



CENTRE FOR CORPORATE COMMUNICATION

AARHUS SCHOOL OF BUSINESS
AARHUS UNIVERSITY

Danish Museums and Corporate Communication

- A national study

Anna Karina Kjeldsen, mag.art

pReISEN



The Strategic Museum

- › Cross-disciplinary research project between Center for Corporate Communication & Center for Museology, Aarhus University, Denmark.
- › Collaboration between researchers from art history, archeology, museology, corporate communication & management- and media studies.

CENTRE FOR CORPORATE
COMMUNICATION
AARHUS SCHOOL OF BUSINESS
AARHUS UNIVERSITY



CENTER FOR MUSEOLOGI
DET HUMANISTISKE FAKULTET
AARHUS UNIVERSITET





The study – a few facts

First step for The Strategic Museum:

- › To conduct a national study including all Danish museums.
- › To establish an overview, define tendencies and point to directions for further research.



- › Quantitative study, survey (web based).
- › All Danish museums (art history, cultural heritage, natural history).
- › Questions on practice and understanding of corporate communication.



Research question and aim

How are the Danish museums applying and understanding corporate communications – and how strategic are they?

- response rate: 56,66%

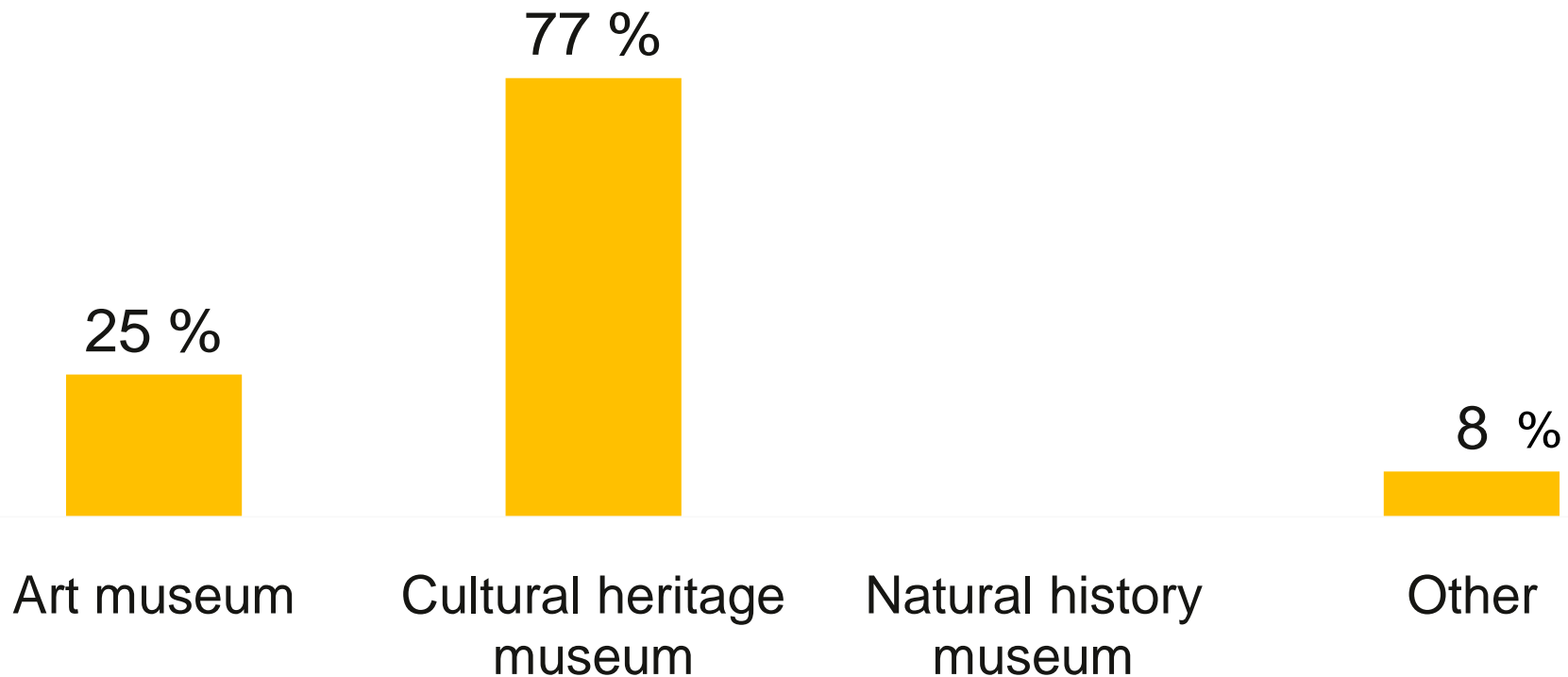


How we define corporate communication

- › Holistic approach: Integrating communicational and organizational practices into one united strategy.
- › Strategic platform: Mission, vision and values.
- › Stakeholder orientation and focus.
- › Integration of internal and external communication to support and fulfill the strategy.
- › Dialogue and pro-activity.

