

CULTURAL HERITAGE MARKETING

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ABSTRACT

In many countries heritage industry supports the originality and identity in globalized world. In addition, the heritage industry provide tangible economic benefits: it encourages the development of tourism, help to create jobs and expand domestic business. So it is obvious that an attractive and interesting national cultural heritage provides a significant added value to the country and local communities. This requires a good understanding of marketing heritage because heritage site success clearly depends on whether the heritage is able to engage consumers. The article discusses the heritage site marketing, its major principles, as well as featured in heritage marketing tools that can help in the development of the heritage area and attract visitors.

JEL Classification: M31, O18, Z1, Z19

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Introduction

Today, in an increasingly global world cultural heritage is very important. Heritage forms the identity of the local population, and together fascinates and attracts visitors from abroad, forming a critical mass of consumers in particular for local businesses. Therefore, cultural tourism, based on the use of cultural heritage - one of the fastest growing industries in the world. The result - changed habits of tourists: more and more people changed the lying on a sunny sea to travel to faraway country to get acquainted with a different nature or opt for local trips, during which they have an active interest in their cultural heritage. Cherished and appreciated historically formed cultural heritage supports the viability of the nation and it makes the countries visible to the world. A preservation and fostering of heritage products is important for both urban and rural economic as a tool of social vitality and attractiveness.

In many countries of the world heritage industry is a strong social and cultural leverage, which supports the originality and identity of the country in a constantly changing global world. In addition, the heritage industry provide tangible economic benefits: it encourages the development of tourism, help to create jobs and expand domestic business. So it is obvious that an attractive and interesting national cultural heritage provides a significant added value to the country and local communities - people want to experience another place and time, physically and spiritually, to delve into the past and compare it with their regular life.

However, this requires a good understanding of marketing heritage because heritage site success clearly depends on whether the heritage is able to engage consumers. **So, the purpose of this article** - to discuss the theoretical aspects of cultural heritage marketing, which leads to the involvement of consumers, and reveal the heritage of marketing strategic governance.

There are many and various definitions of marketing and most of them places emphasis on finding out consumer needs and satisfying them profitably. The UK Marketing Institute defines marketing as a management process which identifies, anticipates, and supplies customer requirements efficiently and profitably. The American Marketing Association provides that marketing is the process of planning and executing the conception, pricing, promotion, and distribution of goods, ideas, and services to create exchanges that satisfy individual and organisational goals (Dulskis, Umbrasas, 2008).

Marketing is important because it directly involves the issues of contacts between organisations or companies that are working with heritage and the environment (visitors = customers). Therefore, the use of marketing as a set of tools for management process – is an entirety of decisions about what and how to offer to the market and how to bring this process of offering to a logical end - to the sales.

Many companies started their activity from what was best known or most wanted by their founders and executives. This is certainly important, because it reflects not only the interests of environment, but also

the internal resources (skills and knowledge). But marketing also obliges to look at the outside of a company - to the market and its characteristics. In other words, it is important not only to know how to produce something, but also how much the result of work will be needed by potential buyers and consumers. Therefore, organisation's proposal for the environment (market) and the value of this offer to individual groups of audience should also be discussed.

Companies are constantly in touch with the market. A typical market offer is a set of certain goods or services available for a reasonable price. Buyers (consumers) react positively to those proposals that they consider to be valuable. Thus, in the broadest sense, the company's marketing activities are the activities which aim to develop and to offer a certain value to the customers. In fact, the concept of value includes not only a quality-price ratio, but also the overall benefit that a consumer receives (emotions, comfort, etc.) and all his spending (time, effort). The concept of value is related to customer satisfaction. It is determined by the comparison of obtained value with expectations. Customers will not be satisfied if they obtain less value than they expect, even though the quality of the goods and the price will be attractive. This is especially important in recent years.

