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MUSEUMS, MARKETING AND TOURISM DEVELOPMENT: THE CASE OF THE TOBACCO MUSEUM OF KAVALA

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1. INTRODUCTION: CULTURE, TOURISM & URBAN DEVELOPMENT

- Necessity of European cities to deal with various socio-economic changes
- Implementation of cultural policies as tools for the development of cities could be expanded in various economic sectors, such as tourism
- ‘Culture’ has been widely used in various initiatives concerning the reconstruction/revitalisation of cities
- Cities should focus on how to ‘use culture as a tool’ through management processes by identifying their weaknesses and strengths



2. ROLE OF MUSEUMS (A)

Activities

- Preservation/protection
- Research
- Communication



ROLE OF MUSEUMS

(B)

Benefits

- Create jobs
- Attract visitors
- Attract resources and investments
- Contribute to the economic revitalization of an area
- Promote an area
- Improve the citizens' quality of life
- Develop strong connections between the members of a society



3. MARKETING OF MUSEUMS

(A)

Factors related to marketing

- The extended international development of museums
- The search for economic resources
- The competitive environment between the museums
- The need of the museums to learn more about their visitors



MARKETING OF MUSEUMS

(B)

Strategies and actions

- Searching for potential target markets
- Categorising the markets according to their characteristics
- Defining the museum's image
- Developing a marketing plan



MARKETING OF MUSEUMS (C)

- Especially developed: Small-scale museums that offer flexible and alternative exhibitions
- Change from more institutional exhibitions to those that create social, creative and participatory experiences
- Case study in order to identify and analyse the characteristics of the audience
- It is important to distinguish between visitors and visits
- Marketing should not be excluded from the rest of the museum's activities



4. TOBACCO MUSEUMS – THE CITY OF KAVALA

Tobacco Museums

- Their aim is to preserve the history of tobacco cultivation in an area and encourage the audience's consciousness regarding the importance of the economic, political and social impacts of the tobacco industry on the history of a place
- Their number is limited

Kavala

Kavala is the city where the commercial exploitation of the Balkan tobacco in the middle of the 19th century was concentrated



5. THE TOBACCO MUSEUM OF KAVALA

Vision of the Museum

The Tobacco Museum is a unique and historical museum organisation with a contemporary profile and identity in the European cultural area

The Museum's vision is defined by specific aims:

➔ **Functionality – Effectiveness**

➔ **Promotion - Support**

➔ **Development - Competitiveness**



THE TOBACCO MUSEUM OF KAVALA (B)

Strengths	Weaknesses
<ul style="list-style-type: none">•Relative proximity to Thessaloniki•Uniqueness of the museum concerning the exhibition of the commercial processing of Eastern tobacco•Prominence of the social history of Kavala and the wider area of Eastern Macedonia and Thrace•Uniqueness and variety of the exhibits•Modern and experiential presentation of methods and techniques•Research activity•Dynamic website•Experienced personnel•Development of a library (books, journals, documents)	<ul style="list-style-type: none">•Small number of visitors•Uncertainties concerning the museum's building•Lack of significant actions to promote the museum•Lack of signposts in the city•Inefficient cooperation between local factors•Lack of autonomous/private resources•Ineffective supporting structure (e.g. lack of flexible hours)•Lack of a common vision from the local society for the museum's development



THE TOBACCO MUSEUM OF KAVALA (C)

Opportunities	Threats
<ul style="list-style-type: none">•Enrichment of the museum with exhibits from organisations inside and outside the country•Cooperation with tobacco museums from other countries in order to create networks•Enhancement of the research activity•Participation in Greek and international exhibitions•Creation of a museum shop•Digitisation of the database•Participation in European projects•Ability to attract subsidies from various associations	<ul style="list-style-type: none">•Long distance from Athens•Smoking as a politically incorrect activity•Lack of strategic planning in tourism development•Not being incorporated in tourist packages of the wider area•Low government subsidies



6. FIELD RESEARCH ON THE TOBACCO MUSEUM

Target Groups

- Citizens (n=149)
- Businesses (n=50)
- Visitors (n=78)

Methodology-research characteristics

- December 2007 until February 2008 (for visitors until May 2008) in Kavala
- Use of questionnaires and personal interviews
- Method of scheduled, not random, interviews
- Duration of each interview: 15' to 20'
- Use of scale from 1 to 7 (Likert)