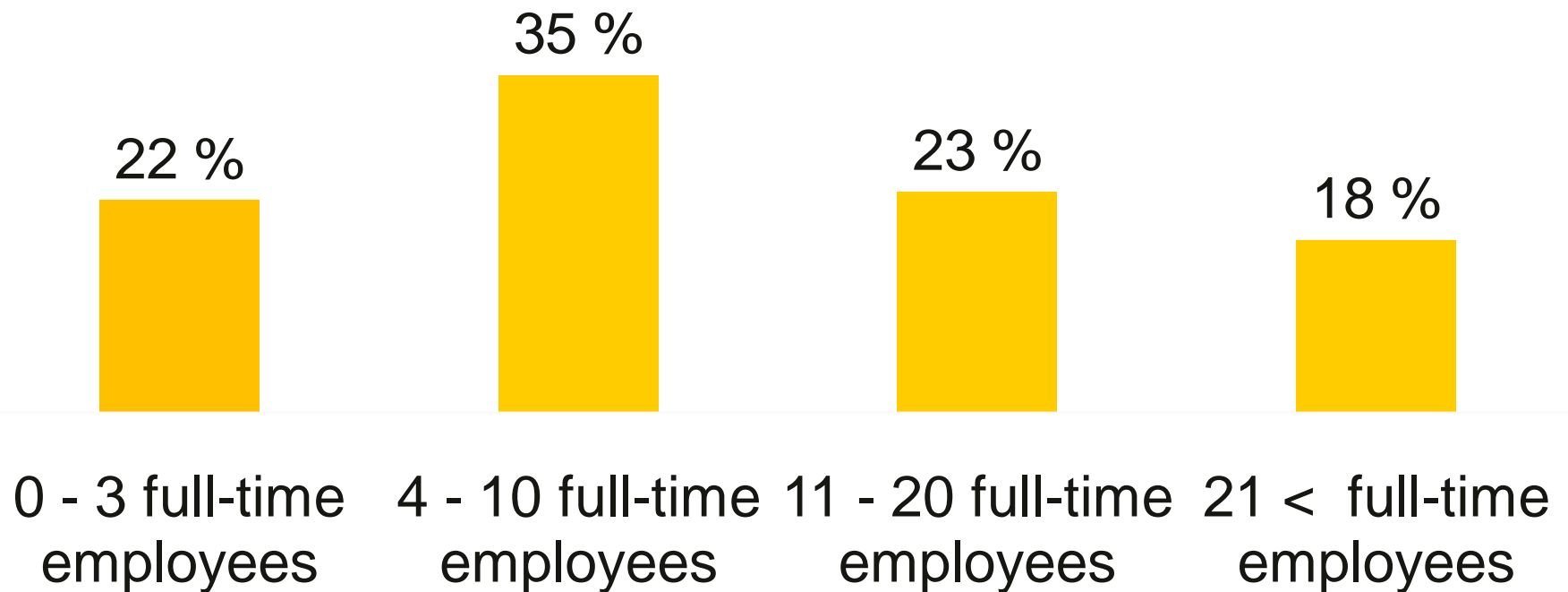


Who are the respondents?



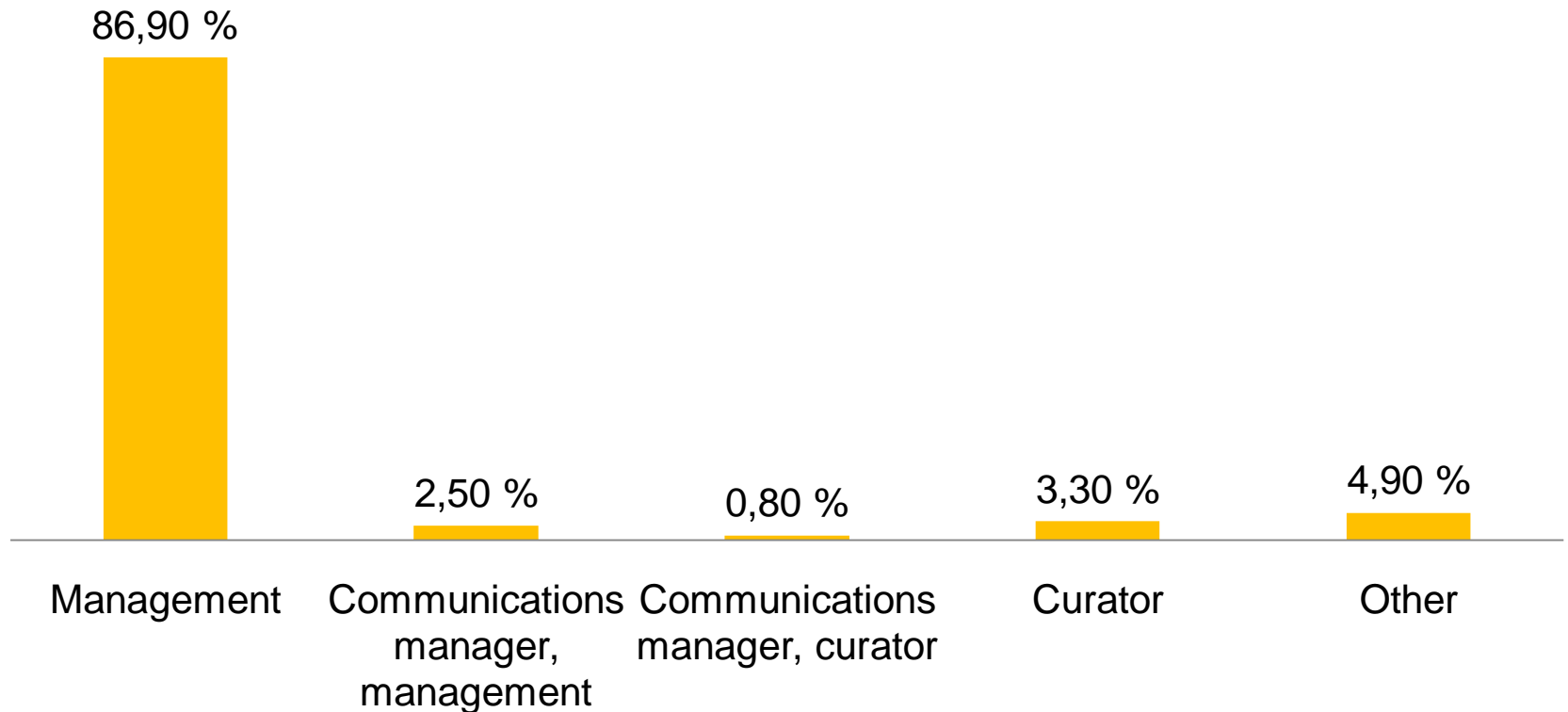


Who are the respondents?





