

Features of Marketing and Management Activities of Museums

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Abstract: Supporting museum complexes as a social institution cannot be complete. Today, museums are developing due to the annual growth in the number of foreign tourists coming to Russia, and the popularization of domestic tourism based on the existing geopolitical relations. Marketing activities for museums are a connecting tool between production and consumption, supply and demand. Advertising creates new markets and revives old ones. It also has social, cultural, and psychological impact on society, contributes to its improvement and development. In recent years, the activity of domestic tourism has increased and requires the creation of fresh conceptual ideas in the tourist services market. Museums can be considered as service industry enterprises. They serve the basis of cultural tourism. The tourism is based on a complex of museums and places of interest, which serve creating information and cultural programs targeted for various groups of tourists, as well as creating tourism brands. In this case, the created brand concerns the institution rather than goods. The development of the museum promotion concept will provide accompanying support allowing the museum association to carry out activities aimed at generating additional revenue. Museums in terms of their functions are not profit-oriented, but in contemporary economic conditions, they must look for opportunities to modernize.

Keywords: Heritage tourists, Sheikh Safi Al-din Ardabili collection, Tourist loyalty, Satisfaction.

INTRODUCTION

According to the law of the Russian Federation "On Museum Fund of the Russian Federation and museums in the Russian Federation", the museum is a nonprofit cultural institution established for the storage, study, and public presentation of museum items and collections. The activity of museums is not limited to storing material since it helps to solve social adaptation issues of young people. Since museums are the most important factor in ensuring the sustainable and conflict-free development of society, the state should take care of the preservation and use of cultural heritage with redoubled enthusiasm.

METHODS

The present article uses a general scientific method of theoretical and empirical analysis; a bibliographic method; a terminological analysis method; a method of comparative analysis of empirical data; as well as sociological methods, such as

interviews; system analysis of the research object; and a graphical method for presenting tourist products.

RESULTS

Marketing in management, administrative, and organizational-economic activities is considered to be a vector in the organization of cultural institutions' performance under the influence of the country's transition to a market economy. To define the idea of marketing management in the cultural sector, namely museum institutions, the authors integrate the basis of classical marketing with the specialization of management, production, and commercial activities of cultural institutions.

At first, it is necessary to define the concept of marketing. According to J. Evans and B. Berman, marketing is the foresight, management, and satisfaction of demand for goods and services, organizations, people, territories, and ideas through exchange (Egorov, 2015: 48). Authors of recent economic publications give a huge number of formulations to marketing. The concept is considered in the framework of science, type of activity, the organization's function, and the means. In 2011, Russian marketers have chosen the definition of marketing that best reflected current trends: marketing is a system for managing the development and promotion of goods and services that have value for the consumer, manufacturer, and society in general, based on a comprehensive market analysis (Komlev, 2006; Kopelyanskaya, 2015; Melnikova, 2012; Nagapetiants, 2013).

Trying to integrate all the diversity of definitions into a single concept, one can state that marketing is a science that is at the basis of an organization's management, which affects the achievement of high results of the organization, eliminates the deficit, focuses on market demand and changes in people's needs (Egorov, 2015: 10-11). A museum is a nonprofit socio-cultural organization that is partially funded from the country's budget, as well as carrying out commercial activities within its structure that do not contradict the institution's charter (Federal Law No. 54-FZ, 1996; Komlev, 2011). Culture naturally determines the type, character, and functions of its museum institutions, both directly and indirectly – through the peculiarities of perception of the epoch. The subject matter of classical marketing activities is manifested in the museum's functions (Fig. 1).

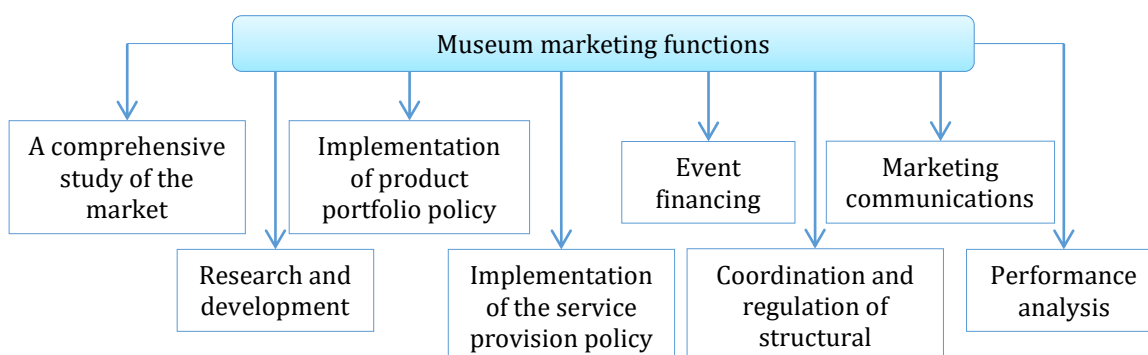


Figure 1. Functions of marketing activities of the museum

Marketing communication tools are used to promote the museum. Marketing communications are a single complex that unites participants, channels, and methods of communication of an organization, aimed at establishing and maintaining certain