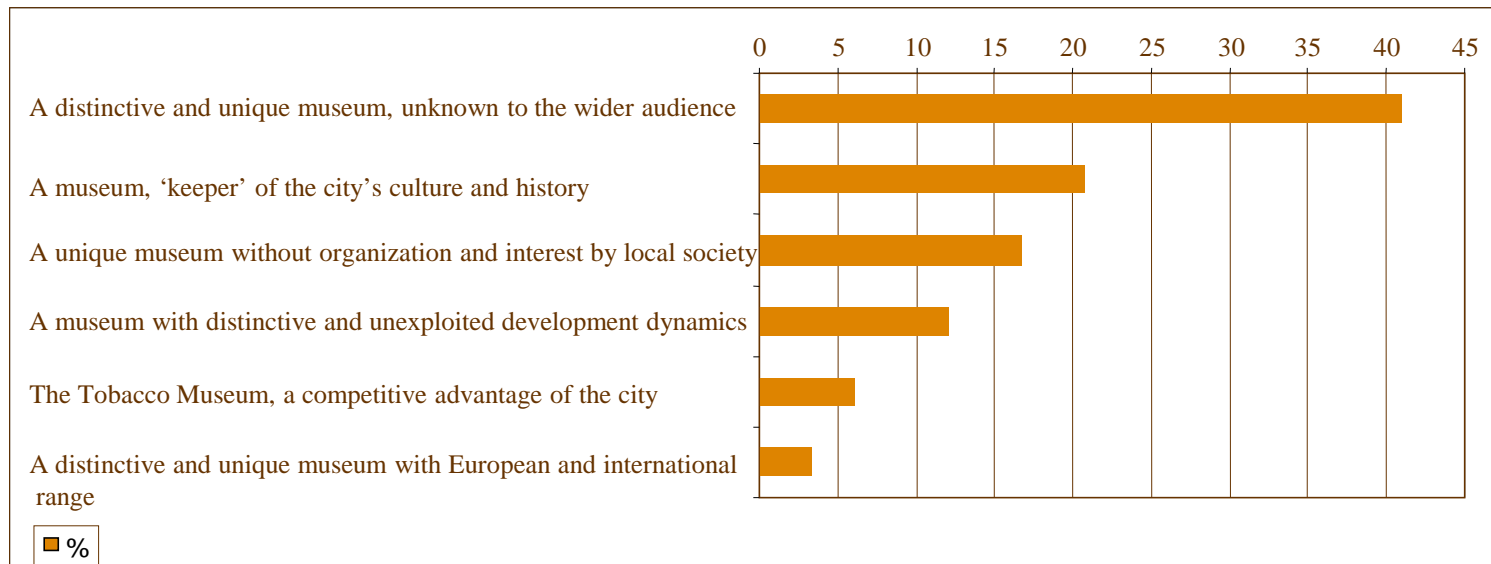


FIELD RESEARCH ON CITIZENS (B)

Reasons for visiting the Museum

- The variety and significance of the exhibits
- The perception of the museum as a part of the city's cultural heritage
- The cultural/historical character of the Museum

Museum's Image





FIELD RESEARCH ON BUSINESSES (C)

