



Marketing Plan For Hubei Provincial Museum

&

“The Intersection of Civilization

Mediterranean World from the ancient Egypt to the Byzantine Empire”

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I. Instruction

- **Overview**

Hubei Provincial Museum is a state-level non-profit organization constructed in 1953. It is a primary institution of culture relics collection, exhibition and promotion as well as an important research center of archaeological exploration, discovery and relic protection in the province. HBPM is one of the eight key museums sponsored jointly by the national and local governments. They have 11 permanent exhibits as well as temporary exhibits based on different partners.

- **Marketing Goals**

As one of the eight key museums in China, Hubei Provincial Museum has already had a certain reputation in the city or the country. Also, they have their own social media channels to release their own news and events. There is a new exhibit “The Intersection of Civilization Mediterranean World from the ancient Egypt to the Byzantine Empire” in Mar.3 2017 to May.22 2017, during which there are also corresponding program. The main goal of the marketing strategies is to promote new exhibit while attracting public attention and outreach to new audiences.

- **Marketing Strategies**

- i. Social Media
- ii. Target audience Marketing
- iii. Guerrilla Marketing
- iv. Relationship Marketing

- **Desired outcomes**

Through the implementation of these proposed strategies, Hubei Provincial Museum wants to set up a database of audience membership and built a preliminary cooperative relationship with travel agencies, college student councils, and schools. With the opening of the “Civilization of the Sea”, HBPM wants to increase the visitation by 15% and the related program participation by 20%.

II. Situational Analysis

- **Environmental Scan**

- i. **Economic Scan**

Government Income

On the basis of the national condition and policies in China, Hubei Provincial Museum, as a non-profit organization, is directly supported by the local and national governments. Every year, the government directly allocated to the Provincial Department of Culture, and then by the Provincial Department of Culture assigned to various cultural institutions. Per the Provincial Annual Budget Statement, there was about 9 million dollars assigned to Hubei Provincial Museum for the main cost including maintenance, operation, staff compensation, training expenses, programming expenses, etc.

Earned Income

Hubei Provincial Museum generates earned income through gift shop sales, café and restaurant sale, show tickets, docent fee and automatic interpretation rental. There is a chime bell show which brought the court banquet music life to today's stage two times a day (four times during legal holiday). Docent fee is \$15 per hour; automatic interpretation rental is \$5 per hour; show tickets is \$5 per person. docent fee and automatic interpretation rental formed the most percentage of earned income.

Financial health

Due to the support of the government, the operation of HBPM is relatively stable. With the implementation of the free admission policy in 2007, the number of visitors has increased dramatically which foster the tourism consumption. At the same time, the annual financial allocations remain unchanged, so the budget for various projects has been reduced.

- **Demographic Scan**

Hubei Provincial Museum located in Wuhan, the capital city of Hubei Province. Wuhan, as the second large city in China, have a population of 8 million as of 2014, and it's keeping growing. Wuhan is also one of science and education central cities where have nearly 1 million undergraduate and graduate students. With this geographical condition and free admission policy, most of the audiences of Hubei Provincial Museum are of different ages, educational background of tourists, local residents and students.

- **Cultural Scan**

The leadership in Hubei Provincial Museum include a Curator, Secretary of the Party committee and four Deputy curators in charge of different responsibilities. Underneath them, there are twenty departments like Preservation Management Dept., Exhibition Dept., Social Education Dept., Marketing Dept. and many more. Cooperation between departments is very close, for instance, Social Education Dept. often cooperate with Marketing Dept. to do educational programs.

In legal holiday, the amount of the visitor is much more than routine day, the highest peak can reach ten thousand per day, most of them are tourists from other cities and countries. As located in the birthplaces of Chu Culture in China ([Chu State](#)), HBPM often hold special events to promote the activities of Chu Culture, most of them is organized by the local government and use social media to attract community to participate. They have official website, blog, official WeChat to popularize the latest news and coming events and new exhibitions. Since nowadays almost everyone is using internet, it becomes easier to use internet media than traditional way.

- **Other Environmental Elements**

Since local and national government attach more and more importance to Cultural Instruction, museum and culture-related organization are getting more and more attention. Also, HBPM is in the expansion project, which will enlarge exhibition area to display more collections. Because more and more cultural relics unearthed, HBPM believes it's necessary to draw more community to concern and understanding the local culture.