So the marketing strategy starts with what a company or an organisation offers to the market. And this is the question not only to marketing, but to the overall business strategy. No matter how paradoxical it may sound, very often the basis of successful business are rather abstract things: a general idea and a way of its realisation. Such abstract and long-term solutions usually become the long-term fundamentals of company activities. They can be described in different terms - company values, vision, mission, organisational culture and so on. Creating strategy for any organisation also means the providence of competition opportunities.

Any company or organisation is very rarely the only one in the chosen market. The statement "no competitors" is usually wrong and the ignorance of competitive forces may cause big problems to a company or organisation, such as the loss of regular funding or resources for new cultural projects. Competition between companies or organisations is primarily manifested as the competition between their products and services. Several types of competition between products are distinguished: competition between the products of the same type (horizontal competition), competition between the types of products (vertical competition) and global (general) competition (Table 1). They are distinguished, based on business practice, but exactly the same competition exists between heritage sites.

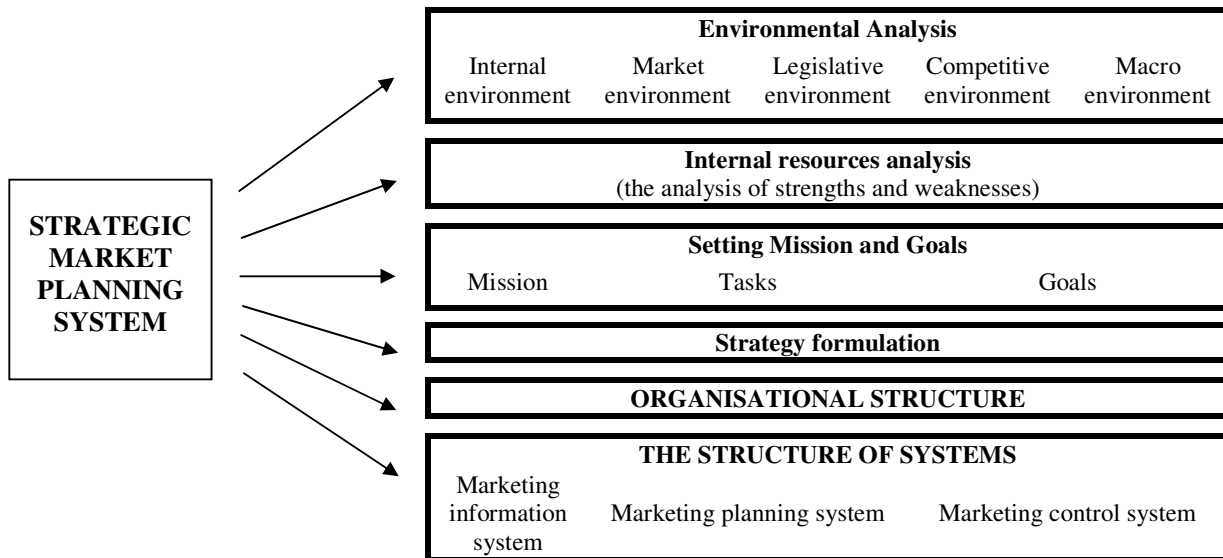
Table 1. Types of Competition

COMPETITION		
HORIZONTAL	VERTICAL	GLOBAL
Rivalry between the products of the same type that are satisfying the same needs of a buyer. This kind of competition is very common and clearly visible. It is very rarely that this type of competitors would remain unnoticed, thus there is no point to discuss it in more detail.	Rivalry between different types of products that satisfy the same needs of a buyer. This kind of competition is very important and sometimes difficult to observe. Same needs can be satisfied by completely different type of goods or services. Observing only those competitors that are producing similar goods does not always allow to properly assess the importance of goods that are visually different. New products and services very rarely change consumer needs, but can significantly alter their behaviour and attitudes related to their satisfaction. Thus products or services that do not meet consumer habits will inevitably lose the competition and this applies to all institutions operating in the market, not only to those that are managing heritage objects.	Products compete with each other even when they are different in essence. The field of their competition is client money (budget) which is the main objective for all competitors. It is already a sign of global competition. Global competition is a competition between all products offered in the market aiming at customer finances.

