advantage over other museums when obtaining resources are based on an understanding of donors' expectations.
 - destination's primary resource.
 - The museum's goals are geared towards donor satisfaction.
- **Interfunctional coordination**
 - All departments are involved in drawing up the museum's plans.

Opportunities

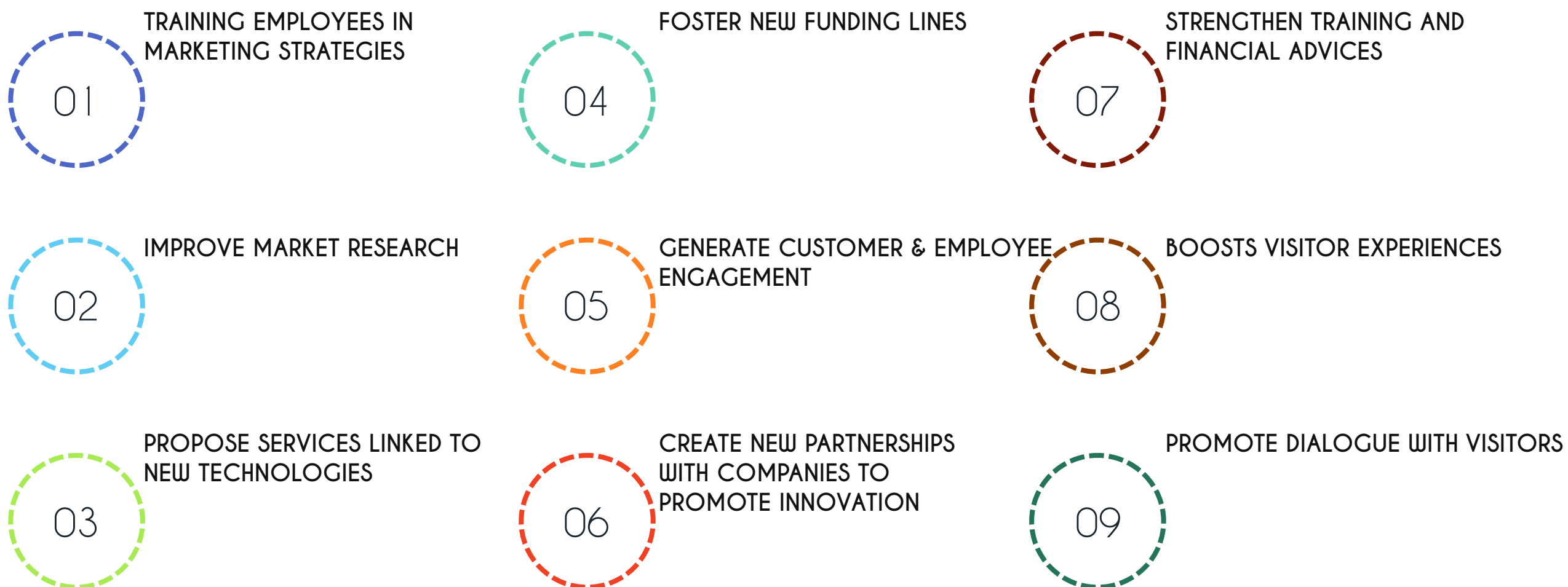
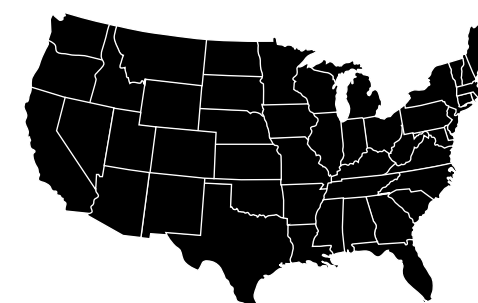
- **Commitment to learning**
 - Our museum values learning as a key to improvement.
- **Open-mindedness**
 - Employees are encouraged to contribute original ideas that may increase museum's success.
- **Social sustainability**
 - During these last three years visitors show their enthusiasm and satisfaction after their visit.
 - ... many visitors have returned or have recommended the visit to others.