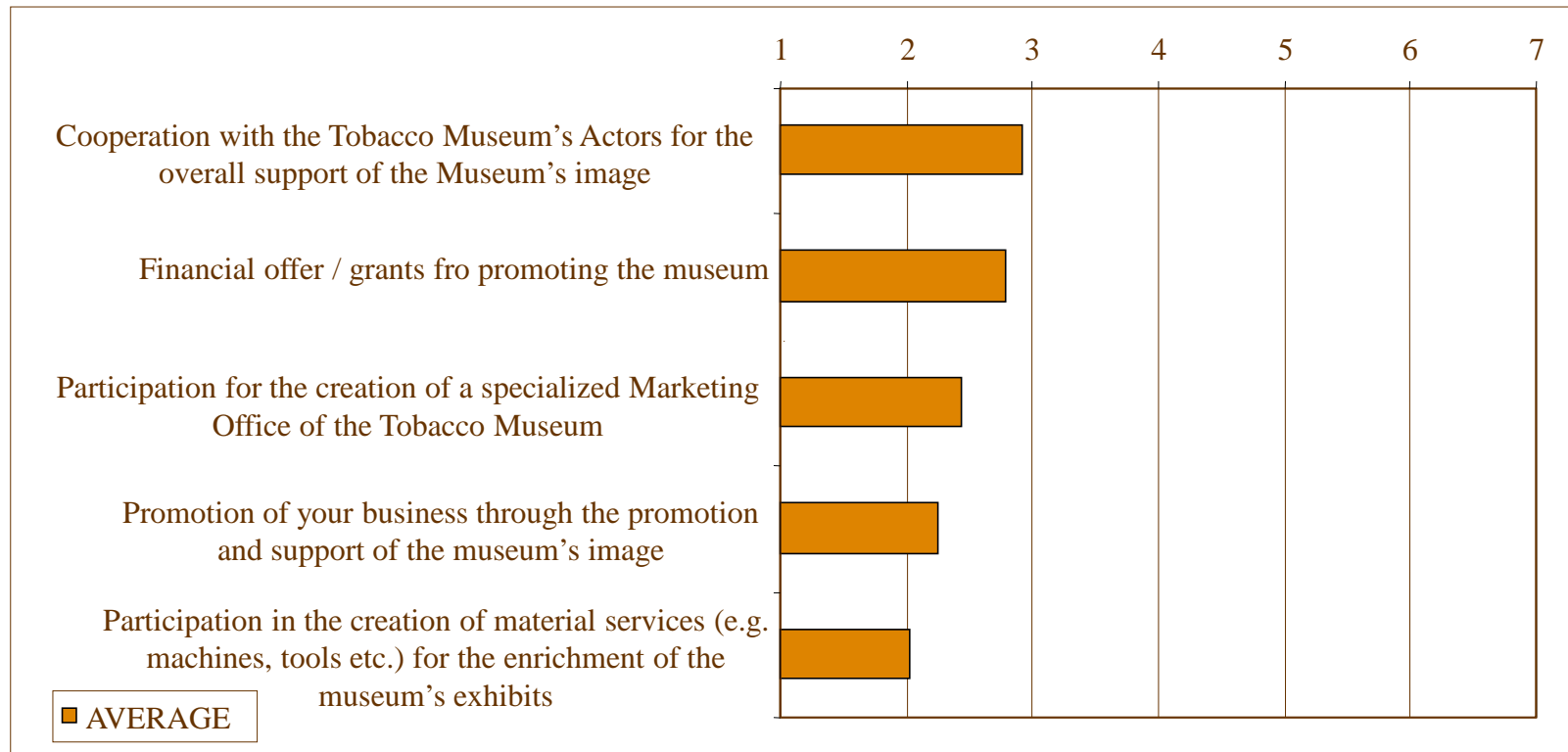
Businesses' perceptions:

- Culture as a very substantial variable in the development of the city
- Emphasis on the factors that comprise the cultural, tourist, social and economic development of the city
- The Museum's role is not tame since its evaluation is above average