Source: formed by authors according to *Dulskis, D., Umbrasas, G., 2008. Rinkodara muziejaus veikloje: muziejų situacijos analizė kultūros paslaugų rinkoje. XXI amžiaus muziejininkų kompetencijos ir gebėjimų ugdymas. Vilnius: Lietuvos muziejų asociacija, p.12-16*

Even the wealthiest customer has limited resources, particularly in terms of time and finances. If a customer spends money on one product he must to refuse another. Therefore, every product and its manufacturer, including organisations that provide cultural services, compete between each other for customer money. The influence of this competition in practical sense is especially felt by less wealthy customers who constantly have to choose one product whilst refusing another (Dulskis, Umbrasas, 2008). Increasing competition in the rapidly changing consumer behavior and growing quality requirements, technological innovation and its ongoing developments suggest that the success of each organization - the ability to provide consumers with a value that could provide a competing organization (Vaitkienė, Pilibaitytė, 2008).

The overall business strategy consists of many components which can be termed as individual strategies. The personnel, finance, marketing and sales strategies are usually most important for companies. Planning marketing strategy is based on the strategic decisions of the whole company, including the assessment of organisation environment and internal resources, setting the mission and objectives

Figure 1. Strategic system of market planning and its elements

Source: formed by authors according to *Dulskis, D., Umbrasas, G., 2008. Rinkodara muziejaus veikloje: muziejų situacijos analizė kultūros paslaugų rinkoje. XXI amžiaus muziejininkų kompetencijos ir gebėjimų ugdymas. Vilnius: Lietuvos muziejų asociacija, p.12-16*

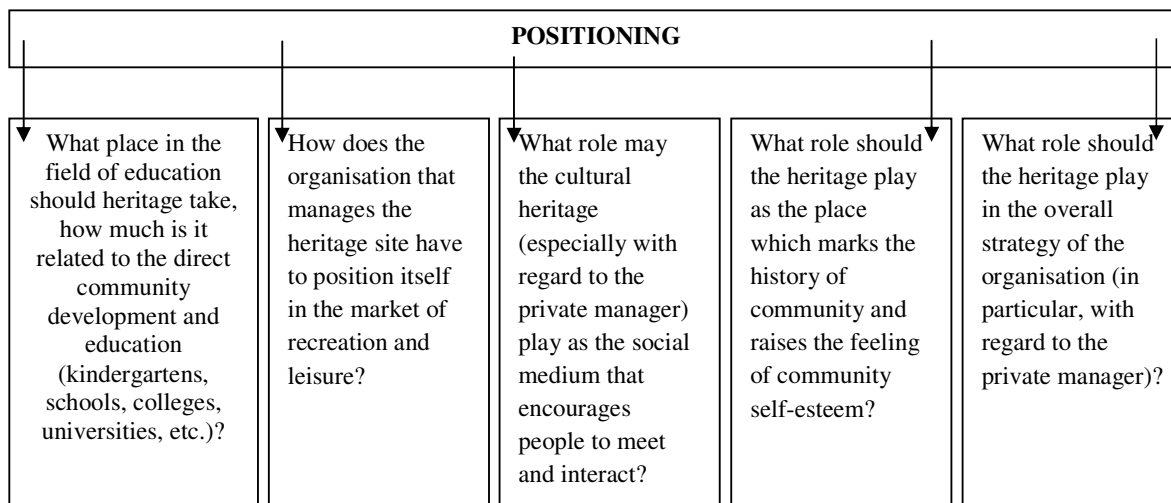
Marketing goals and the strategy for their achieving are determined by strategic-level issues of the whole company. Further, marketing objectives are raised that are the tasks of marketing field, described by measurable quantitative indicators, and which have to be fulfilled during the due period. And a marketing strategy is the totality of consistently stated and coordinated marketing activities that is directed to achieving long-term marketing goals (Dulskis, Umbrasas, 2008).