relationships with the recipients of the communication in the framework of achieving its marketing goals. The tools of the museum marketing communication system are conditionally divided into synthetic and basic ones (Fig. 2).

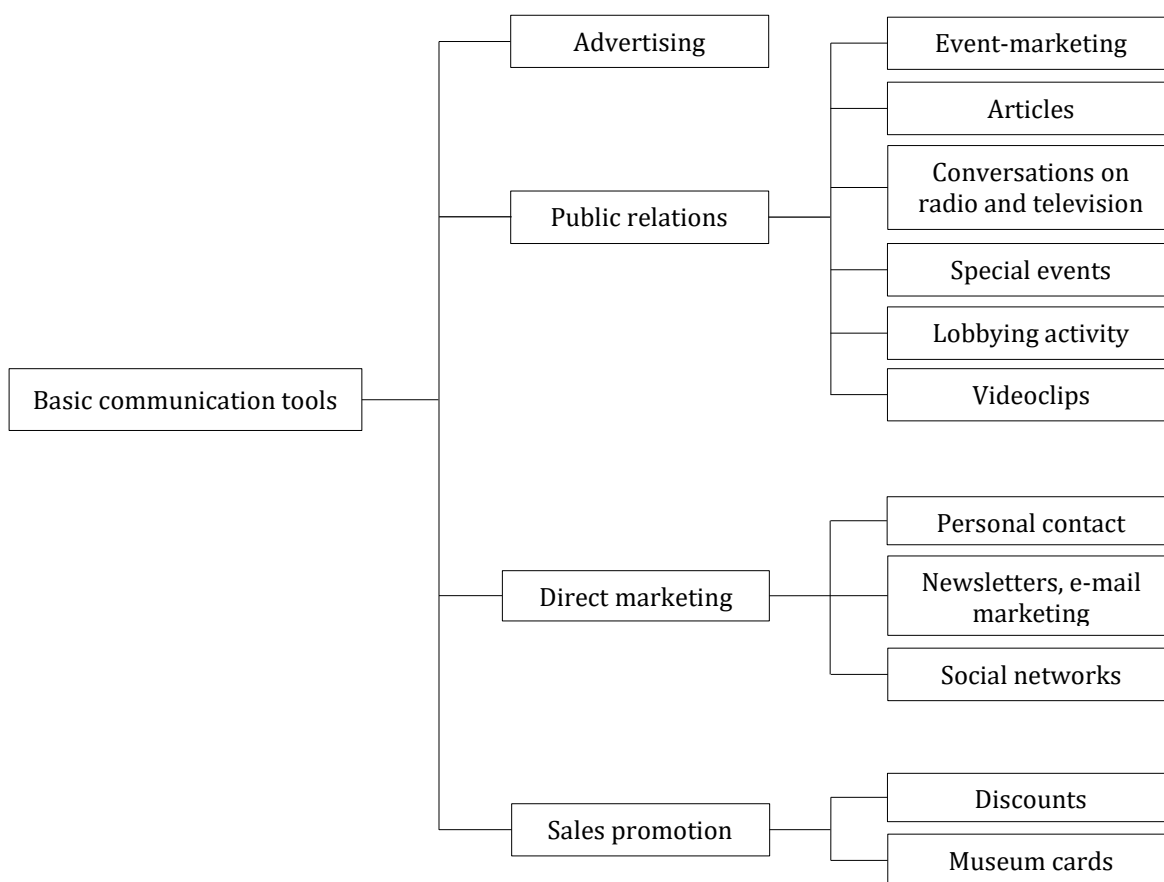


Figure 2. Basic marketing communication tools

1. *Advertising*. According to the Article 3 of the Federal law of 13.03.2006 No. 38-FZ (ed. of 28.03.2017) "Advertising is information distributed in any way, in any form, and using any means, addressed to an indefinite circle of persons, and aimed at attracting attention to the advertised object, forming or supporting interest in it, and promoting on the market" (Resolution of the Sverdlovsk Region Government No. 1007-PP, 2014). Advertising works not only as an incentive to visit but also as a means of creating and generalizing impressions. The long-term effect of museum advertising contributes to the creation of the museum's image. These are not only billboards with information about the operating hours, but also any museum products, such as a catalog, souvenir, and video, even a plastic packet, purchased at a museum kiosk.

