

## A large, colorful collage of various images, including animals (giraffe, ostrich, car wheel), people (statues, figures), and landscapes (desert, mountains, ocean). The collage is titled "A MARKETING HANDBOOK FOR" in large, bold, black letters at the top. The images are arranged in a grid-like fashion, with some overlapping. The colors are vibrant and varied, creating a visually rich and eclectic composition. The collage appears to be a collection of diverse visual elements, possibly representing different aspects of a marketing campaign or a broad range of subjects.

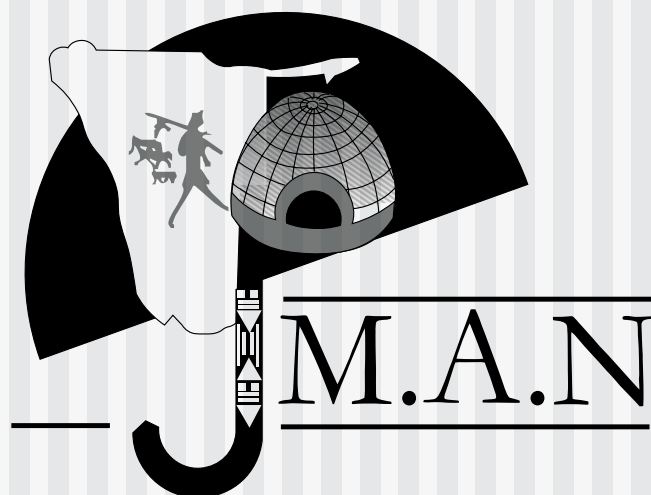


**By Jeremy Silvester & Grace Pujatura**

**Making Museums Matter:  
A Marketing Handbook for Namibian Museums**

**Authors:  
Jeremy Silvester & Grace Pujatura**

**Design and Printing  
Style Graphics cc - style@iway.na**



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## Introduction:

### The Powers of Persuasion

As museum workers we know that our museums contain beautiful objects, tell incredible stories and are educational resources that can help bring many subjects in the curriculum alive. However our visitor statistics also suggest that the majority of visitors to our museums are foreign tourists. The fact that our institutions are the custodians of the most precious artifacts in Namibia is not sufficient. Museums can showcase the things that make Namibia unique and impress tourists, but they can also play an important role in the education system and involve communities in the preservation of our natural and cultural heritage. Research conducted by the Museums Association of Namibia over the last two years has shown that one of the greatest complaints of both the Namibian public and the tourism industry is that the museum sector has failed to effectively market itself. The aim of this Handbook is to provide museum workers with the 'Powers of Persuasion' needed to attract more visitors and to build new audiences.

The Handbook will provide Namibian museum curators and heritage workers with the tools that they require to effectively market their museum. It is aimed, particularly, at our small community and regional museums that have limited staffing resources. The Handbook contains information and exercises that are

designed to help an individual to develop a marketing plan and marketing materials for their museum. However, we would urge curators not to work in isolation. Even if you are the only worker at your museum you can contact local people or businesses to a meeting to help you plan. If possible you could establish a small 'Marketing Working Group' for your museum.

The Handbook has been written by Ms Grace Pujatura who works as the Head of the Tourism Section in the City of Windhoek and Dr Jeremy Silvester, the Project Planning and Training Officer of the Museums Association of Namibia. The majority of the material in the Handbook was tested at a workshop involving museum workers from twenty different institutions and we would like to thank them for their comments and contributions. We feel that empowering our museums with better marketing skills will help them to achieve MAN's slogan of 'Making Museums Matter' to new and growing audiences.

## Speaking the Language of Marketing: Some Definitions

### What is Marketing ?

Marketing is about managing profitable customer relationships. It involves both attracting new customers ('building new audiences') and retaining and growing your existing customer base.

Museums often describe people who come to their building as 'Visitors'. It is important to emphasise that a museum is offering a service and a product and that we must treat people as 'Customers'. Marketing is not just about promoting products, but also about finding out what our customers want. For example, when we design a new exhibition is it only the curator(s) who decide the theme – or do we find out what would interest our customers ?