Who in the organization replied?





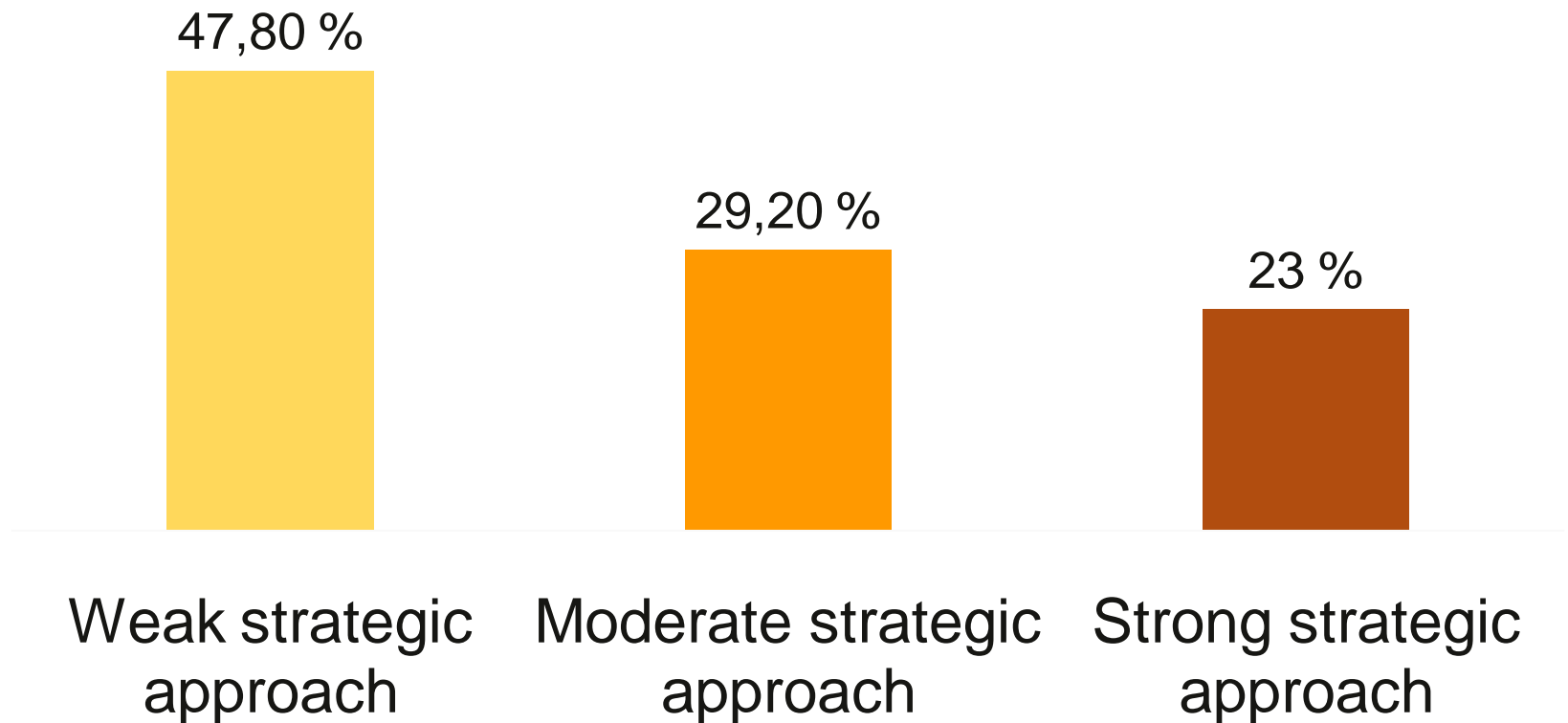
How strategic are the Danish museums?

Strategic index
Theoretically defined parameters
for corporate communication





Findings – how strategic are the Danish museums?





CENTRE FOR CORPORATE COMMUNICATION

AARHUS SCHOOL OF BUSINESS
AARHUS UNIVERSITY

Danish Museums and Corporate Communication

Self image

Identity

Relation to society





Findings – self image

The museums' professional core values:

- › Disseminate our cultural heritage: 83 %.
- › Preserve our cultural heritage: 75 %.

The museums' relation to society:

- › Influence society: 39 %.
- › Mirror society: 31%.

The museums' market orientation and social tasks:

- › Help profile Denmark internationally: 33 %.
- › Create the framework for socializing: 23 %.



Competition

Who are our competitors?
What is our position in the market?





Findings - competition

Narrow perception of the market/competition:

- › Not competing with other leisure activities (e.g. sports and shopping).
- › Only competing with other museums and cultural institutions.
- › Displaying a low/weak awareness of own ability to influence the market.

Relation to other museums:

- › Colleagues: 65%.
- › Competitors: 6%.