- The Museum's contribution, especially to the overall cultural and tourism development of the city, is evident
- Recognition of the importance of culture as a driving development force with the Tobacco Museum as a main factor



FIELD RESEARCH ON BUSINESSES (D)

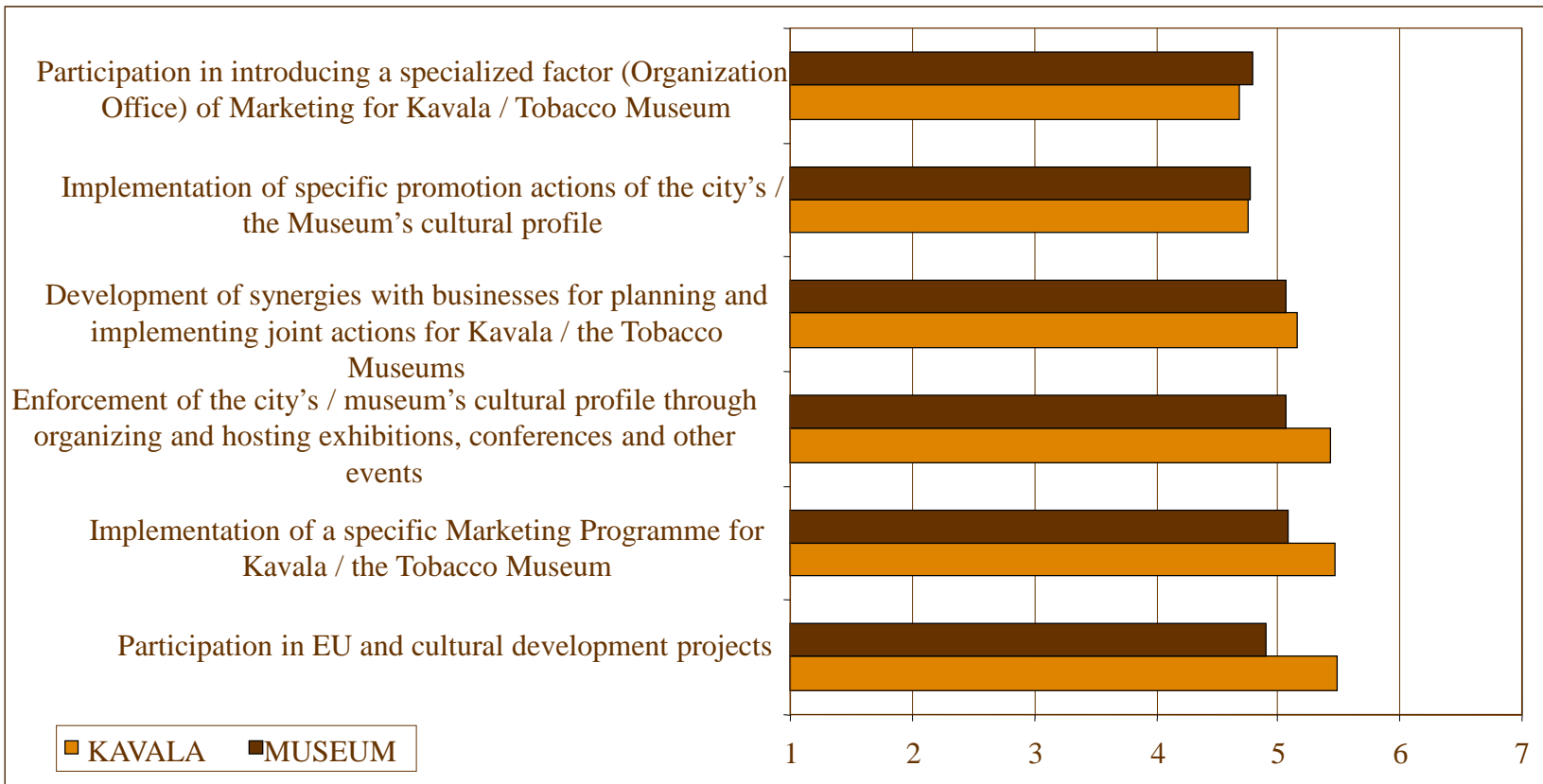
Contribution of Businesses to the Promotion of Kavala's and the Museum's Cultural Image





