

# STRATEGIC MARKETING PLANNING IN DEVELOPMENT OF ARTS AND CULTURAL INSTITUTIONS

RADMILA JANIĆIĆ

University of Belgrade, Faculty of Organizational Sciences, Belgrade, Serbia, e-mail:  
janicic.radmila@fon.bg.ac.rs

**Abstract** The paper present theoretical and practical aspects of strategic marketing planning in development of arts and cultural institutions. Focus of the paper is on developing theoretical aspects of strategic marketing planning in development of arts and cultural institutions. The theoretical part of the paper is based on modern literature in the field of strategic marketing planning, brand building, arts and culture. The key hypothesis of the paper is that development of arts and cultural institutions have to be based on strategic marketing planning, on strategic marketing analysis, implementation of marketing strategies and strategic marketing control. The special aspect of the paper are strategies of brand building of arts and cultural institutions. In the empirical research the paper will present case studies about implementation of strategic marketing planning in development of arts and cultural institutions. The empirical research will include results of questionnaire research about perception of arts and cultural institutions as brand, about approaches of experiences about arts and cultural institutions, about identity and image of arts and cultural institutions, about specific strategies that could develop arts and cultural institutions. The research in the paper will be qualitative and quantitative, with primary and secondary data. The empirical research will analyze impact of experience marketing, emotional branding strategies and traditional brand strategies in development of arts and cultural institutions brand. In the case studies the paper will present good examples of strategic marketing planning in development of arts and cultural institutions. The results of empirical research will lead to further theoretical and practical analysis of development of arts and cultural institutions. The paper present modern ways of development of arts and cultural institutions. The paper will analyze impact of social media on brand building of arts and cultural institutions. The paper will analyze new professions in arts and culture and new brand strategies that could be implement in digital environment. The paper will analyze connection between traditional strategies of brand building of arts and cultural institutions and strategies of brand building of arts and cultural institutions in digital environment. Special aspect in the paper will be given on synergy of traditional and digital marketing strategies in brand building of arts and cultural institutions.

## Keywords:

Strategic marketing planning, marketing strategies, brand building, arts, culture.

## **1 Introduction**

The paper present theoretical and practical approach of strategic marketing planning in development of arts and cultural institutions. In the paper is present strategic marketing approach in development and positioning of arts and cultural institutions on global marketplaces. The paper will also present strategic marketing planning, through case studies about development of cultural and arts institutions.

The objectives of the paper is to present and describe importance and impact of marketing strategies in working of cultural and arts projects. Special objectives of the paper is to emphasize importance of marketing strategies in raising awareness of cultural and arts messages. In the paper is enlighten role of strategic marketing in statement of cultural and arts institutions. Culture and arts are guiding force is society. In the paper is present how strategies of strategic marketing improve working of cultural and arts institutions and especially how cultural and arts project could send strong messages in order to help people in pandemic situation, as well as, to solve social problems.

## **2 Literature review**

Artistic projects and artistic environment have an impact on the development of tourist experiences and tourism in one city. History facts prove that arts increase visits of tourists. Modern society needs cultural and arts content when they visit some city (Janičić, 2018).

Strategic marketing is focused marketing approach based on strategic marketing analysis, defining marketing strategies, implementation of marketing strategies, evaluation and control of marketing strategies on global marketplaces. (Kotler, 2016) Strategic marketing planning is based on defining marketing problems, strategic marketing analysis, defining marketing goals, according to vision and mission of institutions, defining marketing strategies for achieving goals, implementation marketing strategies, evaluation of positioning institutions on global marketplaces, through marketing metrics, marketing matrix and control of all strategic marketing approach. (Kotler, 2016)

Holistic marketing approach, as part of strategic marketing planning, has a challenge in improving the planning process in order to develop cultural and arts institutions. All parts of holistic marketing approaches are important, internal marketing, integrated marketing, relationship marketing and socially responsible marketing.