A marketing plan starts with the anticipation of marketing objectives. Unlike the overall business goals, marketing objectives include only the area of marketing. Since there are only a few exceptional cases when a company may consider all customers as its market, the choice of target market these days is inseparable from market segmentation. The aim of segmentation is to divide the market into parts that are similar by certain characteristics in order to choose the most suitable ones as the target market (Dulskis, Umbrasas, 2008). Therefore, market segmentation is dividing market into parts, the members of which are similar to each other with regard to a certain criteria and that are equally responsive to marketing actions. One of very important marketing decisions – choosing a target market - is made on the basis of segmentation. This decision is mostly determined by the factors of segment attractiveness: the size of the segment, its growth and access to marketing tools (Vaitkienė, Pilibaitytė, 2008). However, it is necessary to take into account how much and what competitors are already attacking the segment every day and what are the organisation's opportunities in every segment to stand out from their competitors.

After choosing a target market it is necessary to formulate such proposal that the representatives of this market would consider different from competing offers. It is the basis of positioning which means

creating an image that differs from its competitors in the buyer's (consumer's) consciousness. It is argued that consumer's mind forms summarised opinions about the goods (brand names and titles), i.e. positions. The position may occur and change by itself, without any efforts made by the company. This is due to the usual activities of a company or organisation, the features of their products or services that form consumer opinion. Positions change due to the fact that information is regularly updated, and some of the previously held information is forgotten. Such spontaneous processes of position formation are not necessarily advantageous to the organisation, therefore the aim is to build and manage the positions in an orderly manner, i.e. to position.

Table 2. The scheme of positioning



Source: formed by authors according to *Dulskis, D., Umbrasas, G., 2008. Rinkodara muziejaus veikloje: muziejų situacijos analizė kultūros paslaugų rinkoje. XXI amžiaus muziejinių kompetencijos ir gebėjimų ugdymas. Vilnius: Lietuvos muziejų asociacija, p.12-16*

Positioning - is saying the same argument to the market and forming an adequate opinion, creating the desired image. Many goods and services are positioned according to their use, i.e., according to their characteristics and benefits they provide. In other cases, the emphasis is put not only on the proposal, but on the properties of a product or service users, thus positioning by consumer. Another possibility is to highlight the interaction between a product and a user, the circumstances and specifics of use. Less often positioning is made by directly comparing own proposal to the competitor's goods or services and the efficacy of this method in the cultural field raises doubts. The list on the ways of positioning can be continued, as positioning can refer to any idea which, in terms of user, singles out the proposal from other competing variants. When starting this activity in a specific museum, you can use the following scheme of thinking which is written in Figure 2.

The final step in developing coherent marketing strategy is choosing the functional strategies of separate elements of the marketing mix. Using the usual scheme of marketing mix, marketing activities and

decisions are divided into four groups - the elements of marketing mix. But according Pedersen (20002), the latter element is the most important factor in heritage marketing, covering the actions and decisions in the areas of communication with the market, advertising and promotion to buy..

Typically, state organisations are involved into the heritage promotion through marketing, historic property presentation and interpretation. Each of them organise various events in their locality in order to raise funds and increase awareness. This can be concerts and such events as simulation of battles or modern historical clubs (The European Commission, 2001) Promotion can also play an important role in meeting educational and financial ambitions. If a site can accommodate greater numbers of people, and it has a mechanism for retaining tourism earnings, it can be promoted to draw more visitors and increase income for business maintenance, solving management problems and meeting various goals. Simple and low-cost promotional actions are possible; the head of organisation can select those that are within the site's capacity to carry out. (The European Commission, 2001). The most simple advertising and promotional strategies for the cultural heritage sites, which were excepted by Pedersen (2002), are set out below.

International tourist guidebooks can be a free source of promotion. Guidebooks are a popular source of information for trip planning; Since guidebook information is constantly changing, new editions are regularly updated, and editors are usually willing to publish information free of charge. This is an opportunity to provide information on a site and local attractions and services to a wide audience.