2. *Public relations (PR)*. The peculiarity of PR used by museums is reproducing and translating spiritual values, traditions, norms that the institution represents, as well as creating a positive image in the public perception. Museums use PR when searching for sponsors (Nagornaya, 2015; Reznyak, 2014; Romanov, 2012). In general, PR of the museum includes publishing articles in newspapers and magazines, stories, conversations on radio and television, videos, organization of special events, namely, press conferences, round tables, fairs, exhibitions, as well as lobbying activities, including museum tours organized for important guests, local administration, and sponsors.

3. *Direct marketing*. This is a dialogue between museum employees and visitors, between museum managers and actual or potential sponsors. In practice, direct marketing is conducted through mail and e-mail correspondence, online conferences, and communication via social networks.

4. *Sales promotion*. Sales promotion is carried out directly in the territory of a cultural institution – this is the main difference between this tool and advertising. In other words, this is an encouragement for the executives of cultural institutions and organizations in the tourist sector (Regulation No. 3612-1, 1992). These include discounts for school children, students, and seniors; discounts from travel agencies within a certain tour; guest and museum cards; discount coupons, seasonal price reductions; lottery draws; the opportunity to get additional free souvenirs, and museum attributes.

The idea of synthetic means of museum marketing communications includes the following aspects (Fig. 3).

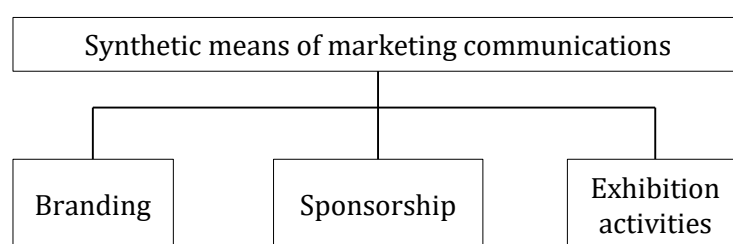


Figure 3. Synthetic means of marketing communications

1. *Branding*. Museum branding is a communication among the visitors, the museum staff, and the mass of people who are involved in this process. Branding acts as a commenting part of the process, describing the nature of the museum to the visitor using various marketing means of communication. Museum branding can also be part of the territory branding (city, region, or country) (Federal law No. 38-FZ, 2006). It manifests itself through service brands, personality brands, organization brands, event brands, and geographical brands (GOST R 50681-94, 1994; Regulation No. 3612-1, 1992).

2. *Sponsorship*. Sponsorship is a two-way process, a mutually beneficial transaction that should benefit each of the parties. The museum provides services in organizing advertising, invites groups to holidays and exhibitions. In general, three types of sponsorship can be distinguished: sponsorship aimed at consumers of the firm's products and services; sponsorship aimed at forming a public opinion; and internal sponsorship aimed at motivating employees of the sponsor firm. Due to exhibitions, events, and presentations, museums create themselves an image of a sponsor. In practice, this concerns assistance in expanding funds, purchasing exhibit items, conducting charity events, expanding exhibition space, and replenishing the material and technical base of the museum.

3. *Exhibition activities*. This tool is considered as a museum's participation in specialized exhibitions of goods and services. In practice, the participation of the museum in such exhibitions is the least used means of marketing communications (Federal law No. 131-FZ, 2003; Federal law No. 178-FZ, 1999; Karpova, 2011). This communication can be observed in information about collections, museum tours, and programs, lecture schedules, holding holidays, and special events housed by the museum.

Analyzing literary sources and practical marketing activities of museums, it becomes clear that the most common means of marketing communications in this area

are advertising, PR, branding, and direct marketing. Means of marketing communication, such as sales promotion and participation in exhibitions are rarely used by museums. The popularization of the museum's activities is manifested in the work of its staff, related to maintaining contacts with the press, and disseminating additional positive news about the institution and its services. Well-designed marketing of museum organizations helps to identify, meet, and influence the needs of organizations that provide financial assistance. For example, in France, the share of state subsidies exceeds 50%, while in the USA – 15% (Kopelyanskaya, 2015).

