

INTRODUCTION TO

**MARKETING FOR CULTURAL
HERITAGE INSTITUTIONS**

AUTHOR: DANIELA PAVAN



Co-funded by the
Erasmus+ Programme
of the European Union



TABLE OF CONTENTS

01 Introduction

02 Where are we?

03 Audience Segmentation

04 The 5 Ps of the Marketing Mix

05 Evaluation

This programme has been funded with support from the European Commission. The author is solely responsible for this publication (communication) and the Commission accepts no responsibility for any use that may be made of the information contained therein 2021-1-IT02-KA220-HED-000032050

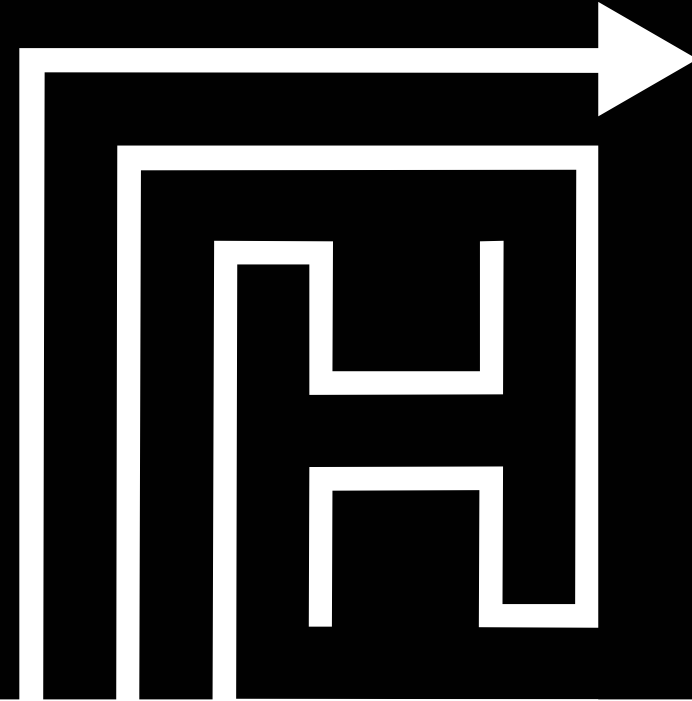


Co-funded by the
Erasmus+ Programme
of the European Union

According to the

Chartered Institute of Marketing,

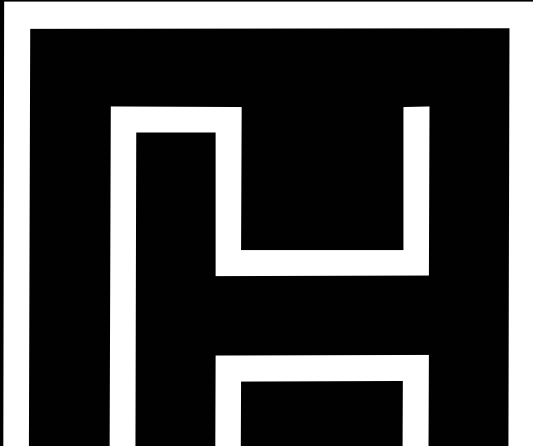
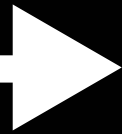
marketing can be defined as



"The management process responsible for identifying, anticipating and satisfying customer requirements profitably.»

01

INTRODUCTION

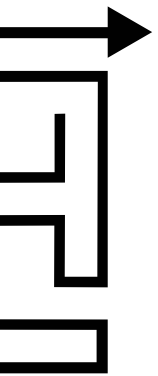


MARKETING FOR CULTURAL INSTITUTIONS

For Cultural Organisations, marketing requires to identify audiences' needs and satisfy them.

Marketing is an exchange process, where the demand for information, education, learning experiences, entertainment etc. meets the services offered by the cultural institutions that, in exchange, receive money, time, reviews, etc..

Effective marketing helps organisations understand their audiences, develop loyal relationships with them, position the organisation in a stronger way in their local/national/international context, promote and drive visits and donations, and helps build authority and credibility.

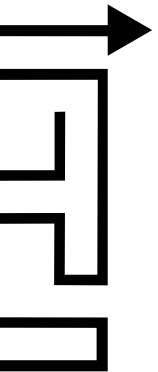


SETTING SMART GOALS

In order to create an effective marketing approach, the first step is to set SMART goals.