Supplying information to travel magazines, newspapers, radio and the internet is another cost-effective way to promote a site. Travel magazines and newspapers publish information on tourism attractions free of charge, and local radio and television broadcast such information as public services. These all can be very useful sources of free advertising of the location. Airline magazines, distributed during the flight, reach a wide audience, and because they are published quarterly or monthly, articles remain in circulation for quite a long time (The English Heritage, 1998. Many of articles are available online, and the information is transferred in this electronic manner.

Brochures can be used to distribute site information to a large audience. They can be mailed to national travel agencies, as well as added in promotional material sent to tour operators, newspapers, magazines, radio and television stations and distributed to hotels. However, unlike other types of promotional material, brochures are quite expensive to produce, and have to be designed to remain valid over a long period of time. Most people who receive brochures read them. However, studies have shown that brochures make more influence on people who have not visited that site before and less likely to attract repeat visitors (Johns, 2001).

Contacting tour operators directly is a useful means of interesting them in a site. Tour operators are always looking for new attractions to introduce to their clients. Operators, especially companies that specialise in activities offered at the site, will appreciate receiving a brochure or any information about the

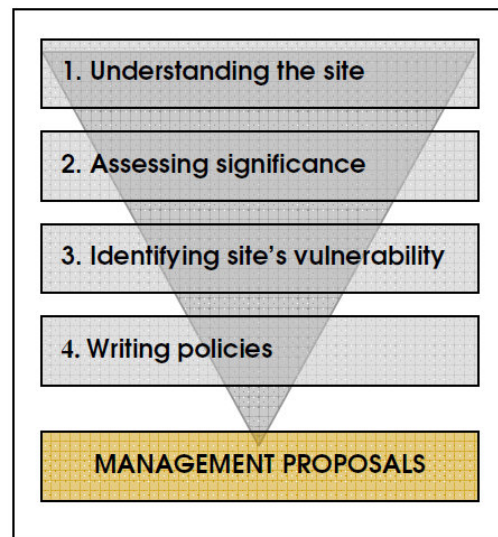
local community (Burnett Water, 2003). Direct contact with tour operators bypasses travel agencies and increases the chances of getting a positive response.

National tourism agencies or embassies can be a free and effective means of distributing promotional material. Tour operators, offering activities at the site, very often contact with the country's tourism agencies or embassies, and would appreciate receiving brochures or any information about the local community

Social networking - a tool that only allows not just provide information about a specific heritage site user, but also to provide creative content and create greater value. According to AS Khalifa (2004), a user can express benefits both tangible and intangible nature of the proposed goods and (or) services properties. Meanwhile J.C.F. Roig (2006) sees the value to the user as a combination of three dimensions - functional, social and emotional. Functional value expresses the tangible heritage of the benefits to the consumer, the emotional value associated with the use of the process resulting feelings, and social value - the user's benefit, which is relevant to the user's social environment, especially in cases where users are the heritage of the local community members.

Here are just a few mentioned the simplest marketing tools which can help to reach and inform the target audience. However, the actual heritage site marketing must be focused on the creation of the heritage site management plan. This is an informal document, which explains why the place is important and how it will further its significance in the use, re-planning, development and regeneration, determine possible changes, updates or management proposals (Clark, 2002).

The management plan is a process consisted of several phases and is based on permanent renewal. The first phase involves site perception. Most people think that they are aware of a site but the complexity of daily site management means that to identify it systematically is very rarely possible. So the first part of a development plan includes initial exploration, description and assessing "physical history" of a site. After evaluating site development, the second phase is to explain the significance of a place in general and in relation to different components. This is an opportunity to clarify the value of historic sites - whether it is a community-based, social, educational or aesthetic; local, regional or national value - it helps to understand what is the aim of site conservation (Figure 3).

Figure 2. The scheme of positioning

Source: Blandford, C. (2000). *Stonehenge World Heritage Site Management Plan Summary*. London: English Heritage.