### What is Market Segmentation?

Market segmentation involves dividing the 'market' (all the people who might come to your museum). It is like dividing an orange into different segments – each segment is a group of people with something in common. For example, 'art lovers' would be people who visit art galleries and exhibitions, whilst 'retired' would be people over the age of 60 in Namibia who are no longer employed.

### What is a Target Audience?

The target audience is the segment of the market that you are focussing on during a marketing campaign. Identifying the target audience will help you determine the appropriate marketing

strategy. For example, if you are targeting South African self-drive tourists (as the route they take goes past your museum) then you might decide to ask service stations to display posters promoting your museum.

### What is Positioning?

Most people only have a limited amount of leisure time and a limited amount of money left after they have paid all their monthly bills (disposable income). A lot of different places are attempting to attract people to spend that spare time and spare money. In order to compete, a museum must 'position' itself in the market by highlighting a 'unique selling point'.

Positioning for a museum is usually obtained in one of three ways. The marketing strategy might be to emphasise a particular attribute of the museum eg. Namibia's only medical museum. A museum might stress a benefit that it can offer to a visitor eg. 'where you can learn to make fire with your bare hands'. Finally, a museum might highlight the type of users that it wants to attract eg. 'a museum that bird spotters will love'. Museums usually promote the factor that makes them different from their rivals – or if there are similar attractions argue that they are the best or cheapest option available.

A Simple Museum Marketing Audit

The path to knowledge is found not by knowing the right answers, but by asking the right questions

1. Forecasting Change.

Are there an significant demographic, economic , political or cultural changes that are taking place in Namibia ? If so, what might the museum do to respond to them ?

2. Audiences.

Which groups are the most frequent visitors to our museum ? Do we get many `repeat' visitors ? What percentage of the visitors who come to our museum each year are foreign tourists, local people, learners ? Is there anything in our collection that could attract a particular group of people eg. a display of the different birds found in Namibia might attract ornithologists.

3. Market Research.

What information does the museum have available about its visitors and the market that it serves ? Where might it find the information it needs ?

4. Museum Products.

What products does the museum have that help to market the museum (eg. posters, brochures, t-shirts ect)? What products might it develop that could help market the museum and provide income ?

5. Entrance Fees.

What is the entrance fee charged by the museum ? Does it provide any discounts to attract particular types of visitor ?

6. Exhibitions.

Is the museum the best place to mount exhibitions that will be seen by the local community? If not, can you name two or three places where an exhibition would be seen by more people?

7. Services.

What services can the museum provide to visitors (eg. shop, toilets, restaurant, activities)?

8. Accessibility.

Are there any barriers that make it difficult for particular visitors to see the museum?

9. Youth.

What measures are in place to encourage school visits and younger visitors?

### 10. Publicity Places.

Where can potential visitors obtain information about the museums entry price and opening hours?

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### 11. Marketing Plan.

Does the museum have a Marketing Plan ?

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### 12. Marketing Officer.

Do you have a member of the staff or board of your organisation/museum who is/are responsible for marketing ? If so, who ?

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[ A more comprehensive Audit guide can be found in Kotler, N & Kotler, P (1998) *Museum Strategy and Marketing: Designing missions, building audiences, generating revenue and resources*, San Francisco: Jossey-Bass Publishers]