Internal marketing strategies improve cultural and arts organizational structures and communications with team workers. Strategies of integrated marketing improve consistency of cultural and arts institutions storytelling. The socially responsible approach is a base for all cultural and arts projects and messages. Strategies of relationship marketing make platforms for clear and direct communications with target audiences of cultural and arts institutions. In all these ways holistic marketing approach is the base platform for the realization and development of cultural and arts institutions. (Kotler, 2016).

Holistic marketing approach has integrated marketing communication with target audiences of cultural and arts institutions, which present opportunities for research needs and wants of public audience. Integrated marketing communications must have consistent storytelling with target audiences of cultural and arts institutions. (Pelsmacker, 2007).

Strategies of relationship marketing develop and improve communications between cultural and arts institutions and their target groups. The socially responsible approach gives a platform for the development of culture and arts institutions, as well as a purpose and messages to public audience. Strategies of relationship marketing have a specific impact on leading of cultural and arts development. They give opportunities for interactive communications with the public, through traditional ways of communication and modern, social media. Two-way communications give opportunities for listening to wants and needs of the public, that shows ways for further cultural and arts institutions development. (Kotler, 2008).

The experiences are regarded as key concepts in marketing today. Experiences are important in cultural and arts institutions and create strong bond between public audience and cultural, arts institutions. There are different views and interpretations about the content of terms. There are two connected concepts of experience and experiential marketing. Based on the literature review, the authors found that

experience marketing is a strategic and broader term than experiential marketing. Definition of experience marketing is that it is strategic and holistic marketing of relevant and meaningful experiences, and experiential marketing is as a tactical tool that helps to do marketing experientially (Experience Marketing Association, 2011).

Consumers create meaning for all perceived. Experience represents a meaningful relationship between a person's perception activity and a life situation, and is of particular significance to the person (Experience Marketing Association, 2012).

Experiential marketing is a marketing technique that creates experiences between cultural and arts institutions brands and public audience. Experiential campaigns use an activation to bring cultural and arts brands to life and interact directly with the public audience (Experience Marketing Association, 2011).

Museum play a cultural and important role in collecting, protecting and managing social and cultural wealth. Cultural collections belong to society, and are not intended to satisfy the interests of individuals or specific social groups. Museums are entrusted with the mission and purpose of collecting and maintaining important objects of art, science and history. More importantly, they have a major role in providing access to humanities, art, history, collections and education (Huang, 2019).

### **3 Case study - book publishing institution "booka store"**

The good example of implementation of strategic marketing planning, holistic marketing and experience marketing in development of cultural and arts institutions, is the *Booka Store Publishing in Belgrade*. Every day in center of Belgrade, books public have opportunity to buy books, enjoy literature events, exhibitions of books, philosophical discussions, or just sit in the store and read books. The *Book Store* is surround by old part of Belgrade, where readers could buy books and enjoy in beautiful literature events. The *Booka Store* presents old books, but core of business is publishing new book's titles written by popular authors in Serbia, the region and the world. Public in Serbia is introduces, for the first time, some of the brilliant authors from the world. Some literature projects and events are traditional, but some other literature projects are interactive, so visitors can take part in events. The *Booka Store* is brand in opinion of public audience in Serbia and region. Brand of *Booka Store* is based on excellent book's names, writers and brilliant artistic environment.

Internal marketing in *Booka Store* is based on educated, young people that work in store, with brilliant communication skills. Atmosphere in store is peacefully and artistically. Integrated marketing is based on clear message that *Booka Store* send to public audience, as place where people enjoy in literature. The *Booka Store* has communication with public audience on social media, such as Instagram and Facebook, as well as web page. On the social media readers have opportunities to be informed about old and new book's titles, about literature events, about open discussion forums. The readers have opportunities to write about their opinions about books and, also, create communities on some topics. The storytelling of the *Booka Store* is based on open, free, cosmopolitan and artistically approach and stories, where in the focus are books and written words. The image that they create is that they are book's community. Implementation of relationship marketing gives opportunities to be in connection and communication with all public audience and stakeholders that surround *Booka Store*. When someone buy book in store or by online book store, there is opportunity to give e-mail address, so *Booka Store*, continually could inform about new book's titles, literature events, literature projects, or social responsible campaigns. Public had opportunity to enjoy in literature services in *Booka Store*, as well as, to enjoy in literature events. Especially touchable is literature events with brilliant writers. After literature events, visitors could write comments in the yellow book in *Booka Store*, or online, on web site, on Instagram, or Facebook pages. The Internet portal of this publishing institution in present in Figure 1.