CENTRE FOR CORPORATE COMMUNICATION

AARHUS SCHOOL OF BUSINESS
AARHUS UNIVERSITY

Danish Museums and Corporate Communication

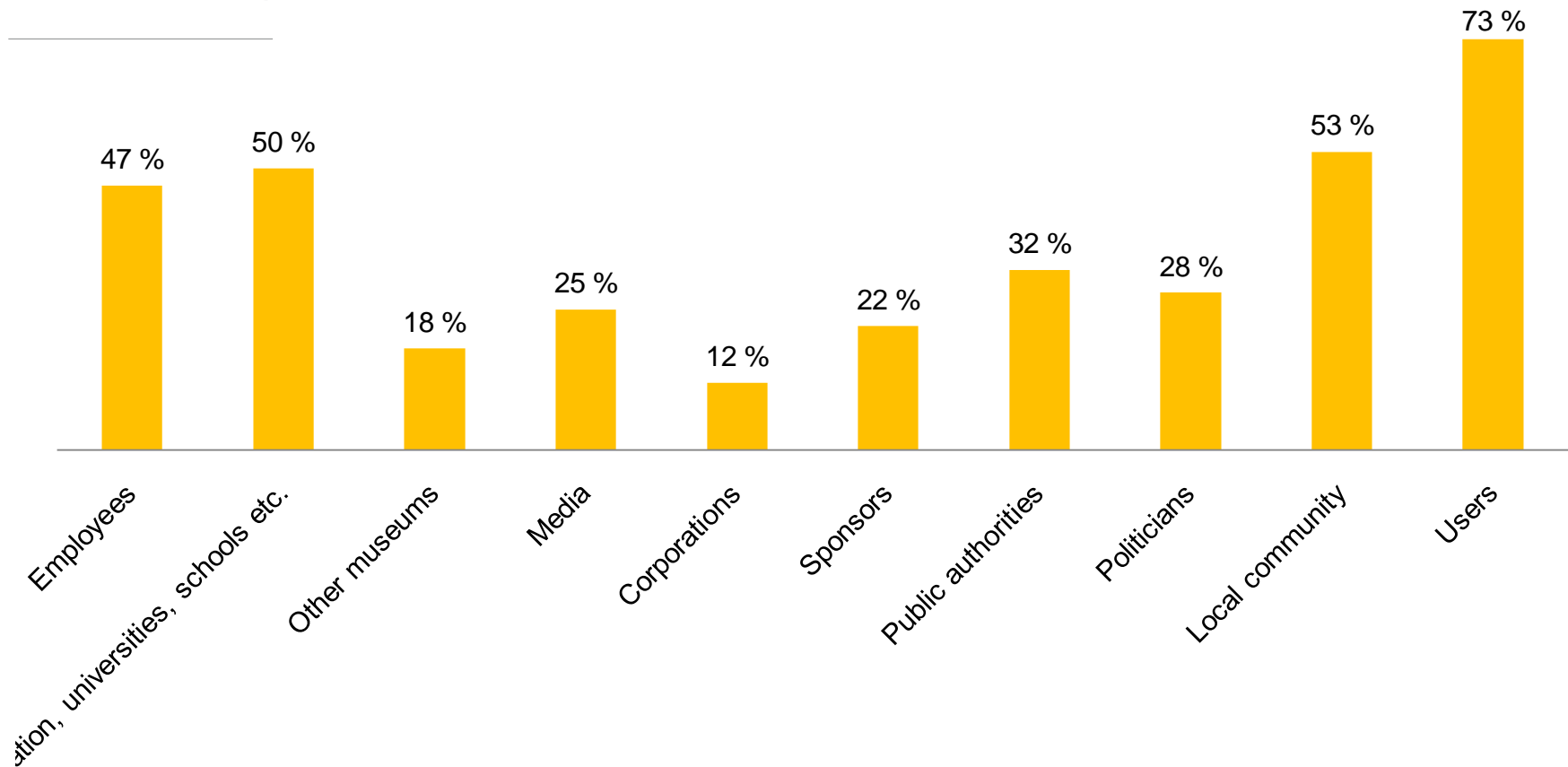
Stakeholders

Who are the important stakeholders?





Findings – which stakeholders?





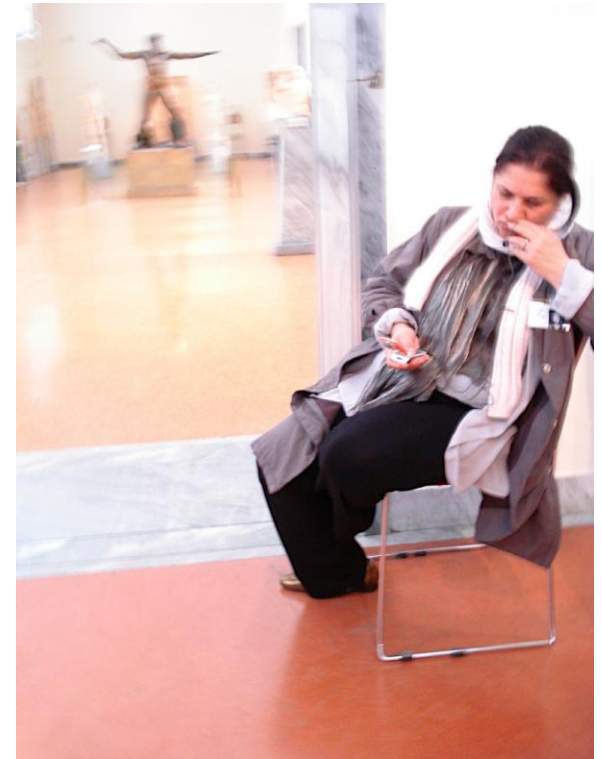
Findings – what stakeholder approach?

- › The museums primarily focus on the stakeholder groups that they have already established relations to.
- › The museums' effort to connect with new stakeholder groups has low priority.
- › The museums display a reactive, rather than proactive, approach to stakeholders.



Who is communicating the museum?

Internal stakeholders





Findings – internal stakeholders

Who is communicating the museum?

- › Management: 62%.
- › Educators: 35%.
- › Communications managers: 33% .
- › Tour guides: 18%.
- › Front personel: 14%.
- › Board/council: 4%.
- › Volunteers: 3%.