USA PROPOSAL OF INITIATIVES



MARKETING STRATEGIES AND SUSTAINABILITY

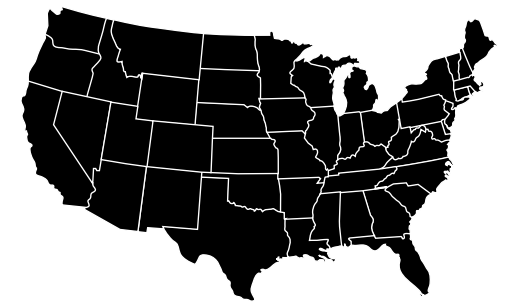




USA PROPOSAL OF INITIATIVES



MARKETING STRATEGIES AND SUSTAINABILITY



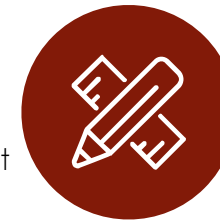
TRAINING EMPLOYEES IN MARKETING STRATEGIES

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.



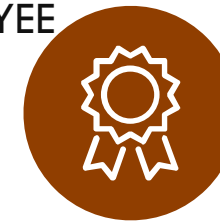
IMPROVE MARKET RESEARCH

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).



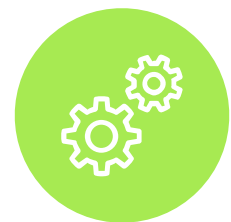
GENERATE CUSTOMER & EMPLOYEE ENGAGEMENT

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.



