

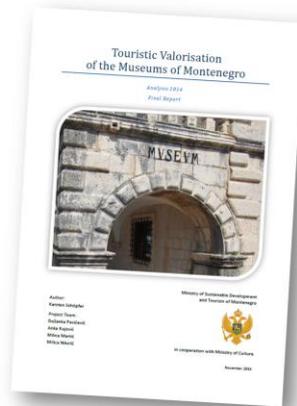
# **Turistička valorizacija muzeja u Crnoj Gori**

**Touristic Valorisation  
of the Museums of Montenegro**

**Analysis 2014**

## Agenda

- ▶ Methodology
- ▶ Summary of the results (SWOT Analysis) & Suggestions



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- PDF version of report available



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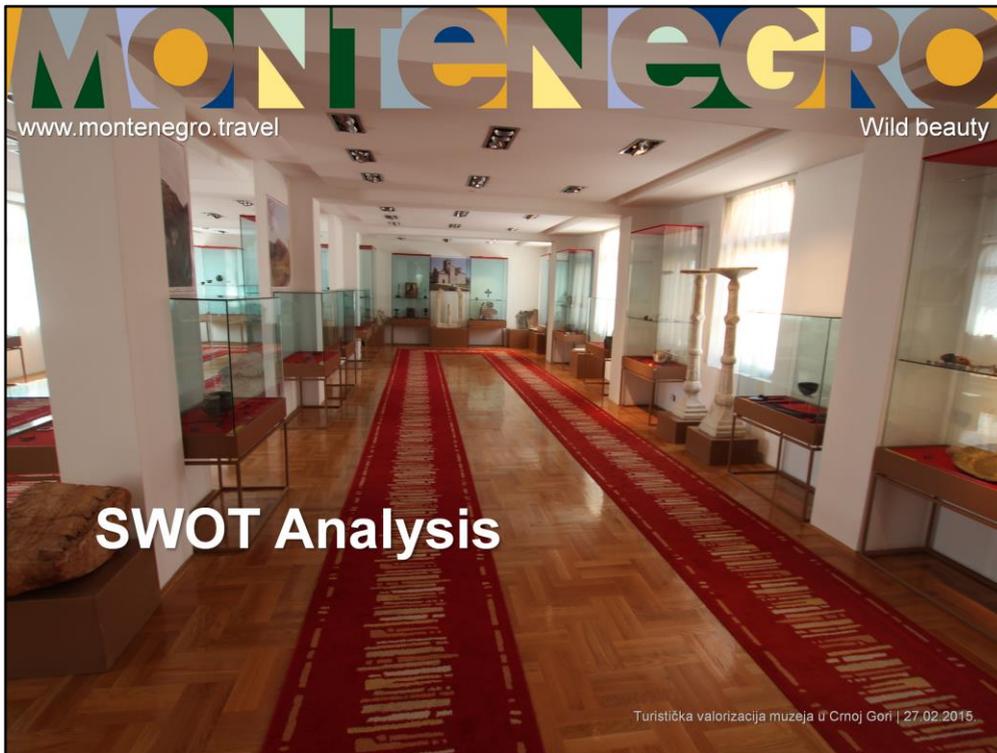
## Methodology

- ▶ Representative survey
- ▶ On-site test
- ▶ Online check of the websites and the “online visibility” of each museum

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- Museum = object
- The survey was conducted in the period from April to May 2014. A questionnaire was designed and sent to 34 objects (museums) in Montenegro. 33 of them have returned the completed questionnaire.
- The on-site tests were held between June and October 2014 in 27 museums.
- The online check was performed in August and October 2014. A test of the websites and online visibility of 31 museums was conducted. The majority (17) of the museums does not run own

websites. Totally 10 websites could be checked.



- Presentation of the report reflects the average results – of course not everything applies to each single museum, but it shows the tendency.
- Have in mind: The analysis was performed from the point of view of a foreign tourist! > in the interest of Ministry of Sustainable Development and Tourism