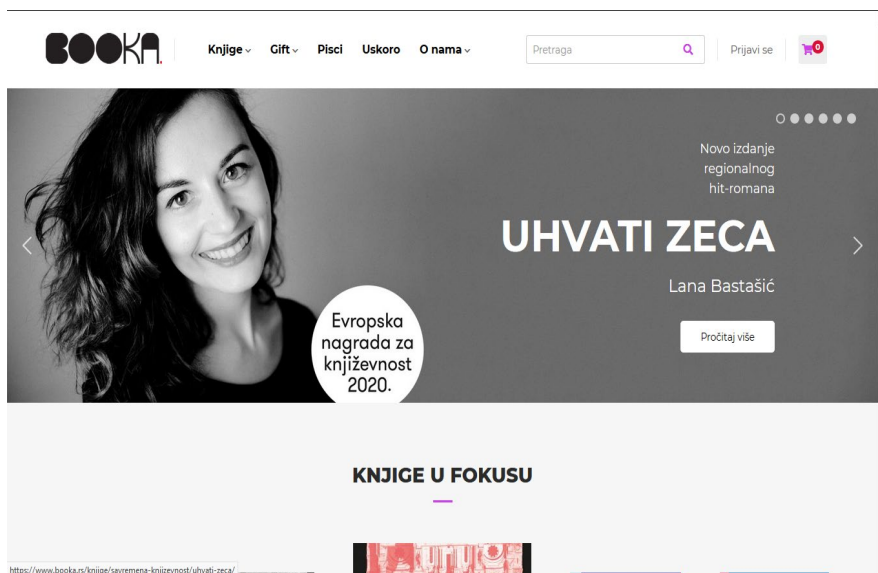


Figure 1: Internet portal Booka Store in Belgrade

#### 4 Case study - budva theatre city

The good example of implementation of the strategic marketing planning in development of cultural and arts institutions is "Budva Theatre City". Every night in the center of the city of Budva in Montenegro, during summer nights, audience have opportunity to enjoy some artistic presentation in "Budva Theatre City", such as theatre events, music events, literary events, exhibitions and philosophical discussions.

It is an open-air theatre, surrounded by old stone houses and in the center is a stage where visitors can enjoy arts, brilliant actor's roles, stories from all over the world. Every night, theatres from around the world present their theatre projects, literary events, music events, exhibitions, movies and philosophical discussions. Some projects are traditional, but some other projects are interactive, so visitors can take part in the events. Audience have the opportunity to enjoy theatre events. Visitors have the opportunity to see the beautiful theatre, literary and music events. Especially touching are theatre events with life stories of historical persons, music

nights with brilliant musicians, writers, painters, photographers, as shown in Figure 2.

After projections, visitors can write comments in the yellow book in theatre, or online, on the theatre's web-site, on Instagram, Facebook or Twitter pages. The general comment is that visitors enjoy beautiful artistic events. The theatre events enjoy the attention of media, televisions, radio stations, as well as social media. The theatre events bring artistic experience to visitors.