III. Organizational SWOC Analysis

- **Culture Product**

Strengths

There are more than 230,000 collections in Hubei Provincial Museum, and with more and more relics unearthed, the amount is keeping increase. Also, they have many programs targeting different audiences.

Weaknesses

Regular exhibitions stay the same all the time make it easily for public lose interest after they see all the exhibition. Besides, place for display all the collections and new exhibitions is also limited.

Opportunities

HBPM is in the process of expansion, which means there will be more room for new exhibits and programs.

Challenges

Despite the expansion, the venue is still limited, all the exhibits on display is impossible, how reasonable and efficiently layout of special exhibitions and the

choose of exhibits become the first problem to think about.

Besides, some collection, like The Chime Bell of Marques Yi, are too big to move, moreover it may cause damage during moving. How to make it a sustained attraction become an important issue to deal with.

- **Pricing**

Strengths

Free admission to all the public; ¥25 for Chime Bell show per person; Free for all exhibitions, programming, and public equipment like video room and teens learning room. Since it started free admission policy, the amount of visitor has increased from 720,000 in 2004 to 4.2 million in 2011.

Weaknesses

Free to all means the increase of cost on the collection protection and building maintenance and the reduction of programming budget with the same annual budget. Also, despite being free, but admission is still having tickets, which greatly increase the costs.

Opportunities

Using photo ID instead ticket can reduce the ticket cost and supervise the safety. HBPM can set different fee for special exhibition, not for every special, but some real special and rare exhibition. Doing this not only can attract visitor who real interested in these specific collections, but also make the protection of these valuable treasures more doable.

Challenges

Public may feel uncomfortable for the sudden fee for these exhibits when they were

used to the free admission. It may cause reduce people's participation of these exhibits or even of the whole program in museum.

- **Place (access):**

Strengths

Hubei Provincial Museum located next to the Hubei Provincial Art Gallery, on the side of East Lake, second large city lake in China. This area forms a culture industry chain contain several cultural organization for public to choose.

Weaknesses

Traffic jam is always a problem in big city. The location of HBPM is one of the busiest road in Wuhan, especially in holiday. Some people lives far away are not willing to spend nearly one and half hour on the way to museum which result the loss of potential visitors.

Opportunities

Wuhan have built several projects to help the traffic, including Yangtze River Tunnel, Yingwuzhou Yangtze River Bridge and Line3 in Wuhan Metro which make it more convenient to get HBPM from different part of Wuhan.

- **Promotion**

Strengths

As an important cultural organization in Hubei Province, HBPM has received enough public attention. They have various ways to advertise and attract people's attention including website, Blog, WeChat. The homepage of HBPM website scrolls the new events and upcoming exhibits. Official blog and WeChat push the latest news to public who fellow them.

Weaknesses:

There is a limit on the audience who get the information pushing cause if people do not follow the blog and WeChat, they will never get to know the news. Also, most of the news on website, blog and WeChat do not have enough attraction for public to read.

Opportunities:

Being a large-scale non-profit organization, HBPM can use different social media to publish the important information on the public including bus and metro video system, the press, the LED screen in public area. And hire professional staff to edit the news and make it fun enough to attract people.

Challenges:

HBPM is directly supported by the government, so the funding is limited every year, public media like LED, bus and metro video system is a great investment. Limited funding will limit the intensity of media.

IV. Marketing Scheme

A. Social Media

Hubei Provincial Museum's social media accounts include Weibo with 30,000 followers, WeChat public no., and official website. Both of Weibo and WeChat have strong influence in China, so they are the main channels.

Objectives:

- Increase the public attention to the new exhibit
- Promote the "Tour of the Mediterranean" series of educational activities

- Increase Weibo follower by 10% by the end of May

Strategies:

Every Monday a greeting message and a week events notice will be posted on Weibo and WeChat at 9 am. This will be a regular operation of the Weibo and WeChat accounts.

Every Thursday, a review video of last “Tour of the Mediterranean” activities will be unloaded to Weibo tagging the participants (parents and kids) on 9pm. Every Friday, an invitation of the Saturday activity will be posted to both Weibo and WeChat on 9am and 9pm. Every Saturday, an article about today's activity will be posted on WeChat at 9pm. These series will run from Feb 27th to May 19th.

On May 22nd (a Monday), a greeting message and an exhibit and program review article will be posted on both Weibo and WeChat.

Every activity video will feature both the participants and the exhibit. Since the activity is target to kids and adults separately, the videos will be recorded separately with the permission of the participants. After the activity ask the participants to fill up the personal information form (including Weibo account) and let them follow the WeChat public number.