The American and French models are quite similar in terms of the presence of PR service that works to create the image of the institution. In Russia, on the contrary, the model in its nature is intermediate between the American and French models (Pereverzev, Kostsov, 2017; Pshenichnykh, Baderina, 2015). It would be wrong to assume that the museum can operate on the principle of self-sufficiency. Studies show that in the USA and the UK, additional income from commercial activities of museums is just 5-10% of the total budget (Ivanov, 2014; Indisova, 2016). Foreign experience in attracting visitors to museums in countries, such as the USA, Canada, New Zealand, and Spain shows that marketing methods are very popular, namely, billboards and installations; projection; placement of posters at bus stops in the city; links to Internet resources; social media; printing on clothing; promotions; placement of information in pocket guides; dissemination of booklets in hotels, airports, restaurants, and recreation areas; placement of advertising in magazines, newspapers; placement of booklets with information in double-decker buses; placement of advertising leaflets in the tour operator offices, etc.

For example, the Science Museum in Vancouver, together with an advertising agency, launched a series of creative billboards and installations. Each Billboard reflected a creative representation of a certain scientific fact. For example, giant hairball was created from hair collected from various drains across the city to show that people lost up to 100 hairs every day. Thus, the museum attracts visitors creating very unusual exhibits. The Museum of Toronto launched a museum campaign that featured “WTF” on the city's public transit shelters. The acronym stands for “What The Fact”. The organizers placed posters at bus stops with the image of a historical object with the WTF caption and shared a link to this object on Facebook. The campaign aimed at getting young people thinking and talking about the city's historical sites. It has become clear that the language of social media is the most constructively advanced way to interact with today's consumer. The International Spy Museum located in Washington has created a series of magazine posters with a secret code for downloading an iPhone application. Only in this way, those who wanted to see the exposition could find out the address of the museum. Besides, the first 500 free invitations were played.

The Oakland Museum offers educational programs in the natural sciences and the arts. In 2010, the museum launched the "Free Donation" program, i.e. the entrance fee was free so that everyone estimated himself how much money he could donate to the museum for the event. As a result, the Museum's attendance increased by 33%, and the campaign was made permanent. Museums in France are financially supported and maintained by three state institutions, namely, the Center for Research and Restoration of the Museums of France; the General Directorate of Library, Archives and Documentation Services; and the Documentation Center established in 1996 (the institution preserves the richest collections of International Council of Museums (ICOM), and is considered the world's most important center for documentation on all issues of museum business). The peculiarity in the management and marketing of museums

abroad is that they permanently get funding from the private sector. The system of membership based on the support of museum activities and involving individuals and legal entities is becoming more widespread. For example, these are associations, such as the Friends of the Museum Society, Friends Clubs, and supervisory boards.

Reducing budget funding of museums does not affect the expression of interest in the museum product and services. Every year, more and more people prefer to spend their free time visiting cultural institutions. Museum marketing is exactly an effective tool that allows not only determining, predicting, and meeting the needs of museum services consumers but in some cases effectively influence the formation of these needs. Like management, marketing in a museum is a new challenge in Russia. This is not only science that needs to be mastered, but also an art. Yet there are no common recipes for museum organizations of various types and profiles, and thus, each museum should implement its own approach. Currently, all the museums have received fairly broad independence, the ability to develop their in-house management and marketing mechanism.

CONCLUSION

Unlike other cultural institutions, the number of museums in Russia has increased in recent years. Today, the museums' offers directly depend on market demand. Analyzing literary sources and practical marketing activities of museums, it becomes clear that the most common means of marketing communications in this area are advertising, PR, branding, and direct marketing. Means of marketing communications, such as sales promotion and participation in exhibitions are used by museums quite rarely. Any marketing communications in the museum business are directed at actual and potential sponsors rather than specifically at consumers. The popularization of the museum's activities is manifested in the work of its staff, related to maintaining contacts with the press, and disseminating additional positive information about the museum and its services. Marketing is a system for managing the development and promotion of products and services that have value for the consumer, manufacturer, and society in general, based on a comprehensive market analysis.

Today, it is the marketing that drives people's desires, dictates fashion, and trends. Museum marketing is an effective tool that allows not only determining, predicting, and meeting the needs of consumers of museum services but in some cases also effectively influencing the formation of these needs. Museum affairs are not only a science but also an art. There are no common recipes for different types of museum institutions. Each museum should have its own approach. Currently, all the museums have received fairly broad independence, the ability to develop their in-house management mechanism. Museums hold temporary announcements of exhibitions and events for a narrow circle of consumers. It is very rare to see a news report on local TV channels. Museums that are well-known and have the greatest cultural value, benefit from opportunities to attract and accumulate resources.

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