CENTRE FOR CORPORATE COMMUNICATION

AARHUS SCHOOL OF BUSINESS
AARHUS UNIVERSITY

Danish Museums and Corporate Communication

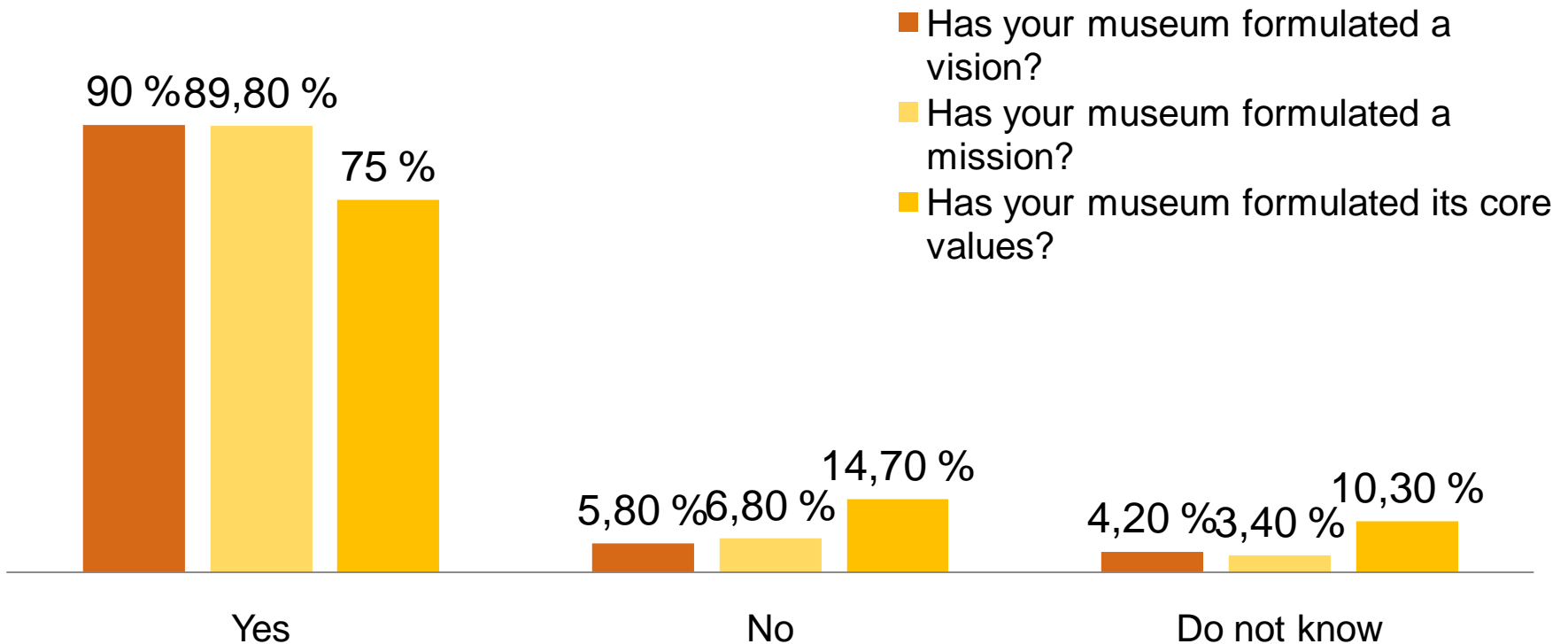
Strategy

Mission, vision and values
Self image





Findings – strategic platform





Strategy

Who is involved in the formulation of the strategy?





Findings - strategy

Who participates?

Internally:

- › Management: 72 %.
- › Board/council: 35 %.
- › Curators: 35 %.

- › Communications managers: 22 %.
- › Front personel: 11 %.
- › Volunteers: 6 %.

Externally:

- › Users: 0,9 %.
- › Sponsors: 0,9 %.
- › Business partners: 0%.



Findings - strategy

Where is the mission and vision communicated?

- › In management communication: 35%
 - › Helps our employees understand the goals for the museum: 36%
- › In marketing communication: 15%
 - › Incorporated in all communication with stakeholders: 13%
- › In educational communication: 30%.



Findings - strategy

To whom is the mission and vision communicated, and when?

- › To political (financial) stakeholders: 55 %.
- › To employees: 54 %.
- › To other museums: 18 %.
- › In the exhibitions: 24 %.
- › In our marketing: 21 %.



Three levels of strategy

Strategic level

Formulation of strategy, goals and values.

(Why are we here, what is it that we want, where do we go from here?).

Tactic level

Coordination and planning of strategy.

(Who is doing what, when and why?).

Operational level

Practical communications work: marketing, articles, press, catalogues, educational activities etc.



Findings – the role of the communications manager

29 % has an in house communications manager who:

Strategic level

- › Formulates the museum's core strategy: 18 %.
- › Is involved in the formulation of the core strategy: 22 %.

Tactic level

- › Aligns all communication activities with the core strategy: 32 %.

Practical level

- › Makes material for educational activities: 44 %.
- › Handles contact to the press (press releases etc.): 58 %.