Implementation

Calendar

Date	Events
Feb 27 th (Mon)	Greeting and week event notice post
Mar 3 rd (Fri)	Introduction of the “Tour of the Mediterranean” post (Weibo, WeChat, and Website)
Mar 4 th (Sat)	Report of today's activity post
Mar 9 th (Thu)	A review video of last activity post (Weibo & WeChat)
Mar 10 th (Fri)	Invitation of Saturday activity post (Weibo & WeChat)
Mar 11 th (Sat)	Report of today's activity post

• • • • •	(Repeat the same timeline but different content each week)
May 19 th (Fri)	Last invitation post
May 20 th (Sat)	Last report of Saturday activity
May 22 nd (Mon)	Greeting message post on Weibo and WeChat review of the exhibit and program post on Weibo, WeChat & Website.

Total Budget: ¥6500

(According to the Government Allocation)

i. Personnel ¥6000

(Staffs in Public Program Department will take these responsibility)

- **Photographer:** record, film, picture during the activities, and edit the picture and the videos;
- **Public accounts administrator:** edit, text, and post the pictures and videos to the social media accounts; respond to the comments on the social media

ii. Material and Supplies ¥0

A camera and a laptop with editing software are needed, and this can be supported by the museum.

iii. Technological resources ¥0

The social media accounts include Weibo, WeChat public number and official website.

iv. Print ¥500

The personal information forms and feedback forms are needed to collect information and to evaluate.

Evaluation

The evaluation will be separated into two part: the evaluation of the new exhibit and program, and the evaluation of the social media follower.

- Evaluation of the new exhibit and program

Quantitative: the number of participants will be counted before every Saturday activity, and the visitor number of the new exhibit will be counted every week as well. If the number increases every week, the promotion of the activity and getting attention for the new exhibit are achieved.

Qualitative: after every Saturday event, participants will fill up a feedback form to tell their feeling and comment about the event, also their comment can be submitted on the social media accounts, then the feedback will be collected. Also, online comments of the exhibition and comments on the museum's opinion book will be collected as well to improve the exhibit and events.

- Evaluation of the social media

The success will be measured by the number of Weibo follower, comments on Weibo and WeChat, and the amount of share of Weibo. If the follower increased from 30,000 to 33,000, them the goal is met.

B. Target Audiences Marketing

Most of the audiences in Hubei Provincial Museum are tourists, local residents and students. On this basis, Hubei Provincial Museum will build a collage students membership database to broaden audience groups and a cooperation relation between colleges.

Objectives

- Build a cooperative relationship with two collage councils: Wuhan University and Hubei University

- Create the membership database of these colleges
- Attract more college student visitors
- Develop the college student volunteers for exhibit

Strategies

College students are chosen because there are seventy fifty-six colleges in Wuhan, so the college students are the very large audience groups. Hubei Provincial Museum will contact the representatives of these two college student councils bringing them booklets of the new exhibit, and make workshop of the new exhibit. Also, the representatives are invited to make a group visit to the opening ceremony on Feb 24th. With the help of the student councils, Hubei Provincial Museum can create a student membership database (free), then using direct mail to promote the news, programs and new exhibit. Also, students who are interested in the exhibit can volunteer in the program to build a cooperation. Hubei Provincial Museum can give the member student group visitors a 10% discount off the chime bell show if over 50 visitors.

Implementation

Calendar

Date	Activity
Jan 21 st	Get the booklet printed
Jan 23 rd	Contact the university leader to get the information of the leader of the student council
Jan 23 rd	Contact the student council leader to set a meeting day; book a class room for meeting
Jan 25 th	Meeting the student leader to discuss about the student meeting conference
Jan 27 th	Bringing the students booklet and give a presentation of new exhibit and the museum, then collect the personal information.
Feb 23 rd	Email the students about the opening ceremony information

Total Budget: ¥2050

(According to the Government Allocation)

i. **Personnel ¥1000**

- **Marketing outreach coordinator:** contact the university leader and student council leader; book the classroom for meeting
- **Volunteers:** doing the presentation and collecting the personal information; sent promotional email; post the related event pictures and video on the social media.
- **Photography:** record, film and edit the event to be posted on the social media accounts.

ii. **Venue ¥250**

A big classroom will be booked for meeting the student representatives and give the presentation.

iii. **Technological resource ¥0**

A camera will be needed to record the event to be posted on the social media accounts, and this can be supported by museum.

iv. **Print ¥800**

Booklet, personal information sheets, volunteer sheet will be printed to collect the personal information.