6. FIELD RESEARCH ON BUSINESSES (E)

Contribution of Local Administrative Factors to the Promotion of Kavala's and the Tobacco Museum's Cultural Image





FIELD RESEARCH ON VISITORS (F)

Reasons for visiting the Museum

- Its distinctiveness / uniqueness
- Its cultural / historical character
- The curiosity to visit a tobacco museum
- The variety and significance of the exhibits



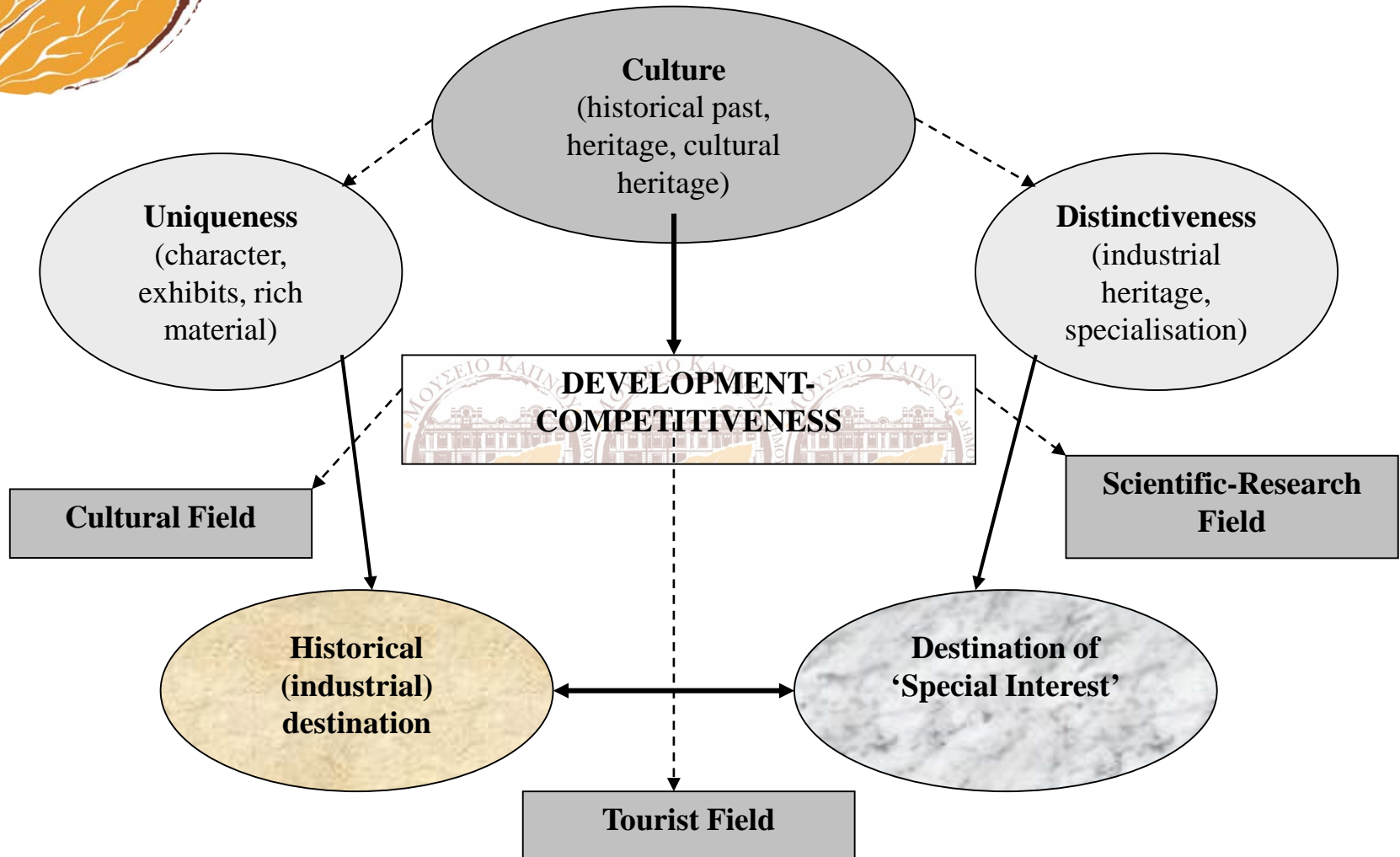
FIELD RESEARCH ON VISITORS (G)