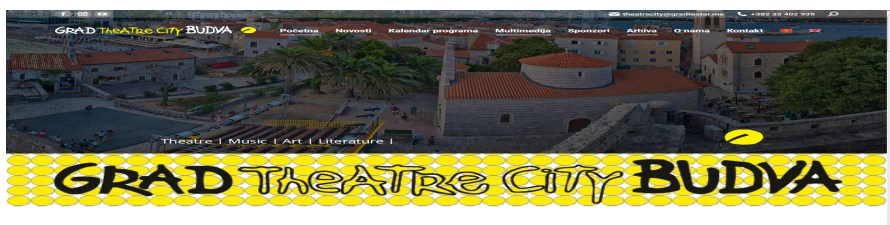


Figure 2: Budva Theatre City (Source: gradteatar.me)

## 5 Case study - split cultural, arts city

A good example of implementation of strategic marketing and experience marketing in development of cultural and arts institutions is Split, in Croatia. Split has deep historical and artistic stories, brilliant hospitality, gastronomy and tradition. Tourists adore to walk around the streets of the old center of Split, to feel the sea, mountains and kindness of people. In the center of the city is the Croatian National Theatre, a place where tourists can enjoy the arts of theatre. Music, movie, literature and dance festival follow the summer-time spirit. Tourists enjoy the atmosphere of arts and culture in beautiful Split, full of arts and culture, as shown in Figure 3.

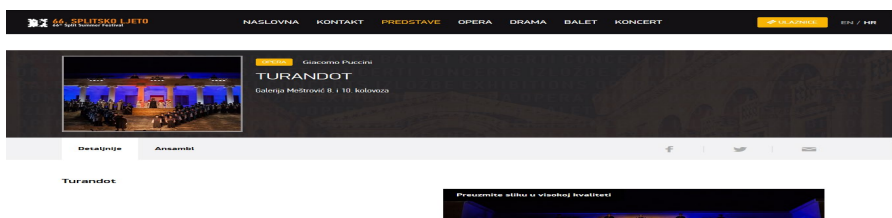


Figure 3: Split Summer Arts Events (Source: splitsko-ljeto.hr)

## 6 Case study - athens, city of culture and arts

A good example of the implementation of strategic marketing and experience marketing of arts in the development of cultural and arts institutions is the exhibition "Leonardo da Vinci - 500 years of genius" (Figure 4). The exhibition was present in London, Rome, Venice, Paris and Athens. At that time, many visitors came to enjoy the exhibition.

The exhibition gave the whole view of Leonardo da Vinci's work, life and thoughts. The first room presented Leonardo's machine works. The second room presented Leonardo's medical research on the human body. The third room presented different views on Leonardo's most famous painting "Mona Lisa". Families with children, young people, middle-aged people and retired people were the visitors. They enjoyed the look at Leonardo's paintings. A special room presented Leonardo's painting "The Last Supper". In the middle of the exhibition was a room that presented the artist's multimedia work, with his philosophical thoughts, such as "Nothing can be loved or hated unless it is first understood", "In time and with water, everything changes" and "Water is the driving force in nature". Comments on social media was that exhibition was brilliant as Leonardo da Vinci deserves. Especially young people were interested in his work, thoughts and life. Many young tourists come to London, Paris, Rome and Athens. The whole exhibition was a sophisticate, and, also, strong experience, according to visitors comments.



Figure 4: World Exhibition "500 Years of Genius" (*Source: whyathens.com*)



The good example of implementation of development of cultural and arts institutions, is world exhibition about work and life of Vincent van Gogh, named "Loving Vincent". Exhibition has shown in the European cities, London, Paris, Rome and Athens.

Visitors had opportunity to enjoy in exhibition. Visitors had opportunities to introduce work, life and thoughts of Vincent van Gogh. Especially touchable was room where he lived and work. The room was installed, just as real room, and visitors made pictures behind room. On down floor was multimedia story about Vincent's life and work. People could sit on the floor and look multimedia, animated movie. After projection, visitors could write comment in the yellow book in gallery, or online, on web site of exhibition, on Instagram, Facebook or Twitter pages. The comment was that visitors see beloved artist's work, but also introduced some biographical moments of his life. (Jančić, 2017)

The exhibition had attention of media, televisions, radio stations, as well as, social media. The exhibition bring artistic experience to visitors, who felt work and life of Vincent van Gogh. It is prove that cultural and art's events impact on development of cultural and arts institutions. Exhibitions is present in Figure 5.