SMART is an acronym that means:

- **Specific:** goals must represent something well defined and tangible. Wanting to get more visitors is not a specific goal, but wanting to “attend a particular fundraising event during the year” or “increase the number of visitors by x%” are.
- **Measurable:** goals must be expressed numerically
- **Achievable:** goals must be realistic and it should be possible for the organisation to reach them
- **Relevant:** goals need to be important and consistent with the mission of the organisation
- **Time-based:** it is necessary to define a timeframe, a deadline to achieve the goals.

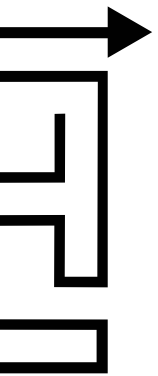


SPECIFIC

Goals should be clear and specific, otherwise you won't be able to focus your efforts.

When identifying your goal, try to answer the five "W" questions:

- What do I want to accomplish?
- Why is this goal important?
- Who is involved?
- Where is the organisation, or your audience located?
- Which resources or limits are involved?



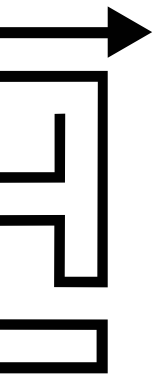
MEASURABLE

Measurable goals allow to track progress, this is why goals need to be represented by a target number.

Assessing progress helps to stay focused and meet deadlines.

A measurable goal should address questions such as:

- How much?
- How many?
- How will I know when it is accomplished?

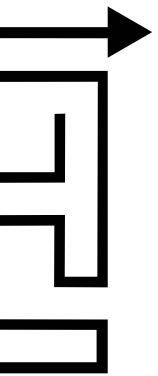


ACHIEVABLE

Setting an achievable goal means that your organisation should be able to identify opportunities that have been considered in the past or resources that can bring you closer to your objective.

An achievable goal answers questions such as:

- How can we accomplish this goal?
- How realistic is this goal, based on constraints such as financial factors, skills that are missing, etc.?

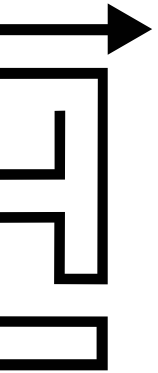


RELEVANT

Your goal should align with the mission of your organisation and other relevant objectives that your institution is trying to achieve.

A relevant goal answers to these questions with a yes:

- is this objective consistent with the mission of the organisation?
- does this goal match other efforts/needs?
- is it applicable in the current socio-economic environment?

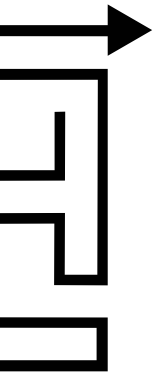


TIME-BASED

Every goal needs a target date, a deadline to be achieved and to work toward.

A time-based goal will answer these questions:

- when will it be achieved?
- what can we do six months from now?
- what can we do today to achieve it?





02



WHERE ARE WE?

THE CURRENT SCENARIO

Start from data you have access to, within your organisation, and then:

- develop a benchmark to understand what other cultural institutions are doing to achieve goals that are similar to yours
- what makes your organisation distinctive compared to others?



SWOT ANALYSIS

A **SWOT** Analysis is important to assess **Strengths** and **Weaknesses** of your institution, and **Opportunities** and **Threats** of your context. SWOT can also uncover areas that are holding your organisation back, or that your competitors could exploit if you don't work on them.

Below is a set of questions you should answer to while developing the matrix:

Strengths

What do you do well?
What unique resources can you draw on?
What do others see as your strengths?

Weaknesses

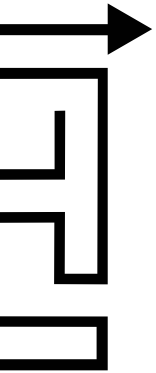
What could you improve?
Where do you have fewer resources than others?
What are others likely to see as your weaknesses?

Threats

What threats could harm you?
What is your competition doing?
What threats do your weaknesses show you?

Opportunities

What opportunities are open to you?
What trends could you take advantage of?
How can you turn your strengths into opportunities?



03



**AUDIENCE
SEGMENTATION**

AUDIENCE SEGMENTATION

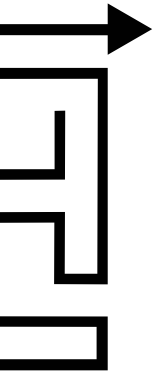
Segmentation helps identifying and break down the target audiences of your organisation into groups that behave in similar ways or have similar needs. The main ways to segment audiences are:

- Geographical segmentation: segments are based on locations, on where the target audiences live. For example: are visitors dwellers, day-trippers, from overseas?
- Demographic segmentation: this typology of segmentation is based on the audiences age, ethnicity, social class.
- Behavioural segmentation: audiences are divided according to their behavioural patterns. For example, are your visitors regular or sporadic?
- Psychographic segmentation: values, attitudes, interests and lifestyle are the basis of this kind of segmentation to identify specific target groups. For example, why do your audiences visit?