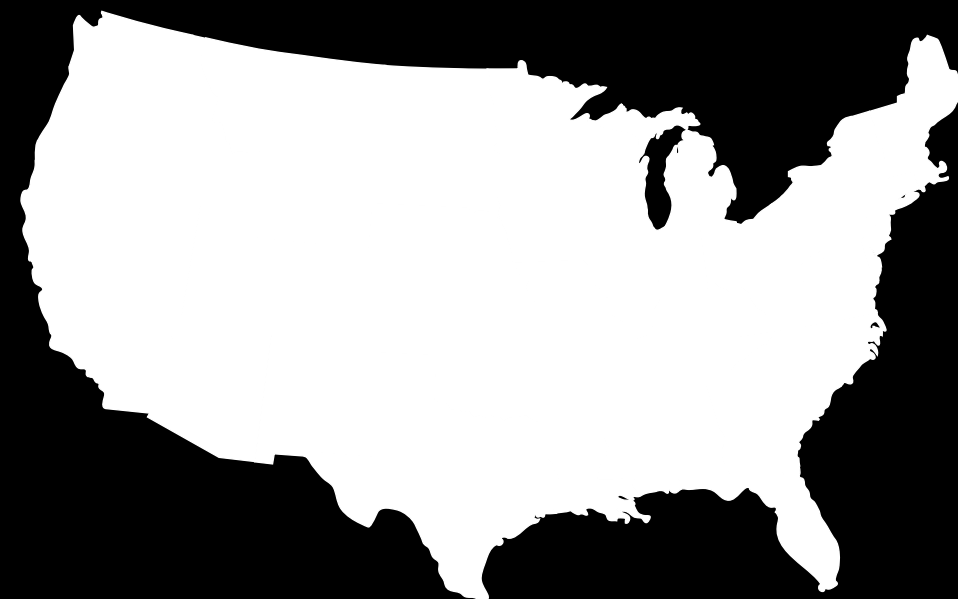
PROMOTE DIALOGUE WITH VISITORS

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



COMPARATIVE ANALYSIS INPUTS



 *MARKETING STRATEGIES AND SUSTAINABILITY*





COMPARATIVE ANALYSIS INPUTS

MARKETING STRATEGIES AND SUSTAINABILITY

		
TOURIST FUNCTIONALITY	7,5	8,1
MARKETING STRATEGIES	7,7	7,8
LEARNING ORIENTATION	7,6	7,4
SUSTAINABILITY	7,1	7,1

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

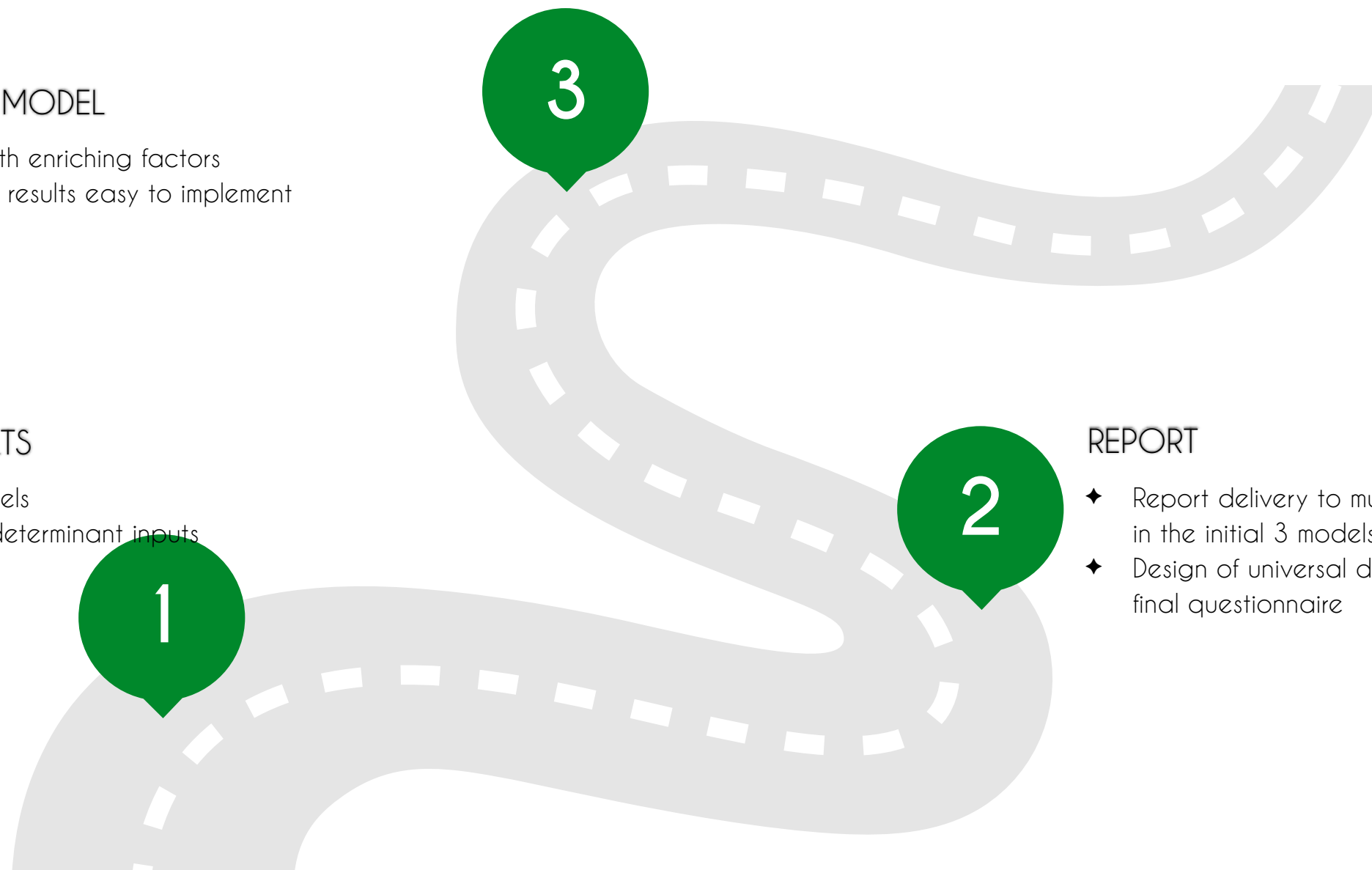
- ◆ Model with enriching factors
- ◆ Strategic results easy to implement

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



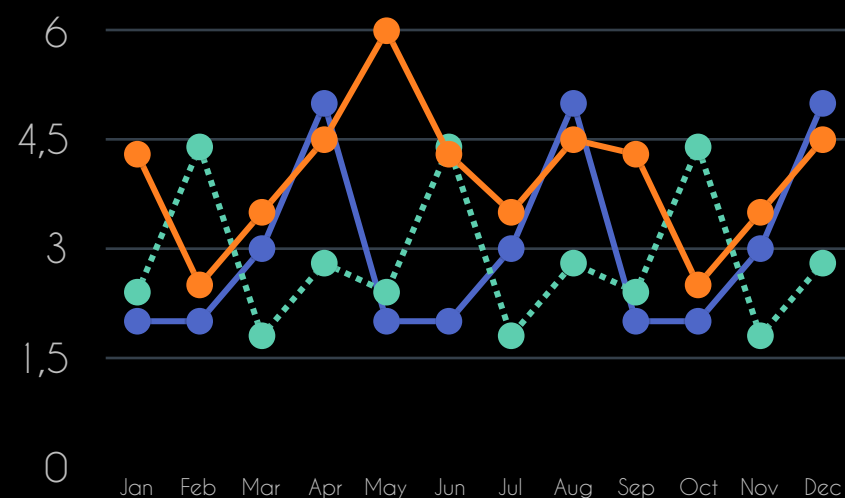


MOMENT OF...