Impressive Factors in the Tobacco Museum

- The amount and variety of the exhibits
- The level and quality of the tour
- The specialized personnel of the Museum
- The distinctiveness of the building
- The excellent preservation of the machines and historical resources

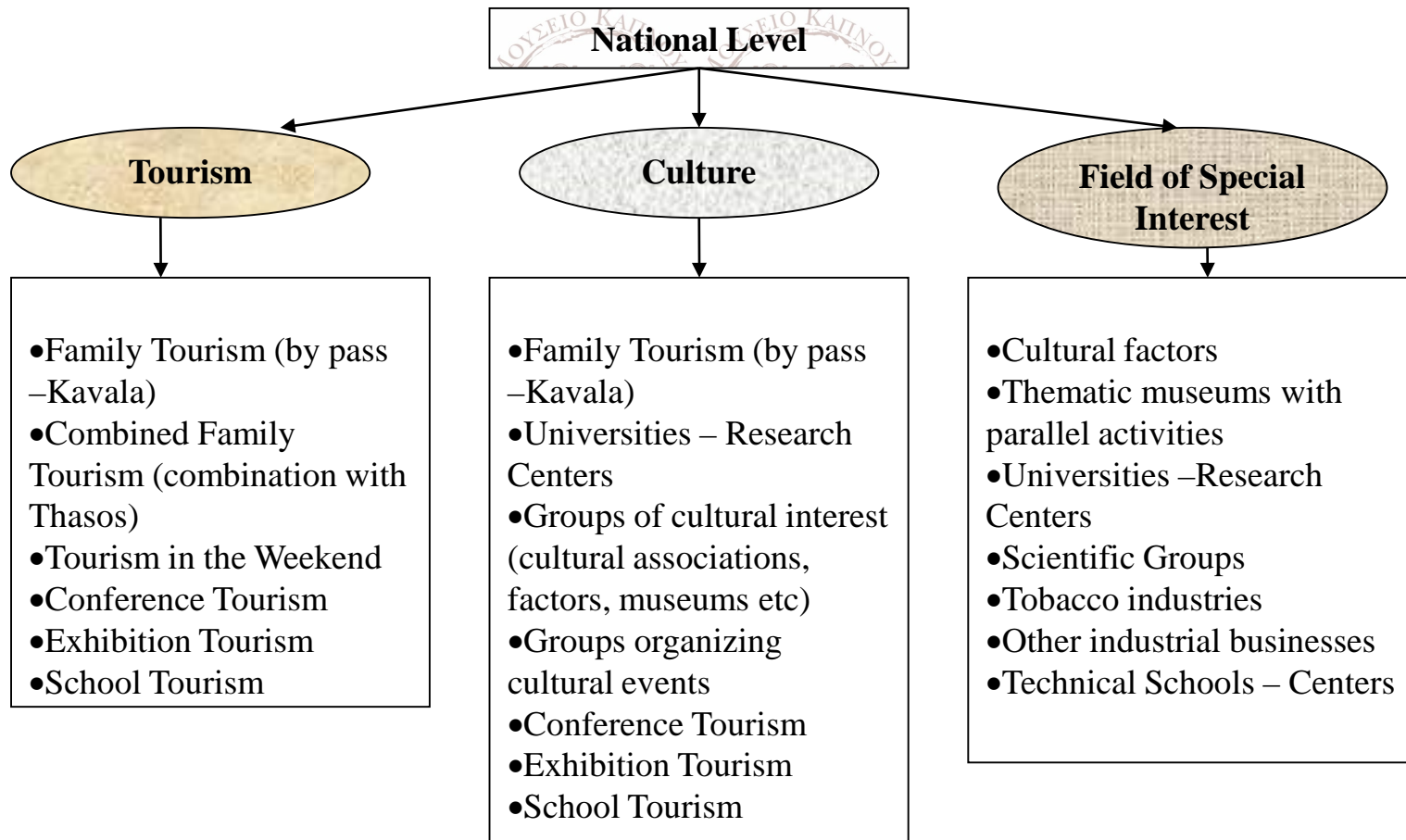


7. THE TOBACCO MUSEUM AS A 'FINAL PRODUCT'



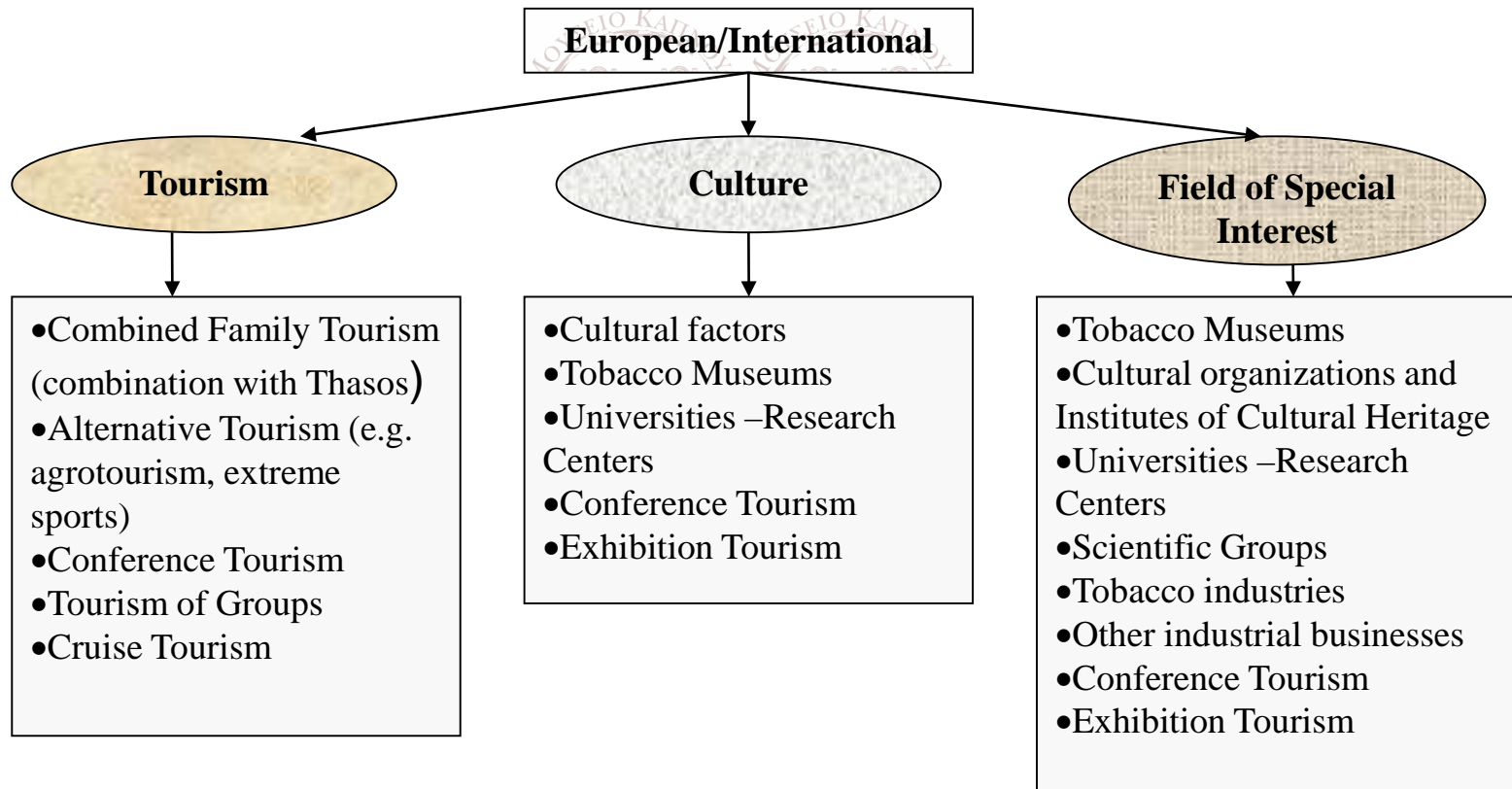


8. PROPOSED TARGET MARKETS



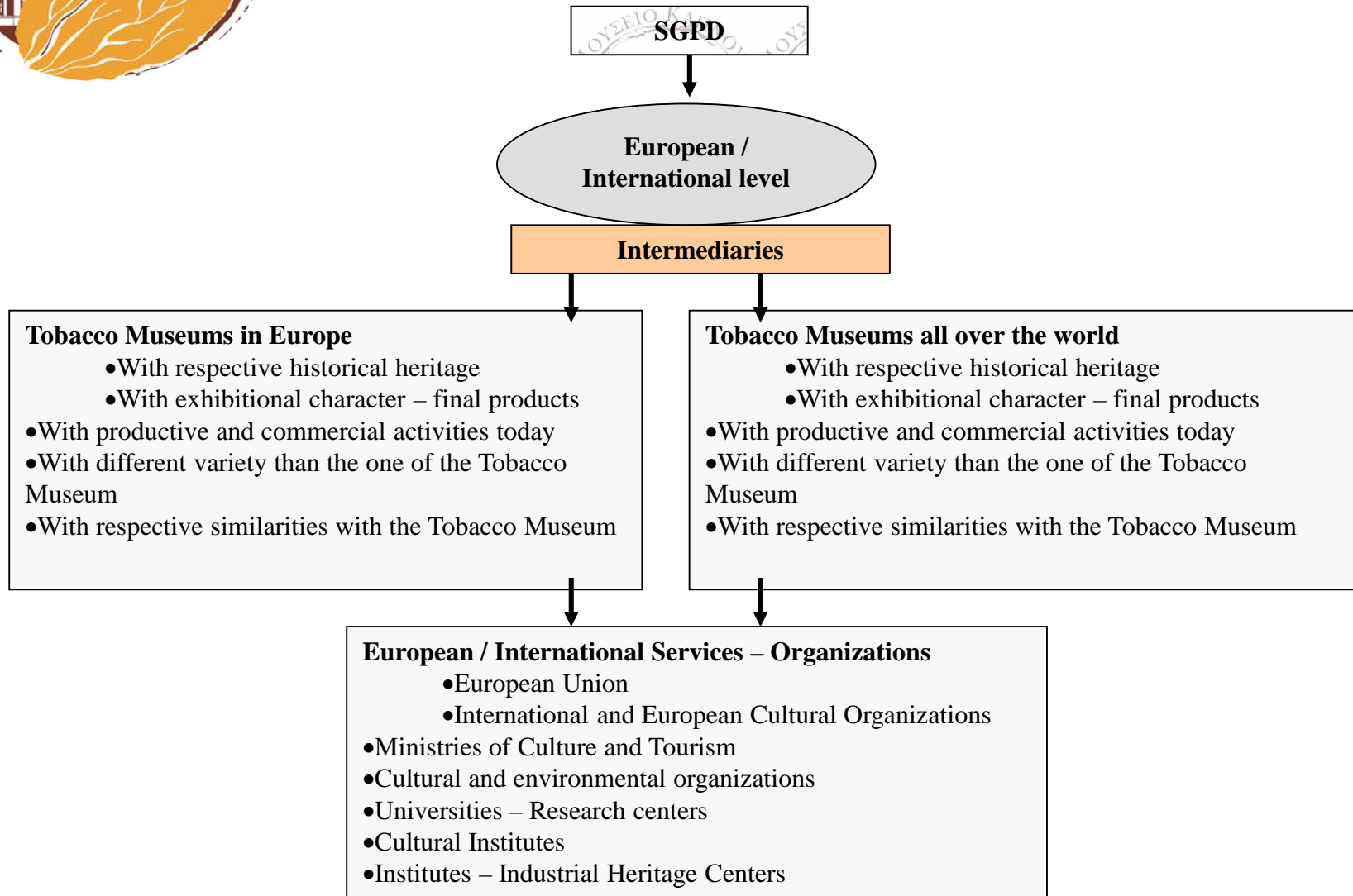


PROPOSED TARGET MARKETS (B)