POSITIONING

How can your organisation stand out? How can it make sure that its target audiences perceive it in the way it would like them to?

It's important that your organisation identifies its distinctive elements, what makes it unique, and explores how competitors are perceived about those elements. Market research, focus groups, user interviews are all tools useful to better understand what makes an institution unique.



04

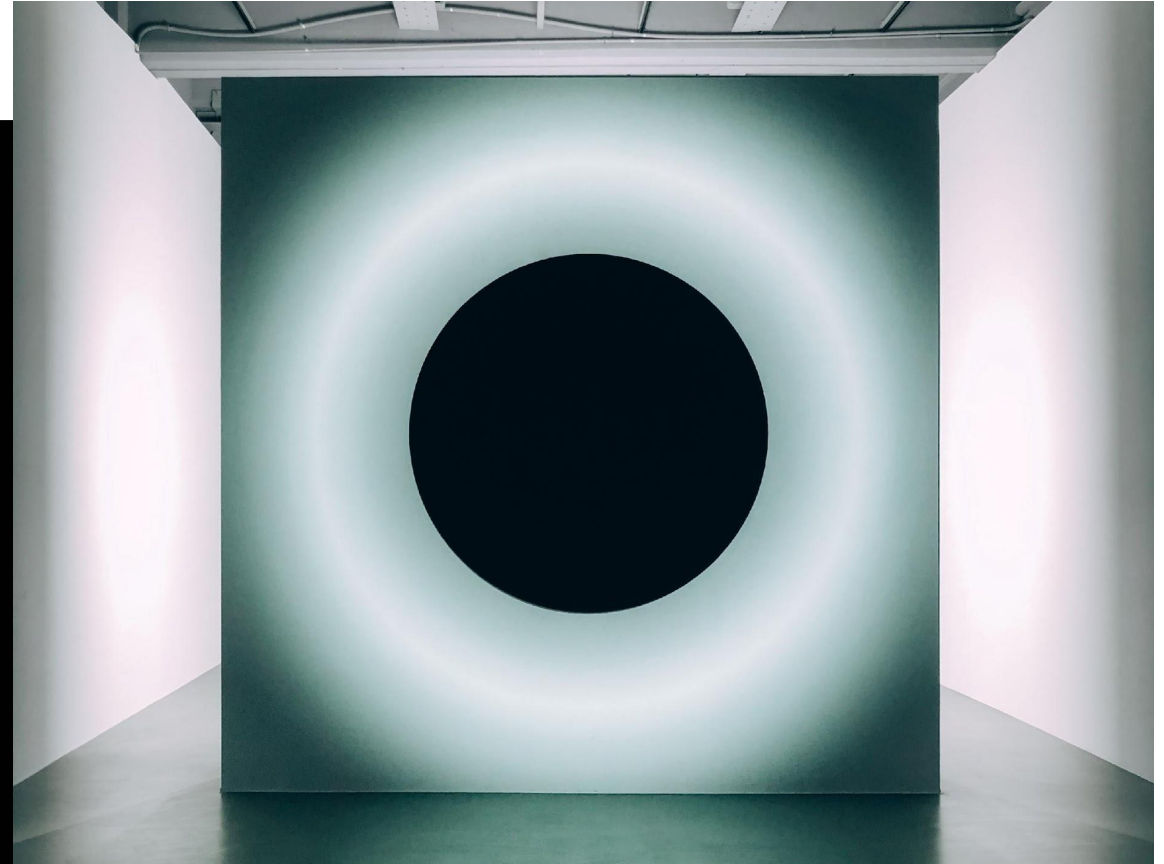


THE 5 Ps OF THE MARKETING MIX

PRODUCT

Each cultural organisation usually has many products to offer, such as temporary exhibitions, workshops, labs for kids, talks, a membership programme, merchandise.

The starting point for the growth of an existing product or the creation of a new one should relate to the identification of what audiences that you are targeting need, want and expect, in order to ensure that the offering will meet their demand.