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 UK & USA 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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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

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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



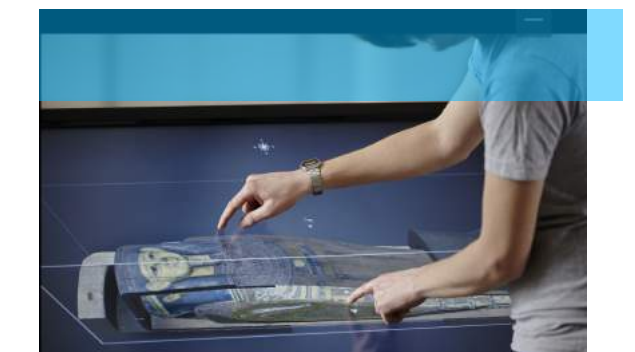
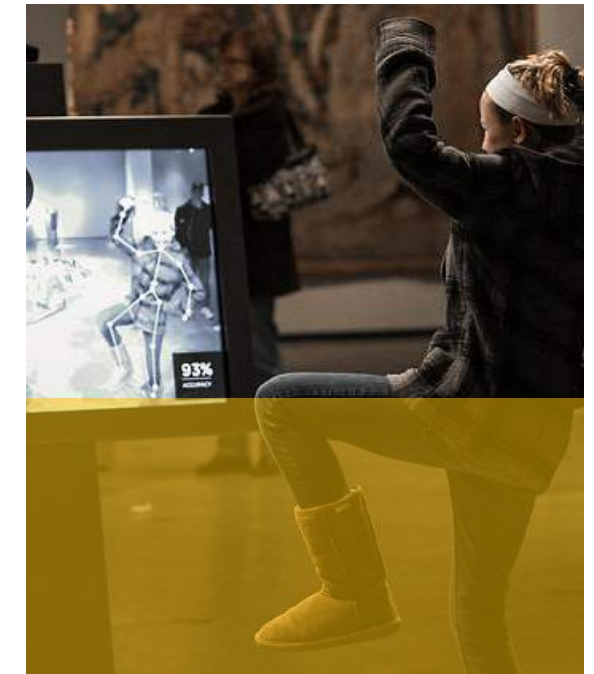
Operational
phase