A development plan should set everything what is happening in the site and what makes it vulnerable - including, for example, any changes, material loss, mixed property problems, conflicts between different types of heritage, pressure from visitors and the need for better access (Burnett Water, 2003). The last phase is the description of strategic actions, when the practical guidelines are discussed, explaining how the importance of a site can be preserved during its further exploitation, modification, maintenance or development. These business strategies must be linked to a specific subject matter - limited access, restoration, lighting, material or environment - or with individual sectors in a site. For example, the restoration strategy may be appropriate for one part of the building, but not for another.

It is difficult to write a good and comprehensive strategy for development activities. This can lead to serious debates and to require a lot of consultation which should be available to anyone who is interested in the site: land owners, local authorities, local residents and heritage “guardians”. The final product should be a well-prepared document that is easy to read and is informative, but not too long (complex research work can be described in the appendices) which must reflect as great uniformity of opinions as possible (The English Heritage, 1998). After preparation of the plan, it is relatively easy to prepare an exemplary proposal for management anticipating costs or starting to think about new opportunities that will certainly be beneficial due to the information, provided in the plan. This does not mean that a management plan restricts future development because it should be reviewed as often as is necessary, and due to the fact that the more the site will be analysed, the more flexibility will be there. The development strategy should help manage the change skilfully, if the change is needed, but not to limit it (Clark, 2002).

A site management plan - is a management strategy that unites heritage mission, vision, objectives, analysis of the impact on local community as well as the tasks and tools of object adaptation for activities. A heritage site (object) plan should be developed in consultation with local residents and everyone who is interested in local governance, including public institutions (Johns, 2001). The objectives of a management plan can be further divided to the following groups: long-term objectives; legal and political tasks; sustainable landscape, nature and heritage protection objectives; sustainable tourism and visitor management tasks; balanced traffic and transport objectives, research tasks.

The formation of a management plan for a developed site with short-and long-term tasks require its implementation. For the purpose of facilitating the implementation and structuring, the program of activities is being prepared and regularly updated. Management plan implementation is available due to the help of various agencies, responsible heritage managers or developers. Some strategies require co-operation, while others can be carried out by agencies or individuals. The desire of owners, farmers and local residents to support and contribute to the care for heritage structures is essential, aiming to achieve the goals of a plan (English Heritage, 1998). The following points may aid in the successful implementation of management tasks:

- A control group (a control group for management plan implementation and an implementation group) which would oversee the implementation and delivery of a plan and would monitor its success
- Method development for an active management promotion and for the monitoring and control of a long-term management plan efficiency.

Management plans are not commanding or binding landowners and management agencies, but aim to establish the limits of coordinated management and partnership development. In this way, these plans intend to increase the scope of existing plans (such as local statutory plans or asset management plans) and should be the useful source of information for current and future management documents related to the location. The preparation of strategic management plans for heritage sites is a significant step forward, ensuring the future character of a site and its quality. Management plans determine the boundaries for the holistic and active management of a place, ensuring that special heritage features remain sustainable and preserved for future generations (English Heritage, 1998).

Conclusions

Development of the heritage site, marketing tools help to build its popularity and appeal. But at the same time it is necessary to find the means to ensure proper control of the impact, i.e. analyze what and how problems should be solved. Heritage degradation and security are the main issues which could require different solutions. This helps to solve the management plan. It is said that in order to make an attractive heritage tourism product is required to enable all interested parties to cooperate with each other. It also

ensured with heritage site management plan. Therefore, it should be noted that the only good conscious, communal management can help avoid conflicts arising from the paradox of heritage - cultural heritage preservation because of cultural values and heritage selling because of source of income and profit.

Cultural heritage marketing are distinguished by the contrary to the any other product or service that should be paid great attention heritage site protection and care. However, adequate protection of cultural heritage and attractive heritage presentation, creative marketing to tourists are not incompatible. The development of heritage sites and to purposeful positioning, it is necessary to evaluate the potential of heritage, as well as determine the product, and what the market can offer, to create user value.

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