

Marketing za nizozemske muzeje – zanimljiva inicijativa u Nizozemskoj

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Prvog srpnja 1987. nizozemska Generalna direkcija za kulturu počela je nekoliko pokusnih projekata da se vidi na koji bi se način najbolje moglo poticati marketinški pristup u kulturnim organizacijama (organizacijama koje ne ostvaruju profit). Do danas je državna politika u odnosu na kulturu uglavnom bila usredotočena na pružanje potpore kulturi. Ta se politika upotpunjavala davanjem dotacija. Međutim, osamdesetih je godina politika dotiranja rezultirala spoznajom da bi se dio novca možda mogao prikladnije i efikasnije primijeniti. Da bi se jasnije prikazao odnos između tražnje kulturnih dobara prema ponudi, direktor je naredio da se ispitaju mogućnosti za poticanje tražnje za umjetnošću. Rezultati tog istraživanja objavljeni su u studenome 1986. u memorandumu (pod nazivom »Vraag aan Bod«).

Da bi se potaknulo zanimanje kulturnog sektora za marketing, direktor je tada odlučio pokrenuti šest pokusnih projekata u kulturnim ustanovama s namjerom da se pokuša realizirati marketinški pristup.

Ti su projekti imali dvostruki cilj: na izvršnoj i na razini politike.

Prvo, trebalo je ocijeniti ako se, a zatim i kako se marketinški pristup može razviti unutar odabranih kulturnih ustanova (muzeja) te koje je zaključke moguće iz toga izvesti u odnosu na cjelokupni sektor kulturnih djelatnosti.

Drugo, trebalo je istražiti ulogu vlade u razvijanju marketinškog pristupa u muzejima i drugim kulturnim ustanovama.

Na početku su odabrana tri (državna) muzeja i tri teatarska projekta uzimajući u obzir geografsku rasprostranjenost i raznolikost u ustanovama s regionalnim, nacionalnim ili međunarodnim tržištem.

Projekte su provela dvojica radnika iz Ministarstva za kulturu. Njihov je zadatak bio da direktoru i osoblju ustanova pomognu u razvijanju marketinškog pristupa. Pri tome im je na raspolaganju stajala grupa stručnjaka iz korporacija, kon-

Marketing for Dutch museums; an interesting initiative in the Netherlands

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On July 1st, 1987, the Directorate-General of Cultural Affairs in the Netherlands commenced several pilot-projects to see in what way a marketing-approach could best be promoted in cultural (non-profit) organisations. Up till now government policy concerning culture was mainly directed towards supplying culture. This policy was enhanced by granting subsidies. But in the eighties this policy of subsidising led to the conclusion that perhaps part of the finances could be applied more appropriately and efficiently. In order to show more clearly the size of the demand in the cultural market in contrast with the size of supply, the Director General ordered an inquiry into the possibilities of stimulating the demand for the arts: The results of this inquiry have been published in November 1986 in a memorandum (called »Vraag aan Bod«).

To stimulate the interest in the cultural sector for marketing the Director General then decided to start with six pilot projects in cultural institutions to try and realise a marketing approach.

The goals of these projects are twofold: on an executive level and on a policy level.

1. First of all one should assess if – and if so: how – a marketing-approach can be developed within the chosen cultural institution (museum) and what lessons can be learned from it for the cultural sector as a whole.

2. Secondly the government part in developing a marketing-approach in museums and other cultural institutions should be explored.

Three (State) museums and three theatre-projects have originally been chosen, taking into account a geographical spreading and a divergence in institutions with a regional, national or international market.

The projects are executed by two project-workers from the Ministry of Cultural Affairs: their task is to assist director and staff of the institutions to develop a marketing approach. They have help of a think-tank, consisting of people from corporations,

zultanti za vođenje poslova, samo Ministarstvo te dvoje ljudi iz muzeja i teatra. Oni su davali savjete u vezi s napredovanjem pokusnih projekata.

PRISTUP POKUSNIM PROJEKTIMA

U načelu možemo razlikovati šest etapa:

1. ETAPA: POČETAK

Osoblje ustanove upoznaje se s općim informacijama na temu marketinga. Pri tome se koristi sažetkom navedenog memoranduma.

2. ETAPA

Slijedi analiza organizacije kako bi se stekao uvid u:

- ciljeve i operacionalizaciju ustanove
- organizacijsku strukturu
- financijsku situaciju
- dotadašnji marketinški pristup
- uska grla, probleme i otpore koji bi mogli spriječiti marketinški pristup.

U ovoj izrazito intenzivnoj etapi dvoje radnika na projektu čitaju sve memorandume koji se tiču politike ustanove, održavaju nekoliko sastanaka s direktorom i osobljem i izlažu rezultate tih rasprava u prijedlogu za raspravu analize politike ustanove.

3. ETAPA

Na nekoliko sjednica razmatra se analiza politike s direktorom i osobljem. Uvod je ovoj etapi informiranje sudionika o problemima i tehnikama marketinga. Rasprave se organiziraju u obliku tečaja, posebno prilagođenog određenoj ustanovi.