Results

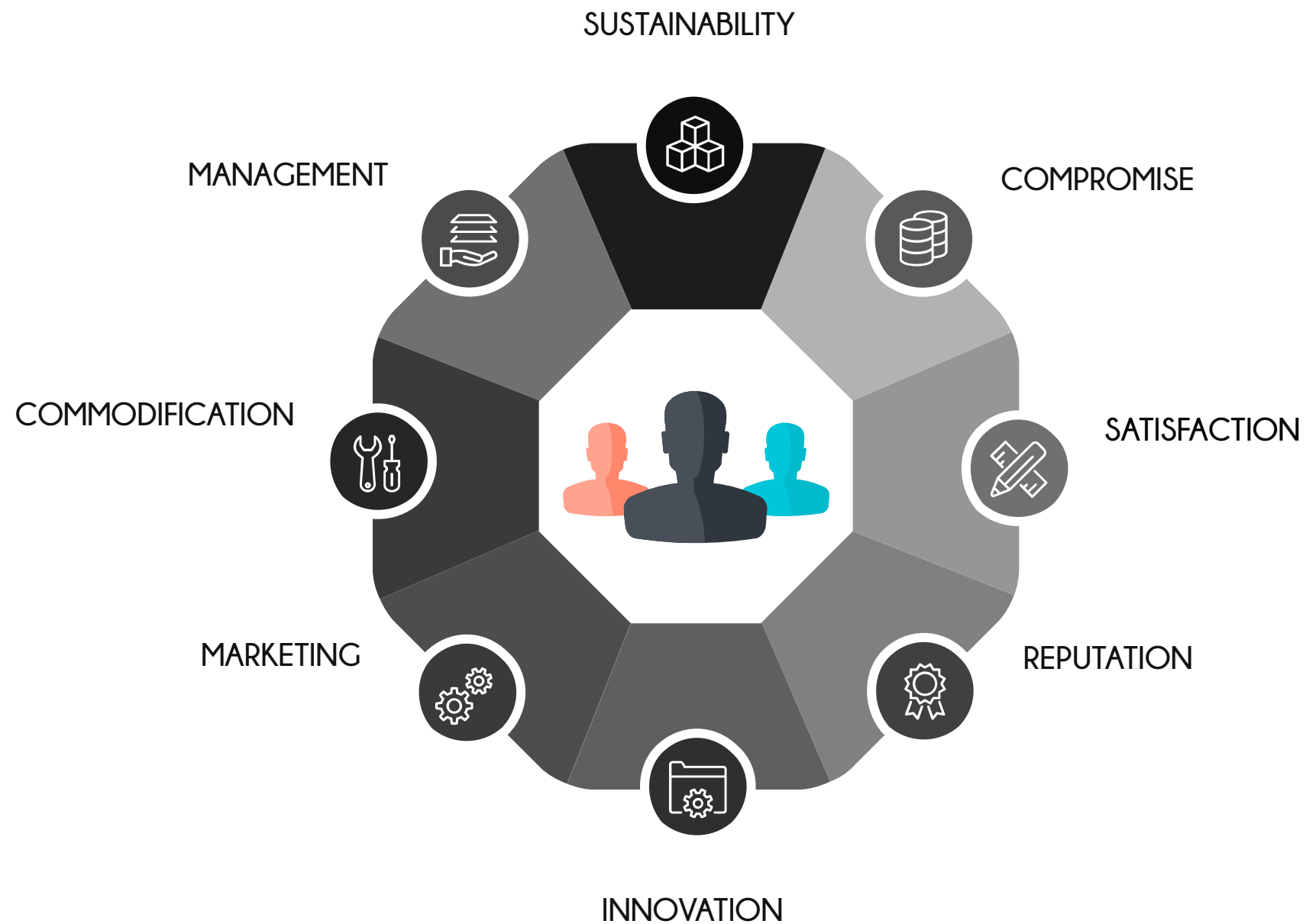


Action plan



STCHP OBJECTIVES

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THE TEAM'S BOOK

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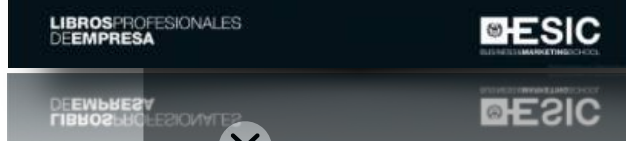
You do not know how to make the cultural resource offer appealing? Neither how to improve visitor s' experiences?