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• UNESCO World Heritage Kotor</li> <li>• Bay of Kotor and Cetinje "on the map" of culturally interested tourists</li> <li>• Friendly staff</li> <li>• Good practices of individual measures/offers within Montenegro</li> <li>• Implementation of IPA project "Museum Culture"</li> <li>• Audio guide "Museum Maritimam"</li> </ul>	<ul style="list-style-type: none"> <li>• Signposting to the museums and/or parking (poor urban planning)</li> <li>• Exterior signage often insufficient</li> <li>• Labeling inside the museums</li> <li>• Language skills (English) of staff</li> <li>• Museums offering collections rather than exhibitions</li> <li>• No sufficient monitoring of the visitors/audience</li> <li>• No visitor management/guidance</li> <li>• Opening hours (too complex or not reliable)</li> <li>• Exchangeability due to lack of USPs</li> <li>• No or too small marketing budgets</li> <li>• Insufficient informational material</li> <li>• Poor PR and online marketing</li> <li>• No, few or poor services for convenience (toilets, seating, etc.)</li> <li>• Not suitable for special interest groups, e.g. families, disabled persons</li> <li>• Building fabric of the museums often in improvable condition</li> <li>• Lack of awareness for quality of services</li> <li>• Low awareness towards maintenance</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Tourism market in Montenegro still growing -&gt; tourists as target group</li> <li>• Growing global interest for cultural tourism</li> <li>• Joint marketing, offers and tickets</li> <li>• Collaborations with local stakeholders, other museums and tourism industry</li> <li>• Lack of touristic attractions in Northern Montenegro as chance to draw attention to the museums</li> <li>• Elaboration of USPs to make the range of museums more diverse</li> <li>• 25% of the Europeans mention culture as one of their main reasons for taking a holiday<sup>1</sup></li> </ul>	<ul style="list-style-type: none"> <li>• Investment backlog (facilities, exhibitions) -&gt; high investments necessary</li> <li>• High expectations of tourists regarding quality and product development</li> <li>• Tight budgetary situation of the public authorities</li> <li>• Development depends from the awareness and attitude of the staff and management</li> <li>• Low knowledge of the tourism market</li> </ul>

## Opportunities

- ▶ Tourism market in Montenegro still growing  
→ tourists as target group
- ▶ Growing global interest for cultural tourism
- ▶ 25% of the Europeans mention culture as one of their main reasons for taking a holiday
- ▶ Elaboration of USPs to make the range of museums more diverse
- ▶ Collaborations with local stakeholders, other museums and tourism industry
- ▶ Joint marketing, offers and tickets
- ▶ Lack of touristic attractions in Northern Montenegro as chance to draw attention to the museums

## Strengths

- ▶ UNESCO World Heritage Kotor
- ▶ Bay of Kotor and Cetinje “on the map” of culturally interested tourists
- ▶ Friendly staff
- ▶ Good practices of individual measures/offers within Montenegro
- ▶ Implementation of IPA project “Museum Cultour”
- ▶ Audio guide “Museum Maritimum”

## Weaknesses

- ▶ Signposting to the museums and/or parking (poor urban planning)
- ▶ Exterior signage often insufficient
- ▶ Labelling inside the museums
- ▶ Language skills (English) of staff
- ▶ Museums offering collections rather than exhibitions
- ▶ No sufficient monitoring of the visitors/audience
- ▶ No visitor management/guidance
- ▶ Opening hours (too complex or not reliable)

## Weaknesses

- ▶ Exchangeability due to lack of USPs
- ▶ No or too small marketing budgets
- ▶ Insufficient informational material
- ▶ Poor PR and online marketing
- ▶ No, few or poor services for convenience (toilets, seating, etc.)
- ▶ Not suitable for special interest groups, e.g. families, disabled persons
- ▶ Building fabric of the museums often in improvable condition
- ▶ Lack of awareness for quality of services
- ▶ Low awareness towards maintenance

## Threats

- ▶ Investment backlog (facilities, exhibitions)  
→ high investments necessary
- ▶ High expectations of tourists regarding quality and product development
- ▶ Tight budgetary situation of the public authorities
- ▶ Development depends from the awareness and attitude of the staff and management
- ▶ Low knowledge of the tourism market