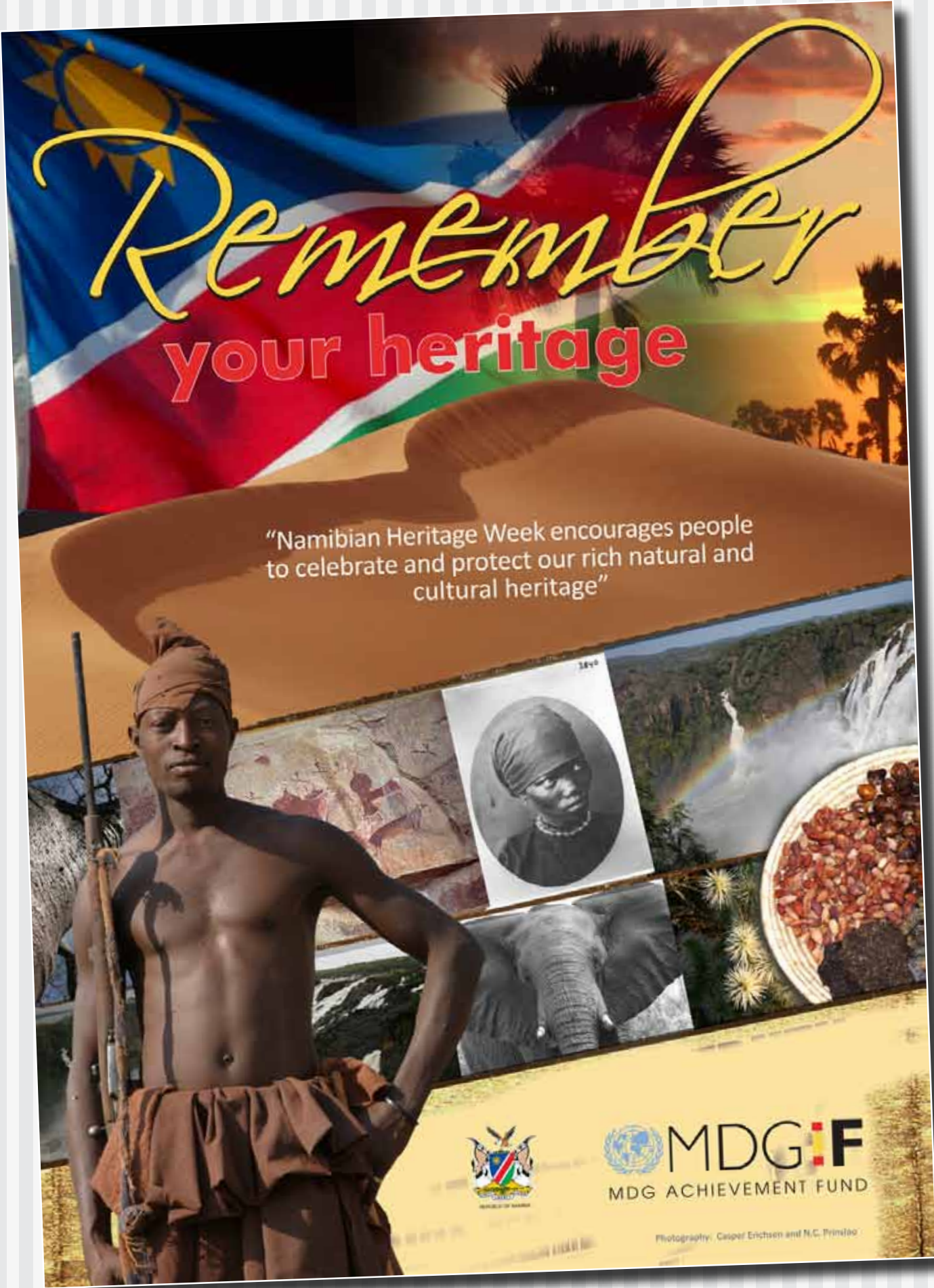
Brochures promoting  
Museums Association of Namibia



Museums may identify a unique object from their collection to feature in their logo or artwork to promote the museum



Typical Marketing Poster





**Potential Competitors and Potential Partners.**

Marketing relies a great deal on highlighting the `Unique Selling Point(s)' of your Product. It can be a useful exercise to consciously think about three questions. Travel guides, the internet and the phonebook can help you draft your list (and update it annually).

- 1) What other `attractions' are there within 50km of your museum that visitors might decide to visit INSTEAD of coming to your museum (Competitors).
- 2) What places might be potential partners with an interest in helping you to market your museum eg. the hospitality industry such as hotels and guesthouses who want their guests to stay longer (Partners);
- 3) What organisations are organising travel through your area (Route Users) ? eg. Tour Companies, Car Hire Companies etc.

**Main Competitors**

**Potential Partners**

**Route Users**

**Are there ways to turn COMPETITORS into PARTNERS ?**

For example you might market as a region or offer a `Package' involving a number of activities.