CENTRE FOR CORPORATE COMMUNICATION

AARHUS SCHOOL OF BUSINESS
AARHUS UNIVERSITY

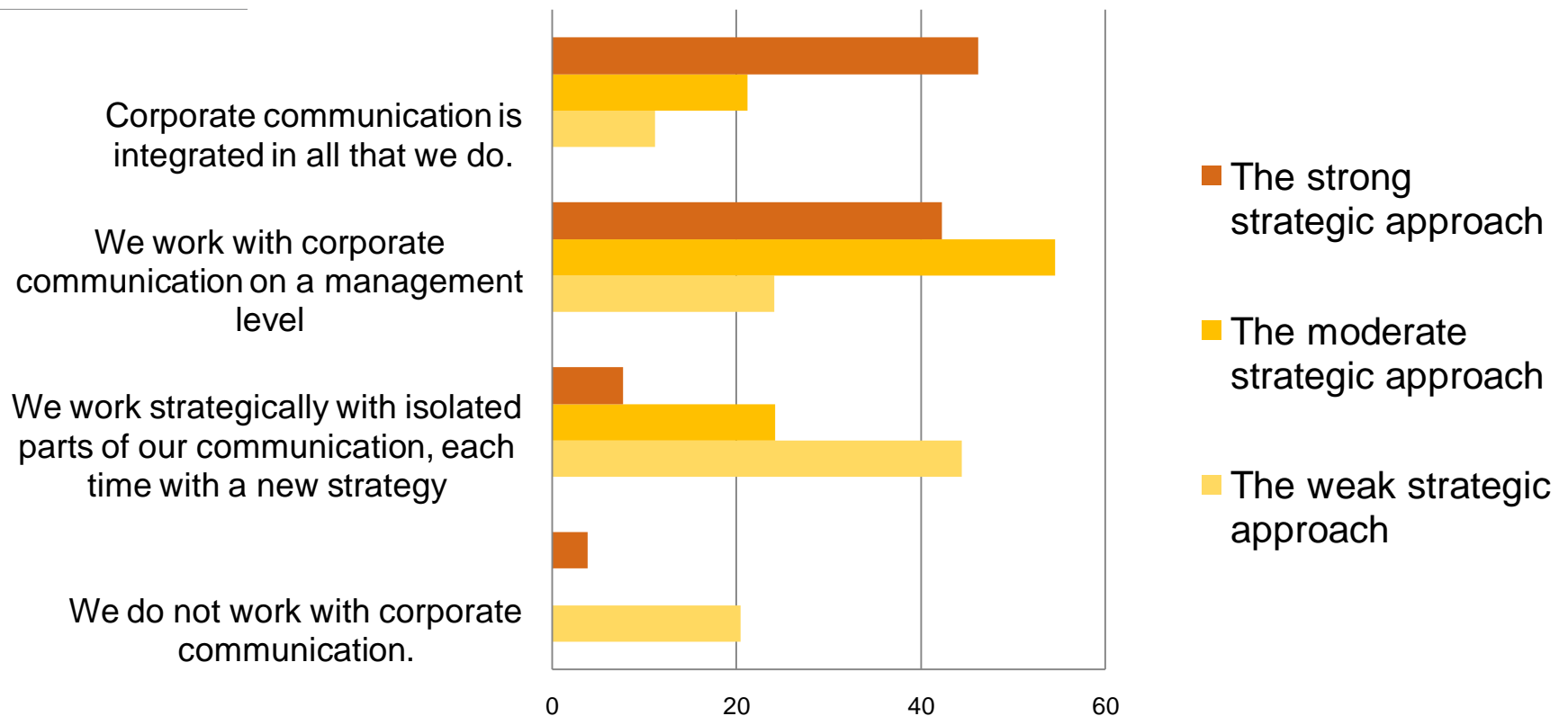
Danish Museums and Corporate Communication

Communication approach





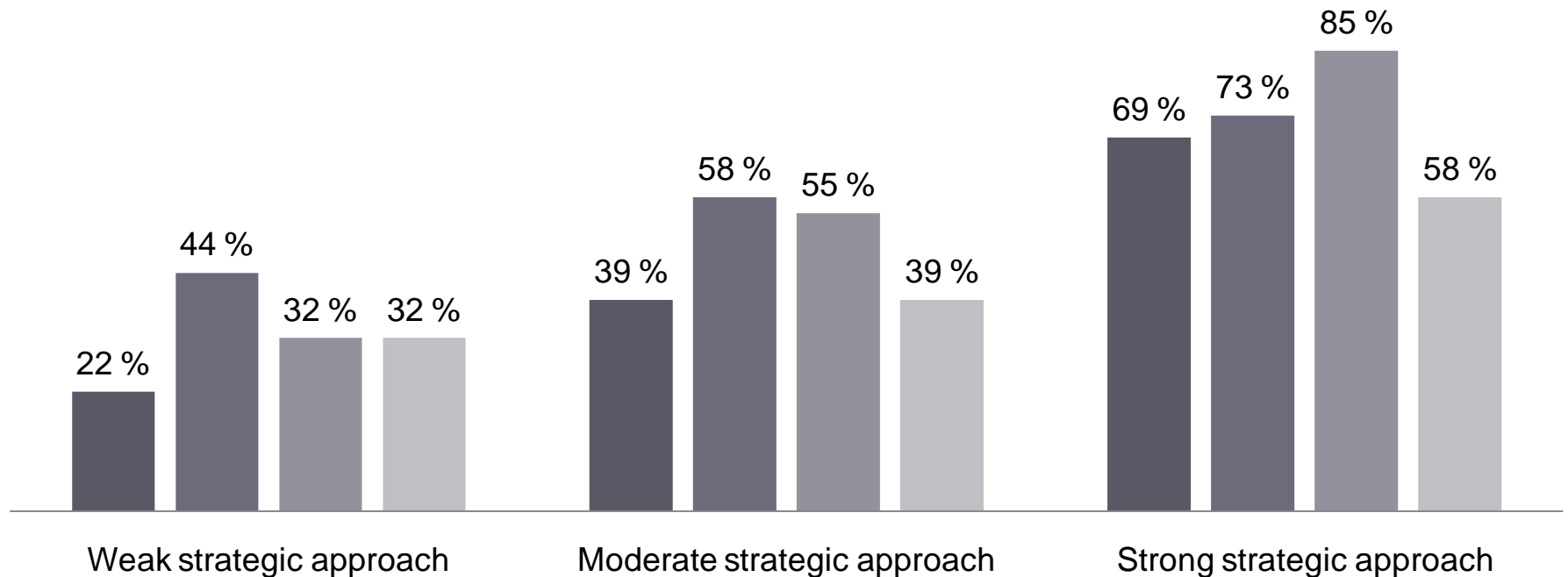
Findings – perception of corporate communication





Findings – what does it take?

- Managerial competencies
- Financial resources
- Communicational competencies
- Curatorial competencies





Findings – perception of communication

The Danish museums:

- › Tend not to include neither design and restaurant, nor (org)culture and the museum experience in their perception of corporate communication.
- › Display a functionalistic understanding of communication. (One-way transmission of knowledge and information.)
- › Primarily see corporate communication as a management activity, secondarily as educational or marketing activities.
- › Do not display an integration of internal and external communication activities
- › Do not have a strong flow between the three levels of strategy.
- › Do not focus on communication as a tool to foresee, prevent and handle crisis .