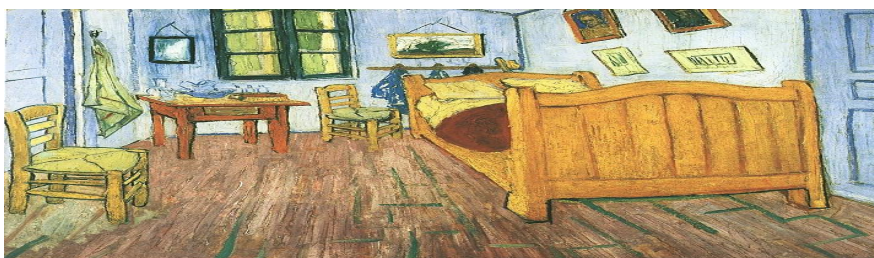


Figure 5: World's exhibition "Loving Vincent" (source: theguardian.com)

## 7 Case study - the house of beautiful business

The House of Beautiful Business is cultural and art company with goal slogan to make human more human and business more beautiful. Before pandemic, company work and has center in every capital city in the world, where they have organized workshops, conferences and festivals. When pandemic start company went to digital environment, made Internet portal, Zoom platform place for meeting, new way for organization of conferences, events, workshops and festivals. Company has profile on Facebook, Twitter, Instagram, as media to share their thoughts, ideas and values.

During pandemic The House of Beautiful Business organizes every week talk event on different topic, like world changed by pandemic, new normal, new way to make a business, digital environment for business, as well as, cultural and artistic topic, like how literature impact on attitude, how movement impact on good health, how to enjoy virtual artistic events. Also, they have organized artistic festival, where artists talk about their work, new digital approach, how they feel during pandemic. Every

events follow beautiful live music, where audience sit like in concert center and enjoy the music.

Social responsible approach of The House of Beautiful Business is recognize through important topics about pandemic, about ways to protect ourselves, about ways to overcome hard time during pandemic, about cultural and arts events that public audience could visit during lockdown and quarantine. The House of Beautiful Business is present in Figure 6.

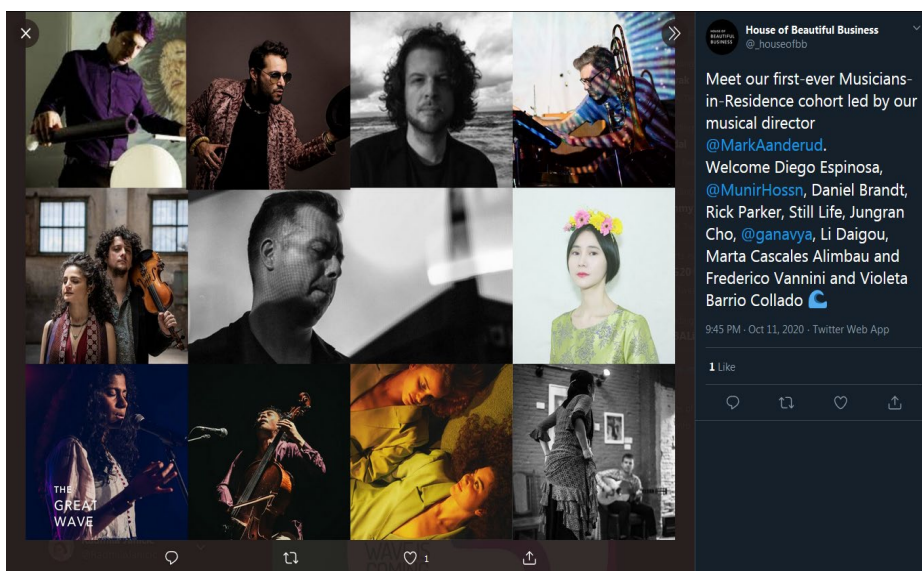


Figure 6. The House of Beautiful Business

## 8 Focus group

The author of this paper had the opportunity to make a focus group with cultural and arts managers in the cultural and arts institutions in Budva, Split, Athens and managers of The House of Beautiful Business.