Example of a marketing product



# A Marketing S.W.O.T Analysis.

One way to reflect on the information that you have written down on the last few pages is to conduct a SWOT analysis on your museum as a product and the things that might help or hinder you in marketing it. If the museum has a Board or an Advisory Committee (as MAN recommends) than this would be a useful exercise for them to do. If not you could organise a meeting with representatives of local organisations that you think might be able to help. For example, you might invite interested representatives from the local school, hotel or council.

A **SWOT** analysis has four simple sections. You could use a flip chart (or just a blank sheet of paper) to brainstorm points (you can think of as many as you want) under each of the following headings:

- 1) **Strengths.** What strengths does the museum already have that will help with marketing? For example, it might be close to a busy main road or it might have a unique collection of Namibian birds.

1)

2)

3)

4)

5)

6)

- 2) **Weaknesses.** What weaknesses do you feel that the museum has when trying to market itself? For example, you might have a lack of marketing experience or not have road signs directing visitors to the museum.

1)

2)

3)

4)

5)

- 3) **Opportunities.** What external opportunities are there to improve the marketing of your museum? For example, is there a tourism information centre where leaflets or posters could be displayed or a newspaper that might promote museum events for free?

1)

2)

3)

4)

5)

6)

- 4) **Threats.** What external threats are there that might make it more difficult to market your museum? For example, could a new road divert traffic away from your museum or might bad publicity about local crime incidents discourage visitors?

1)

2)

3)

4)

5)

6)



# The Four `Ps' of Marketing

There are four main factors which make up the `marketing mix' for your museum. These are usually easily remembers as the 4 Ps!

## Product

What is the museum actually offering to visitors ? The best way to describe the services, programmes and displays is through the overall experience that the museum creates for the visitor.

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## Price

Is it worth the price you are asking ? Visitors balance the perceived benefits of visiting the museum against the price and the time that they might have available for a visit.

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## Promotion

What methods will you use to promote the museum and encourage people to visit ? Promotion includes things like advertising, public relations, special events and programming and sales of such activities as group tours.

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## Place

Where is the product located? Points to think about include issues such as signage, arrival points, access to the museum, the initial impact of the museum's entrance and potential promotional events at other locations.

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# Activity

Think of a well-known product brand, such as Windhoek Lager, and answer the following questions:

Can you describe 3 unique features about this product?

1) 

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2) 

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3) 

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Do you think the pricing of this product is competitive? Explain.

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How is the product distributed (placed in the market)?

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How is the product promoted?

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Now think about your own museum/cultural village/ etc. Jot down some key points under each of the following four headings:

**Product**

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**Price**

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**Place**

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**Promotion**

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**Branding:  
Building a Good Image.**

‘Branding’ is the marketing practice of creating a name, symbol or design that helps the customer identify a product and differentiate it from other products in the marketplace. However, Charles Revson, the founder of a world famous line of cosmetic products argued that “In the factories we make cosmetics . . . At the counter we sell hope”. What he meant was that a brand is not just a label that identifies the maker of an object, it is associated with emotions that make that particular make desirable. When buying a particular brand a consumer is promised that they will have the same satisfying experience that they had the last time they purchased the same brand.

When people have ‘brand loyalty’ they will keep buying the same product because they believe in its quality. It is an emotional relationship that means customers will even be willing to pay a higher price to remain loyal to their brand. A museum or art gallery that consistently provides a good experience to customers attending exhibitions or events will also build up a loyal group of local people as repeat visitors (and who might even form the basis for a ‘Friends of the Museum/Gallery’ Club).

A museum as a brand is the totality of the experience that a customer during their visit to the museum. However branding your museum starts with your Name and your Logo. A potential visitor will often first come across the name of your museum in a publication. The name and logo should be clear and attractive and appear on all your packaging and marketing materials. It is the way you stamp your identity on anything that is produced by the museum. It should be distinct from that of your competitors.

A museum should reflect on the key messages that it would like to convey through its branding. Often museums adopt a slogan as a summary of its core aims and values. Be consistent with the colours and fonts (often linked to those used in the logo) to give a consistent ‘feel’ to all the materials produced by the museum.