Evaluation

After contacting with the student, if a new student membership database is set up, then the students will become a big target group, and the audiences group is targeted. After the opening ceremony, a survey will be conducted among the student representatives been invited to see how many students are interesting and participating the new exhibit. Social media account will be monitored, also the reading amount per day on WeChat public number will be detected as well to see if the follower increased these days. In addition, if the student volunteer increased, and

they came to volunteer museum frequently, then the cooperative relationship is built. This can be measured by the volunteer program sheet.

C. Guerrilla Marketing

Wuhan is a large city, so people rely on public transportation every day and spent lots of time on metro and buses. Hubei Provincial Museum can be reached both by bus or metro. Every bus, bus station, and metro have advertising poster, so these can be the good place to advertise.

Objective

- Generate awareness of Hubei Provincial Museum
- Promote the chime bell show
- Increase the show ticket sale by 10%
- Attract visitors

Strategies

Five big bus and metro stations in different districts will be chosen as the place to implement the poster. The poster is related to the new exhibit and to promote the Chime Bell Show as well, and will be posted for one month (depends on the advertising contract). In addition, there are LED screens for advertisement and promotional video inside the bus and the metro vehicles. Existed Chime Bell Show promotional video will be played inside the bus and metro vehicles.

Implementation

Calendar

Date	Activity
Jan 10 st	Contact the public transportation company
Jan 11 st ,12 nd	Estimate the bus and metro station, and decide which station to set the poster (based on the passenger flow)

Jan 13 ^d	The advertising contract concluded
Jan 14 th	Begin design the poster
Jan 24 th	Final poster completed
Jan 26 th	Video chosen from the existed promotional videos
Jan 31 st	Implement the Poster and video
Feb 28 th	Evaluation

Total budget: ¥10000

(According to the Government Allocation)

i. Personnel ¥2000

- **Executive curator:** approve financial budget proposal; oversee the advertisement contract
- **Financial manager:** set financial budget; write advertisement proposal;
- **Marketing outreach coordinator:** contact the public transportation company to negotiate the advertisement contract
- **Poster designer:** design marketing poster and video materials
- **Sale analyzer:** analyze and compare the sale trend of the ticket sale

ii. Advertisement Fee ¥8000

Based on the survey on 2015, the bus station LED fee is over ¥10000 per 30 days. Through the negotiation and the assistance of the governor, the price will be reduced to ¥8000 per month. (However, this still expensive for a non-profit organization. So, this strategy is depending on the government annual allocation)

iii. Print ¥0

The poster fee is including in the advertisement fee.

Evaluation

The effectiveness will be measured by the show ticket sales, daily visitation, the new membership sign up, and the amount of social media follower as well. At the end of

February, a sale analysis will be conducted to see the sale trend. If the ticket sale increases in this month, and the social media follower increase, in the same time, the amount of new membership increase, the goal is achieved. But because the cost of this marketing strategy is comparatively higher than others, it would be better to evaluate more strict and comprehensive.

D. Relationship Marketing (long-term)

Tourists are another big group visitor of Hubei Provincial Museum. Non-resident and foreign visitors are often taken by the local travel agencies. Hubei Provincial Museum can collaborate with travel agencies to advertise and target to potential audiences.

Objective

Generate the awareness of Hubei Provincial Museum and chime bell show

Build a collaborative relationship with travel agencies

Increase 15% visitors

Increase 10% show sale

Strategies

Hubei Provincial Museum will outreach to three well-known travel agencies responsible for domestic tourists and two responsible for foreign tourists, and build a symbiosis relationship. Posters and brochures will be posted on the travel agency's store. Also, the Weibo and WeChat QR code will be attached on the poster saying there will be a section on their website, posting the new exhibit and chime bell show at the museum as well as a museum website link. The Hubei Provincial Museum will provide their group visitors with a 10% discount on chime bell show and the interpretative fee, also, a group entrance privileges will be offered.

Implementation

Since this is a long-term cooperation relationship, the importance of the implementation is the to choose agencies, and the negotiation and the contract with the agencies.

Evaluation

The success can be measured by the amount sale of the group visitors, the visitation of the tour group, and the amount of the Weibo and WeChat and the webpage view. If the sales volume after the signing of the contract is on the rise, and there is no drop, at the same time the amount of the social media followers is an upward trend, then this strategy is effective.