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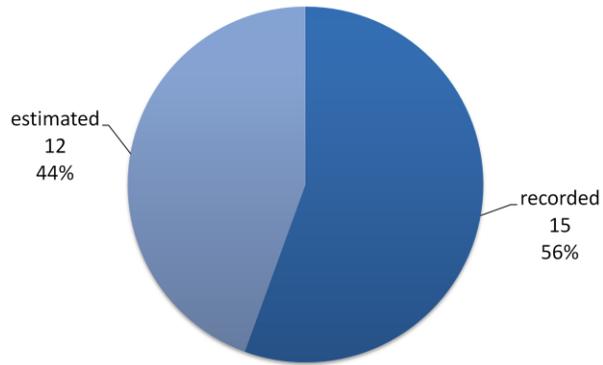
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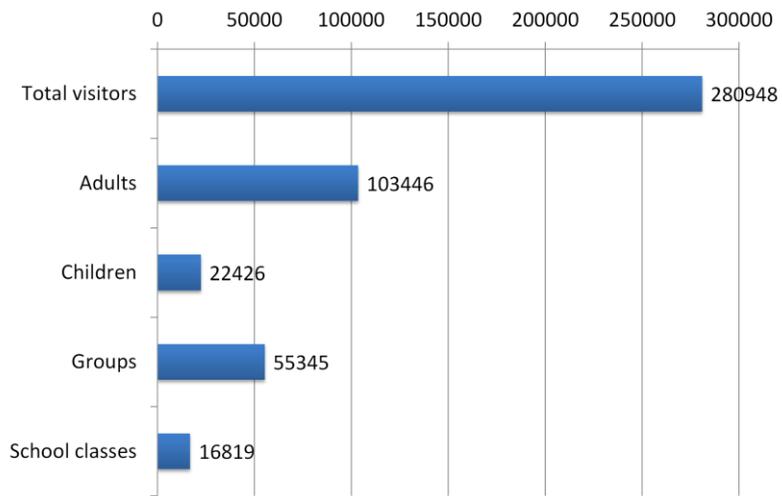
# Little Knowledge about Visitors

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## "The visitor numbers are..."



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## Statistical Recording

- ▶ In no museum staff asks anything nor is a deeper statistical recording recognizable.
- ▶ 2 museums are offering questionnaires
  - ▶ 1 also in English language
- ▶ 3 museums say they conducted a visitor survey in 2012 or 2013

## Suggestions: Research

- ▶ Organize centralized and standardized multilingual market research
  - ▶ Recommendations for visitor monitoring
  - ▶ Standard questionnaires
  - ▶ Trainings for monitoring staff and interviewers
  - ▶ Develop tool for monitoring



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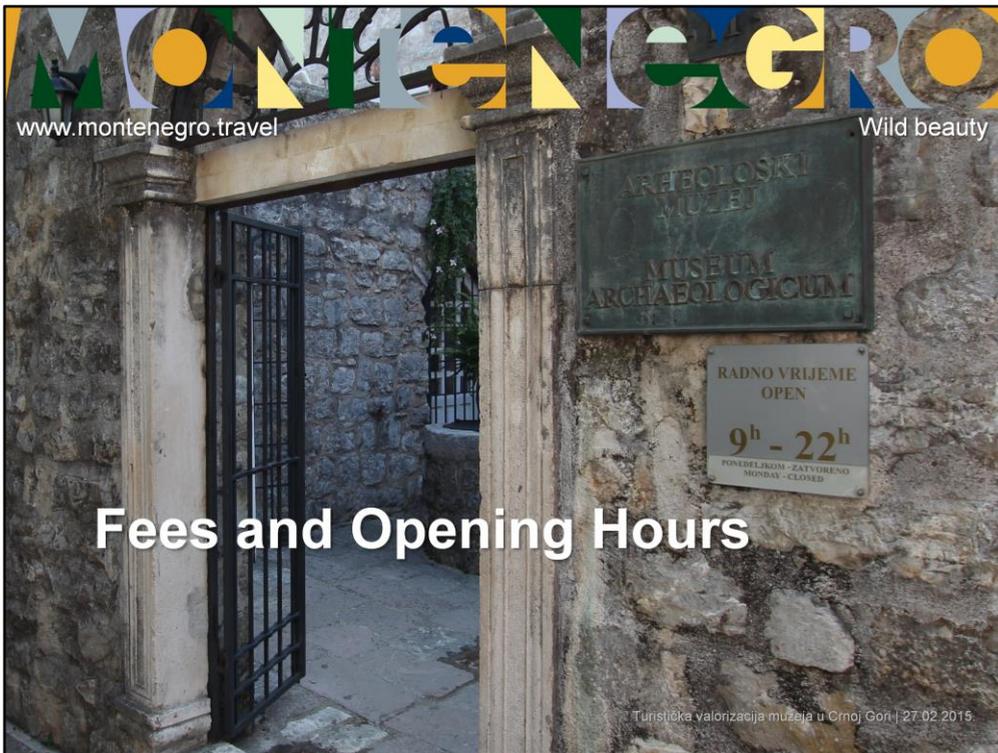
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## Limited Language Skills and multilingual Labeling