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>

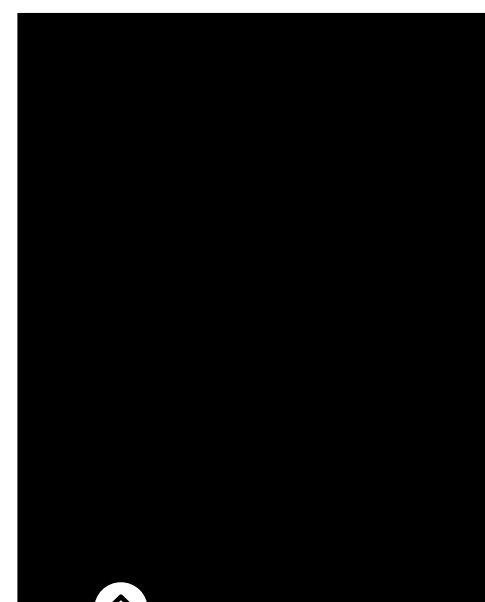


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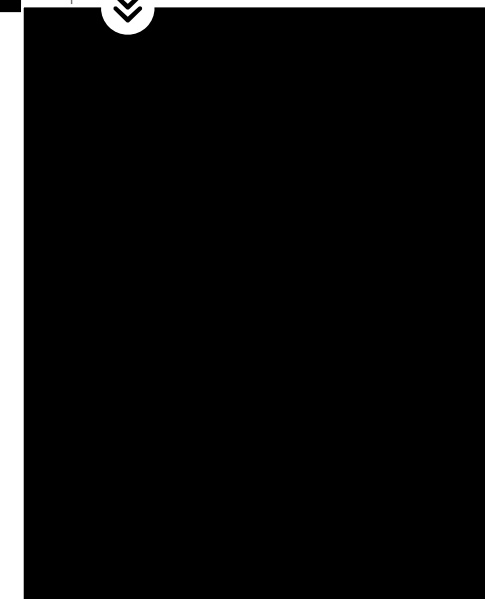
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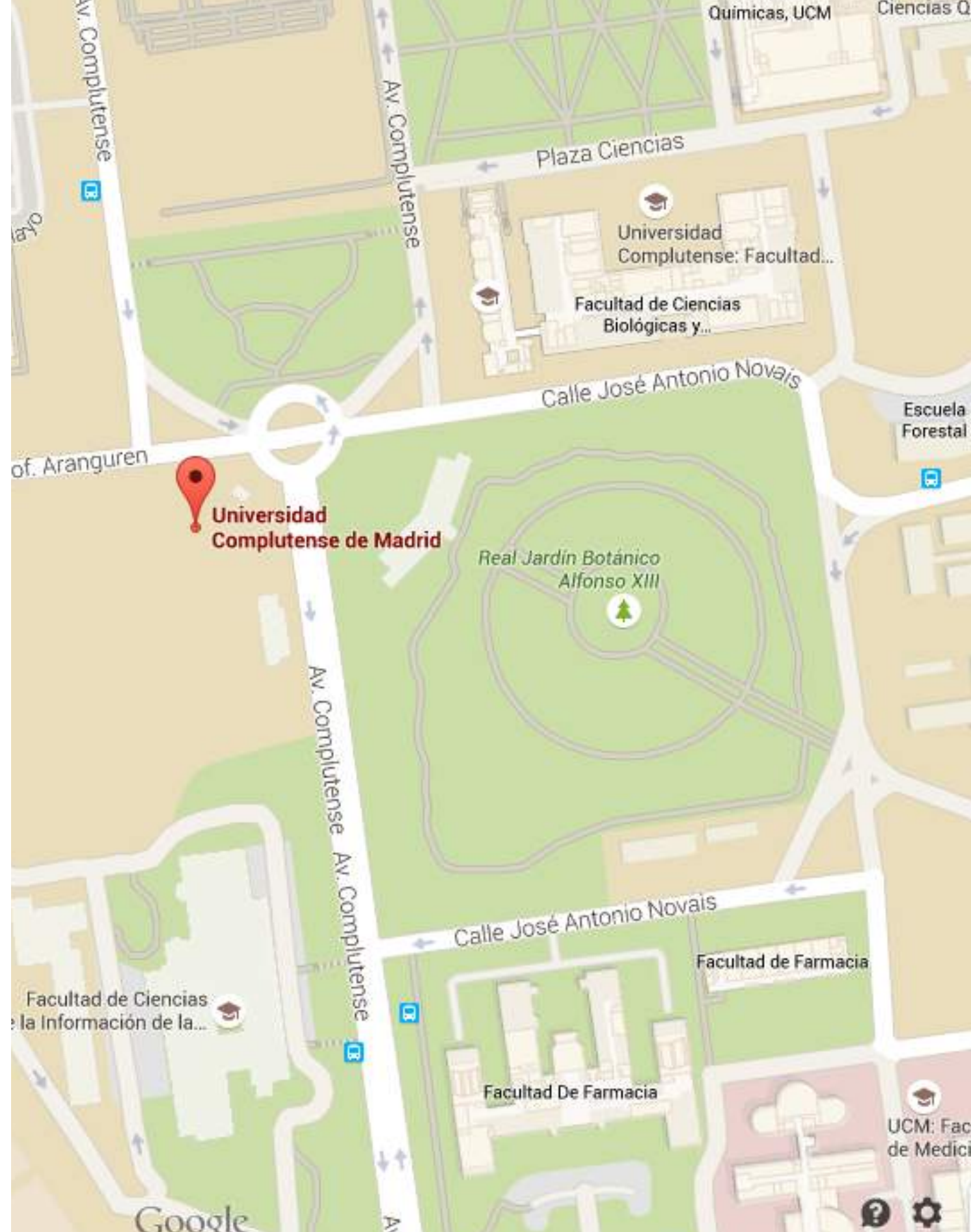
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SUSTAINABLE TOURISM AND CULTURAL HERITAGE PROJECT
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