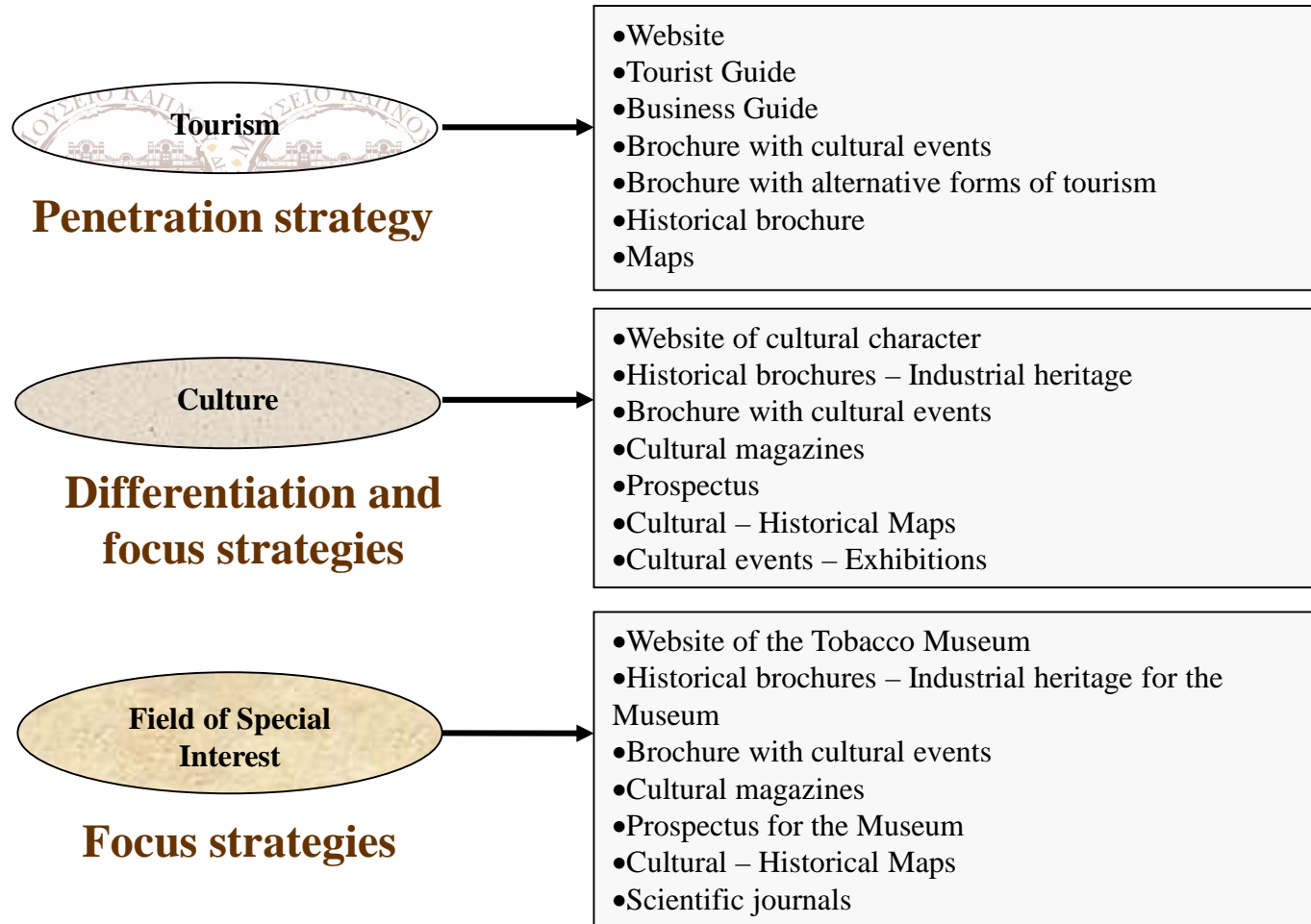


9. DEVELOPMENT OF DISTRIBUTION CHANNELS





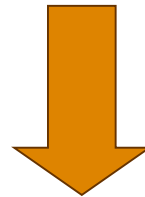
10. METHODS FOR PROMOTING THE MUSEUM





11. MARKETING MODEL OF THE ‘8ps’

- **PRODUCT** or SERVICE (GOOD)
- **PARTNERSHIPS**
- **PEOPLE**
- **PACKAGING**
- **PROGRAMMING**
- **PLACE** (DISTRIBUTION CHANNELS)
- **PRICING**
- **PROMOTION**



**STRATEGIC
MARKETING
MIXTURE**



12. CONCLUSIONS (A)

- The development course of the Tobacco Museum depends, at least for now, on Kavala and its development
- The Tobacco Museum bases its dynamic on the uniqueness and distinctiveness of its character
- The distinctiveness of the Tobacco Museum is an advantage for the Museum and also a disadvantage, because it is limited to target markets of special interest (scientists, researchers, etc.)



CONCLUSIONS (B)

- This research concludes with three main levels of analysis: **tourism, culture** and the level of **special interest**
- The proposed marketing model (8ps) is considered to be representative for the case of the Tobacco Museum and of Kavala
- The composition of the SGPD (Specialised Group of Planning and Development) is necessary because there could not be any action of development without the planning, the evaluation, the programming, the selection, the control and the management of all the available resources