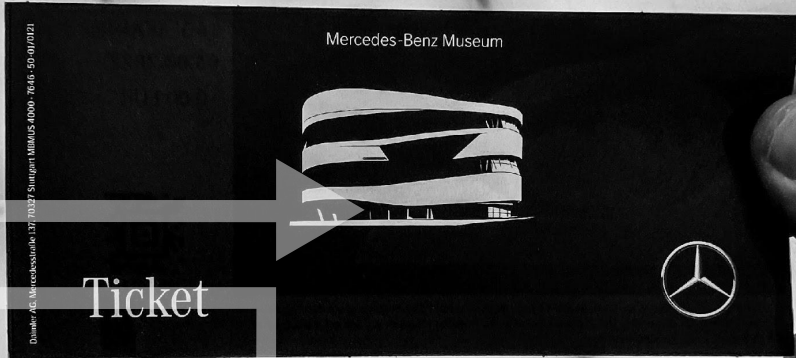
PRICE

The audiences that your organisation is targeting should perceive your offering as good value for money. This doesn't translate in being the cheapest, but audiences should feel and agree on the fact that the pricing is fair for the value that they get.

To determine the price, it is important to explore what competitors are doing, as well as what stores nearby (even though in different fields: libraries, cinemas, etc.) offer and charge.

The higher the price, the higher the expectations of your audience.

Another point to bear in mind is that whilst some visitors are very price sensitive and would welcome low prices, others equate low prices to low quality and may not consider visiting as they assume there isn't much of value to see or do if there's a low entry price.



PLACE

'Place' deals with how the product is distributed to visitors/customers/users.

Products need to be available in the right place and the right time for them.

Most museums and cultural organisations have a specific physical location which cannot be changed. However, many museums also run outreach events bringing their cultural offer to their audiences, rather than expecting them to come and visit. For example, education workshops in schools, pop-up museums and booths at community fairs and shopping centres.

It is also important to make sure that opening days and times are appropriate for the audiences that your organisation is targeting. In this case, if you want to attract new audiences, a test may help, for example different times or an evening opening.



PROMOTION

Promotion is the way an organisation communicates what it does and what it can offer to audiences. It represents also the set of initiatives an organisation launches for awareness and to attract visitors.

It can include the approach designed for the website, social media marketing, media relations, advertising, leaflets, posters, banners, email marketing and more. It is important to use channels that are appropriate for the target audiences identified and use messages that are likely to resonate with them, in terms of tone of voice and images.

Therefore, promotion requires to consider the following questions:

What do you want to promote? (Message)

Why? (Purpose)

Who do you want to communicate to? (Audience)

How do you want to promote it? (Channel)

Who should you contact / how do you use those channels? (Distribution)

The approach to promotion should be tailored to each targeted audience group. For example, parents looking for a weekend activity have different needs and expectations than teachers planning a school visit.



PEOPLE

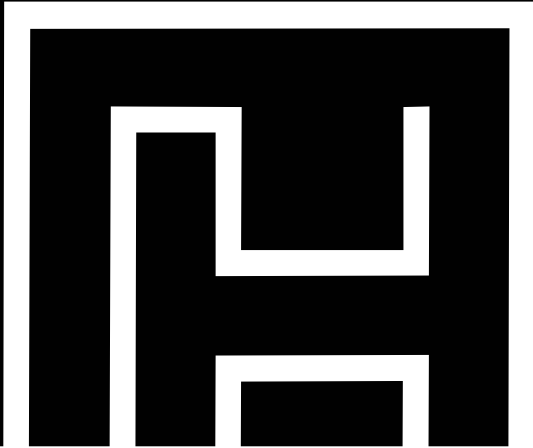
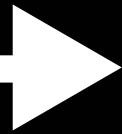
Each cultural organisation offers so many potential interactions to visitors, in order to improve their visiting experience: from welcome greetings, to support in navigating the location, assistance with any special needs, bookshop sales, and so on.

For each institution, people have the potential to be advocates, promoting it thanks to the experience they got.



05

EVALUATION





How to quantify marketing impact

Monitoring and evaluation are key to make sure that goals are met and that your institution doesn't waste time or money.

Planning is a good starting point, however it is also important to be flexible and make tweaks during the project, as the extreme example of the Covid-19 pandemic has shown, making it necessary to change, keep on hold or postpone many marketing initiatives.

Some KPIs to track to measure the impact of the marketing efforts are:

Digital marketing ROI (return of investment) =
 $(\text{sales growth} - \text{marketing investment}) / \text{marketing investment}$

Visitor acquisition cost (measures the amount of money it takes to convert a potential lead into a visitor)=
 $(\text{total marketing expenses} + \text{total sales expenses}) / \# \text{ of new visitors acquired}$

Conversion Rate: it is the percentage of web visitors who complete a specific action (completing an online form, signing up for the newsletter, or purchasing a ticket).



www.culturalheritage.eu

Follow our journey