Ciljevi su ove etape sljedeći:

- osmišljavanje koncepcije marketinga i demonstriranje mogućeg značenja marketinškog pristupa za njihovu organizaciju
- upoznavanje osoblja s otporima i problemima koji otežavaju marketinški pristup
- ocjena odluke o tome tko će provoditi plan marketinga.

4. ETAPA

Direktor i/ili osoblje razvijaju marketinšku strategiju i opće naznake marketinškog pristupa.

5. ETAPA

Slijedi rasprava i plan se dalje razrađuje s naznakama ciljeva i dužnosti osoblja. Mora postati jasno kojem cilju organizacija teži i osobito način na koji se strategija prenosi na budžet.

management consultants, the Ministry itself and two people from the museum and theatre-world. They give advice concerning the progress of the pilot-projects.

APPROACH OF THE PILOT-PROJECTS.

In principle six fases may be distinguished:

FASE 1 START

The staff of the institution receives general information of the subject of »marketing«. A summary of the memorandum mentioned is used as a tool.

FASE 2

A survey of the organisation follows, so as to get an idea of the

- goals and operationalisation of the institution
- the organisational structure
- the financial situation
- the marketing approach up till then
- the bottle-necks, problems and frictions that could frustrate a marketing-approach.

In this very intensive fase the two project-workers read all the policy-memorandums, they have several meeting with the director and staff and the results of these discussions is laid down in a policy-analysis to be discussed.

FASE 3

In several sessions the policy-analysis is discussed with director and staff. This fase has an introduction by informing the participants on the problems and techniques of marketing. The discussions take the form of a course, specifically designed for the institution.

Goals of this fase are:

- giving meaning to the concept of marketing and to show the staff what a marketing approach could mean for their organisation
- to make staff aware of frictions and problems that hamper a marketing-approach
- assessment of the decision who will develop a marketingplan.

FASE 4

A marketing strategy as well as a rough marketing-approach is developed by director and/or staff.

FASE 5

Discussions follow and the plan is further elaborated with goals (personnel) responsibilities. It

6. ETAPA

Tri projekta ticala su se muzeja i oni se sada nalaze na različitim stupnjevima razvoja.

Mislimo da će jedan biti uspješan, a uspjeh druga dva projekta uvelike ovisi o suradnji direktora i osoblja. Na svaki način, potkraj 1988. uslijedit će izvještaj s preporukama koje se odnose na izvršnu i razinu određivanja politike. Do danas su već donijeti neki zaključci:

- a) marketinški pristup može biti uspješan samo ako se za njega zalaže cjelokupna organizacija
- b) direktor bi prvi trebao potaknuti marketinški pristup ili, ako je potrebno, odrediti neku drugu osobu da potiče rad grupe na projektu
- c) direktor ili projektna grupa trebali bi početi formuliranje operacionalnih ciljeva muzeja u odnosu na marketing:
 - u smislu preciznog određivanja muzejske djelatnosti i
 - s naznakom kome je ona namijenjena.

Kao rezultat svega ovoga sekcija za public relations nizozemskog muzejskog udruženja organizira Dan marketinga za muzeje, da produbi svijest o tome problemu. ■

Prijevod s engleskog: Tomislav Pisk

Nastojanja da se privuku manjinske grupe u Smithsonian Institution – Američko iskustvo

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Smithsonian Institution (S.I.) nalazi se u Washingtonu, gradu u kojem Crnci tvore 70 posto stanovništva. (Cjelokupni teritorij nacionalne prijestolnice obuhvaća oko 23 posto crnačkog stanovništva.) Međutim, njihova zastupljenost, kako među stručnim ili administrativnim muzejskim osobljem, tako i među muzejskim posjetiocima, ni izbliza ne doseže te postotke.

must become clear what goal the organisation wants to reach and especially how and how the strategy is translated in budget.

FASE 6

Three of the projects were indeed directed towards museums and they are now in various stages of development.

One – we think – will be succesful, the success of the two other projects is very much dependent on the cooperation of directors and staff. Anyway, in the end of this year 1988, a report with recommendations on an executive and a policy level will follow. Some conclusions up to this point are:

- a. a marketing-approach can only be succesful if the organisation as a whole is committed to it
- b. the director should be the first to initiate a marketing-approach or, if necessary, somebody else to stimulate this projectgroup
- c. the director or the projectgroup should begin by formulating the museums operational goals in terms of marketing:
 - such as what exactly is this museum about and
 - whom is it intended for.

As a result the Dutch PR-section of the museum association is organising a »marketing for museums« day to heighten awareness on this subject. ■

Efforts to atract minority populations to the Smithsonian Institution: an American experience

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The Smithsonian Institution (S.I.) is located in Washington, D.C., a city with 70% black population. (The total national capitol area includes about 23% blacks). However, neither the number of professional or administrative employees nor visitors to the museums begins to approach these percentages.