Managers of these institutions concluded that culture and arts have an impact on the development of raising awareness about arts messages and that cultural and arts events improve development of these institutions. They emphasized that all aspects of a holistic marketing approach are important, internal marketing, integrated marketing, relationship marketing, based on socially responsible approach, in the development of cultural and arts institutions, through culture and arts events. Interestingly that they enlighten the role of care about consumers, in the way that people, consumers feel that cultural and arts institutions care about them and their experiences. All these institutions care about cultural and arts history, cultural and arts tradition, and in that way give brilliant experiences to consumers and developing cultural and arts institutional brand. They emphasized that in implementation of strategic marketing in the development of cultural and arts institutions, based on arts and culture events, it is important to be passionate about culture and arts, be kind, respectful and sophisticated with consumers.

## 9 CONCLUSION

The paper presents a theoretical and empirical approach to implementation of strategic marketing in development of cultural and arts institutions. The paper presents case studies, as good examples of the impact of strategic marketing in development of cultural and arts institutions. The research in the paper was done by the focus group with managers in cultural and arts institutions. The research is qualitative. Results of focus group emphasized the most important experiential tools for developing consumers experiences and building brand of cultural and arts institutions. In the focus group, cultural and arts managers emphasized that in implementation of strategic marketing in development of culture and arts, it is important to be passionate about arts, culture, respectful and sophisticated. Arts open hearts and it is a way to connect people and share messages.

Theoretical analysis, comparative analysis, examples from practice and a focus group with managers in cultural and arts institutions give a conclusion that it is necessary to innovate marketing strategies in the field of culture and arts. Interestingly, they enlighten the role of care about consumers, in the way that they feel that managers and art's institutions care about them and their experience. Media contents about culture and arts events have an impact on the development of the cultural and arts institutions brand. Social media gives opportunities to share experience about the

cultural and arts experiences, to write comments and create groups to describe the beloved cultural and arts brands. Media have a role to improve cultural and arts institutions as brands. Specialized journals for culture and arts write about cultural and arts events, but it is also important that daily newspapers write about cultural and arts information, cultural and arts events, about the lifestyle of local people, tradition, music, history. Social media have the most important impact because many vloggers have stories about experiences in some cultural and arts events. The synergy of all these elements impacts the development of cultural and arts institutions.

The future research should be focused on the development of theoretical and practical papers and books in the field of holistic marketing approach in the improvement of cultural and arts institutions. The qualitative research, by the focus group, will be improved with quantitative research, which will give information about ways of development of holistic marketing approach in the development cultural and arts institutions. Limitation in writing the paper was lower interest of the public audience for quantitative research, which will be future tasks for work on this topic.

## References

- Belch, G., & Belch, M. (2012). *Advertising and Promotion-An Integrated Marketing Communications Perspective*. New York: McGraw-Hill.
- Blakeman, R. (2006). *Integrated Marketing Communication*. Toronto: McMillan.
- David, P. (2005). *Integrated Marketing Communication*. Toronto: Elsevier Inc.
- Larry, P. (2008). *Strategic Integrated Marketing Communication*. Toronto: Elsevier Inc.
- Janičić, R. (2018). *Holistic Marketing Approach in Arts and Culture*. Athens: International Conference on Marketing, Athens Institute for Education and Research.
- Kennet, C. (2008). *Integrated Advertising, Promotion and Marketing Communication*. New York: Prentice Hall.
- Kevin, R. (2004). *The Future Beyond Brands - Love Marks*. New York: Power House Books.
- Kotler, Ph., & Keller, L. (2017). *Marketing management, 15th Edition*. London: Prentice Hall.
- Pelsmacker, P., Geuens, M., & Bergh, V. (2007). *Marketing Communications*. London: Prentice Hall.
- Reid, N., King, W., & DeLorme, E. (2008). *Top Level Agency Creatives Look at Advertising Creativity Then and Now*. New York: *Journal of Advertising*, Vol.56, pp.105.
- Terence, S. (2008). *Advertising Promotion and Other Aspects of Integrated Marketing Communications*. New York: Prentice Hall.