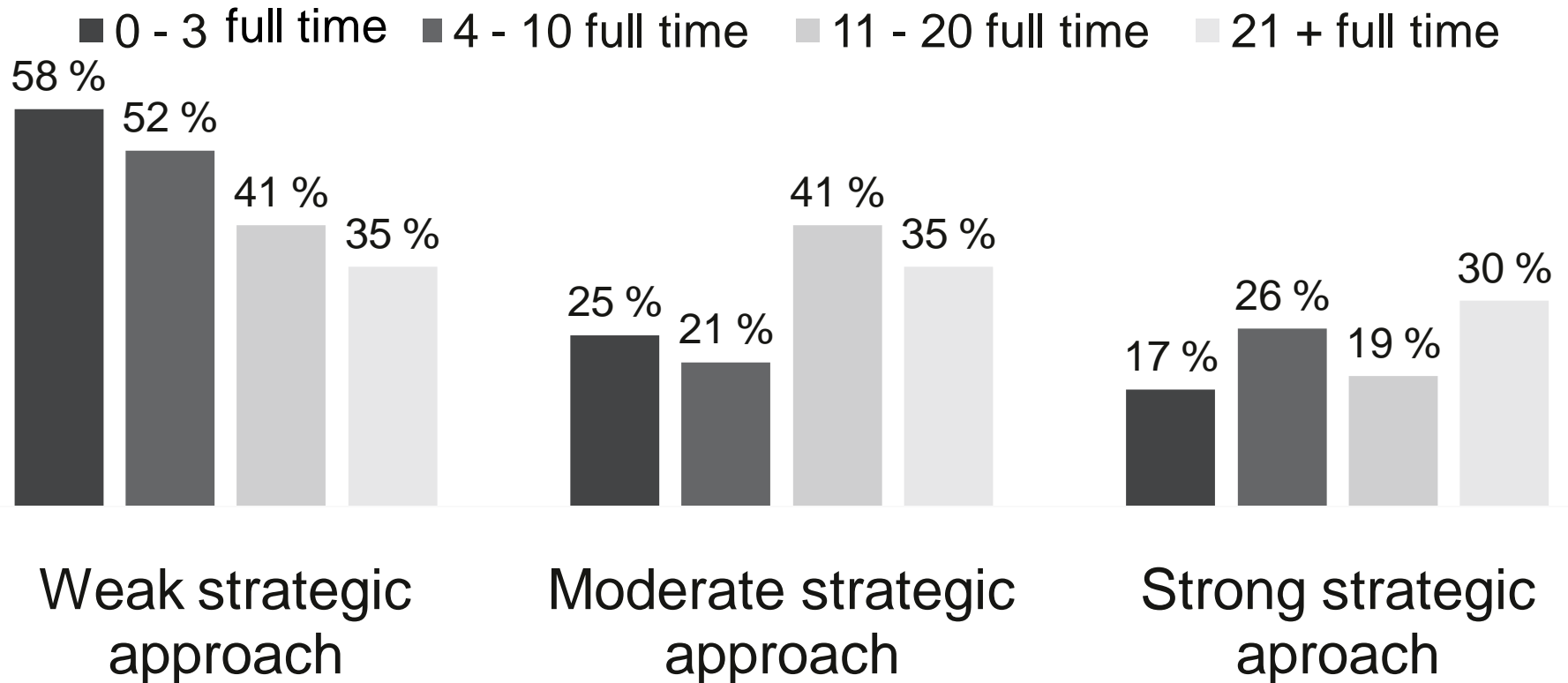


Which factors affect the strategic approach?