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## Suggestions

- ▶ Personnel
  - ▶ Verify language skills of new employees
  - ▶ Language classes (English)
  - ▶ Lists with common phrases
- ▶ Labeling/Signage
  - ▶ Complete bilingual labeling of all museums

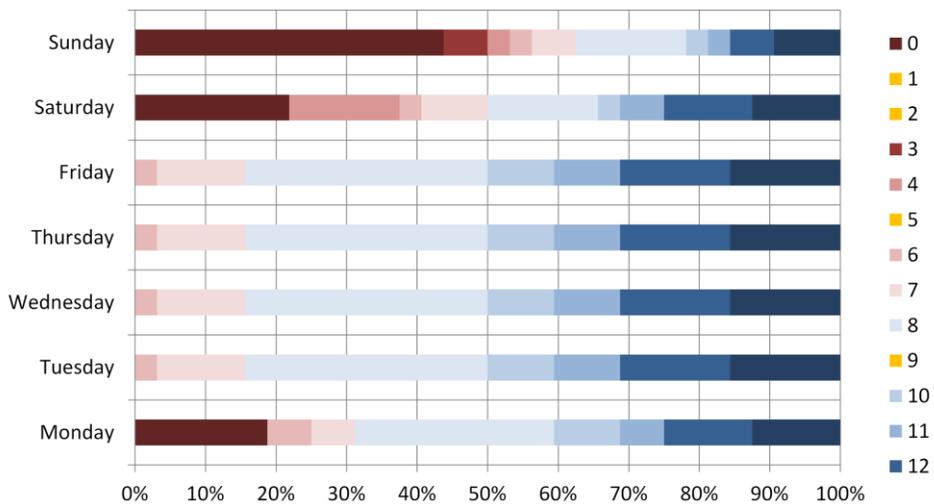


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# Fees and Opening Hours

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## Suggestions

- ▶ Consistent age-ranges for all museums
- ▶ Reliable and “easy” opening hours
- ▶ Opening hours on weekends and in the evening (after product improvements)
- ▶ New pricing models and products



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## Suggestions

- ▶ Analysis of the building fabric of all museums
- ▶ Improve toilets to international standards (accessories and hygiene first).
- ▶ Offer (more) seating possibilities
- ▶ Offer additional services



## Suggestions

- ▶ Improve the signposting to the museum  
...and a parking concept
- ▶ Unique names in communication
- ▶ Provide **all** basic information at the entrance



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## Exhibition

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## Suggestions

- ▶ Elaborate USPs when redesigning exhibitions
  - ▶ Focus on visitor experience
  - ▶ Implement self-guided interpretation concepts
- ▶ Renew labeling of the exhibits
  - ▶ Complete labeling
  - ▶ Use consistent language(s), characters, fonts, etc.



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Offers (touristic products)

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## Suggestions

- ▶ Strategic product development
- ▶ Joint ticket
- ▶ Guided tours
- ▶ Events
- ▶ Programms for families



## Suggestions

- ▶ Increase marketing budget
- ▶ (Multilingual) websites → or joint website of the museums of Montenegro
- ▶ (Multilingual) informational material
- ▶ Campaign to improve the reputation on the domestic market.
- ▶ PPP and sponsoring models
- ▶ Develop samples for email communication
- ▶ Information campaign for travel guidebooks
- ▶ “Guerilla” marketing



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Hvala

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Manual

# Guidelines for touristic valorisation of museums

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## Possible Content (examples)

- ▶ Market research
  - ▶ Background information
  - ▶ Samples for questionnaires
  - ▶ Evaluation guidelines

## Possible Content (examples)

- ▶ Management
  - ▶ Recommendations for collaboration
  - ▶ Planning opening hours
  - ▶ Background information: Tourists as target group
  - ▶ Checklists for visitor guidance
  - ▶ Recommendations for infrastructural improvements

## Possible Content (examples)

- ▶ Marketing
  - ▶ Know-how of online marketing
  - ▶ Checklist „How to develop a website“
  - ▶ Samples for e-mail communication
  - ▶ Checklist for offsite optimization
  - ▶ Recommendations for PR activities

## Possible Content (examples)

- ▶ Exhibition
  - ▶ How to deal with foreigners
  - ▶ Guidelines for signposting and labeling
  - ▶ Benchmarks
  - ▶ Didactic concepts for tourists