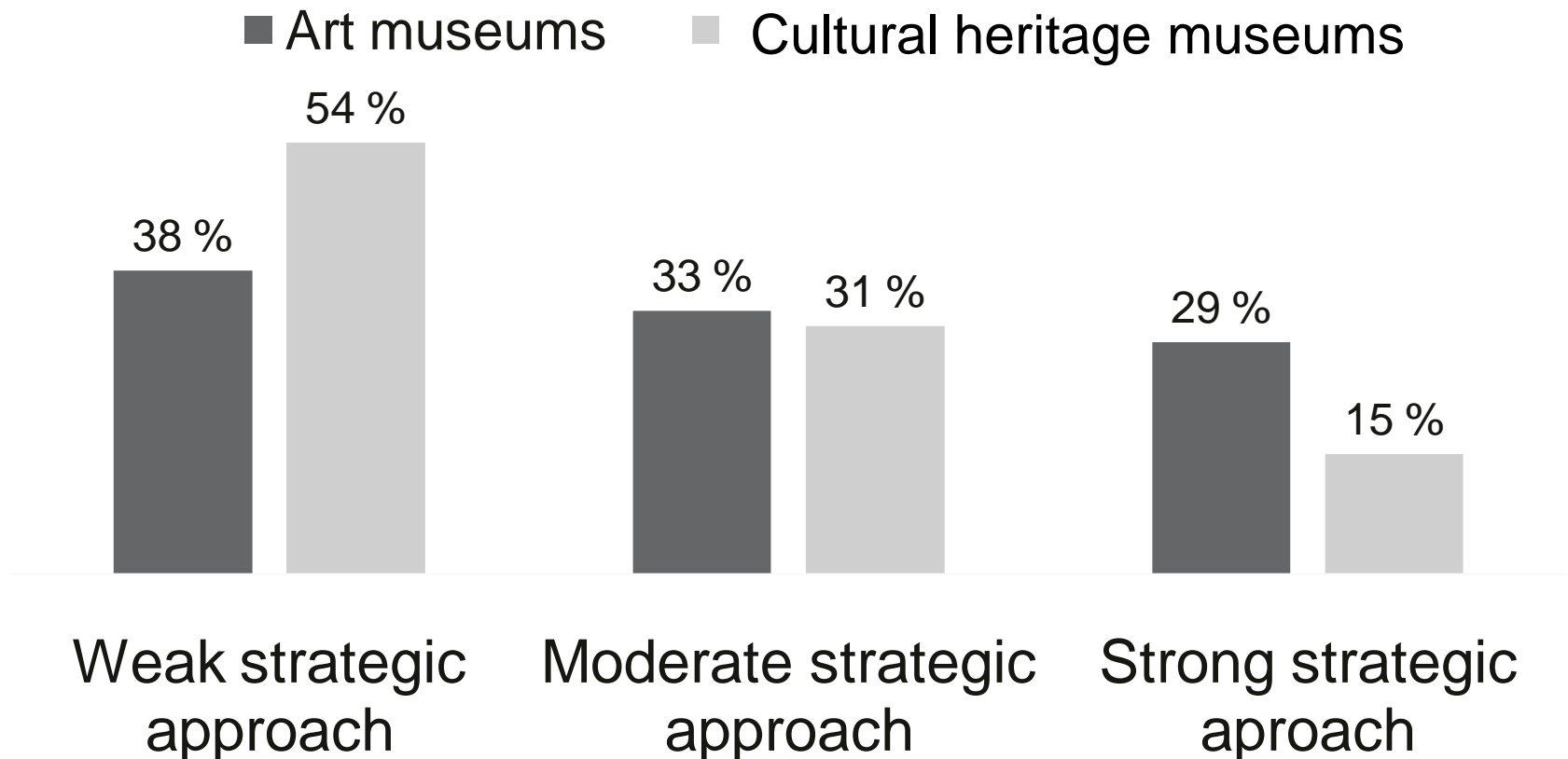


Does size matter...?



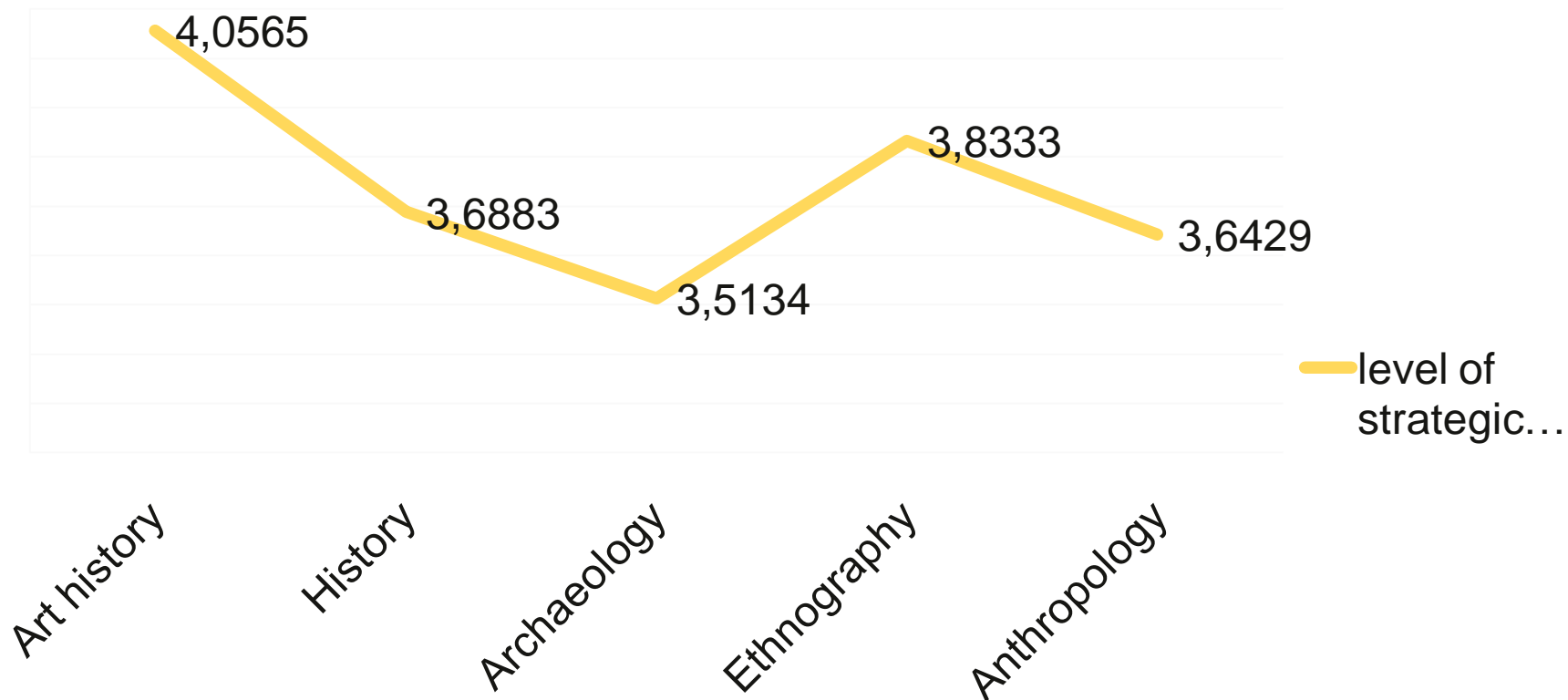


Does subject category matter?





Does educational background matter?





Implications for future research

Ongoing and future research projects from *The Strategic Museum*:

- › Institutionalization of corporate communication in Danish museums - how do the Danish museums react to corporate communication (qualitative research).
- › Corporate communication within city museums: roles and perceptions.
- › Management types and practices in the Danish museums: The Danish Museum Management Barometer.
- › Sponsorship and how it affects the museums.



Thank you!

Contact information:
Anna Karina Kjeldsen:
annakk@asb.dk

The Strategic Museum:
[http://www.asb.dk/article.aspx?pid=22621
&lang=en-gb](http://www.asb.dk/article.aspx?pid=22621&lang=en-gb)