**Typical Logo Designs**





Market Research

Market Research, as the name suggests, is the information that a museum needs to gather in order to understand its audience. Who comes to the museum, when and why they come and how visitor patterns change over time. Market research is also important to establish whether a marketing campaign is successful. Namibian museums have not often carried out market research. However, many already have information collected in their Visitors Book which could help them to analyse the flow of visitors. All visitors to the museum should be invited to sign the Visitors Book and can be asked to add a comment on their way out.

The Visitors Book should give you at least three important pieces of information. The first is the number of visitors that you receive each month (if you use one of MAN’s monthly income summary sheets you will already have monthly visitor numbers). Changes in the numbers of visitors over time will help you design activities that might attract more visitors during the slower months. Secondly, the Visitors Book will tell you where visitors come from. The information will help you identify if you have a pattern of receiving a lot of visitors from a particular country – in which case you might want to produce information and marketing materials in the language of that country.

Finally, most Visitors Books have a comments section (check that your book allows enough space for Visitors to write long comments and not just one word comments !). If a person writes a comment it usually means that they have had a particularly good or bad experience and so it is useful to keep a record of any specific compliments or complaints that are recorded in the Visitors Book. Whilst we all feel sensitive to criticism it is always important to review complaints to see whether there is any justification behind them. For example, if a lot of visitors complain that the museum toilets are dirty then it may be time to introduce a more regular system of inspection and cleaning, rather than sack the cleaner who only works once a week!

The Museums Association of Namibia has designed and distributed a ‘Visitor Survey’ to museums throughout Namibia. Participants at the Marketing Workshop suggested some useful improvements to the Survey and a copy of the survey form is reproduced on the next page of the Handbook. Please photocopy it and make it available for visitors to your museum. We can also email a soft copy of the form to any MAN member who contacts the office. We would encourage museums to ask visitors to complete the form. Not all visitors will be willing to do this, although sometimes a better response is obtained if there is somebody who volunteers to help them complete the form. The longer the questionnaire, the less people will complete it – for people who are relaxing it can seem too much like work!

Once more than 50 visitor surveys have been completed you can use them as a tool to help you analyse in greater detail the type of visitors who come to your museum and to try to identify areas where you might be able to make improvements. For example, surveys completed at one of the MAN museum provided very positive feedback from visitors about their overall experience, but also revealed some ways in which improvements could be made to the shop and the museum tour.



Namibian Museums Visitor Survey



(Please tick your choice)

1. Personal details

Age: ☐ Under 18 ☐ 18 -35 ☐ 36-59 ☐ 60+  
Gender: ☐ Female ☐ Male

Nationality \_\_\_\_\_

2. How did you learn about our Museum?

Website ☐ Poster/Leaflet ☐  
Friends/Family ☐ Media ☐  
Other \_\_\_\_\_

3. Which are your MAIN reasons for visiting the museum today?

Something to do in spare time	<input type="checkbox"/>	For an event, activity or workshop	<input type="checkbox"/>
Something to interest the children	<input type="checkbox"/>	To see an exhibition or display	<input type="checkbox"/>
See what the museum has to offer	<input type="checkbox"/>	Hobbies/outside interests	<input type="checkbox"/>
For nostalgia (past memories)	<input type="checkbox"/>	Tourist/day trip visit	<input type="checkbox"/>
For family or local history	<input type="checkbox"/>	Other, please write below	

4. Who did you come with to the museum today?

On your own	<input type="checkbox"/>	Society or community group	<input type="checkbox"/>
With a partner	<input type="checkbox"/>	In a school/college group	<input type="checkbox"/>
With member(s) of your family	<input type="checkbox"/>	In a tour group	<input type="checkbox"/>
With a friend(s)	<input type="checkbox"/>	Other, please write below	



5. HOW GOOD did you think the following museum services were during YOUR PRESENT VISIT?

	Excellent	Good	Adequate	Poor
Content of exhibitions/displays	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Layout of the museum/signs to places	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ease of reading exhibit labels/descriptions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Staff helpfulness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Facilities/activities for children	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
"Hands on" exhibits to touch/try out	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Shop/Sale of souvenirs (if available)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6. What new topic, if any, would you like to see added to the museum displays?

7. What was your favourite exhibit in the museum?

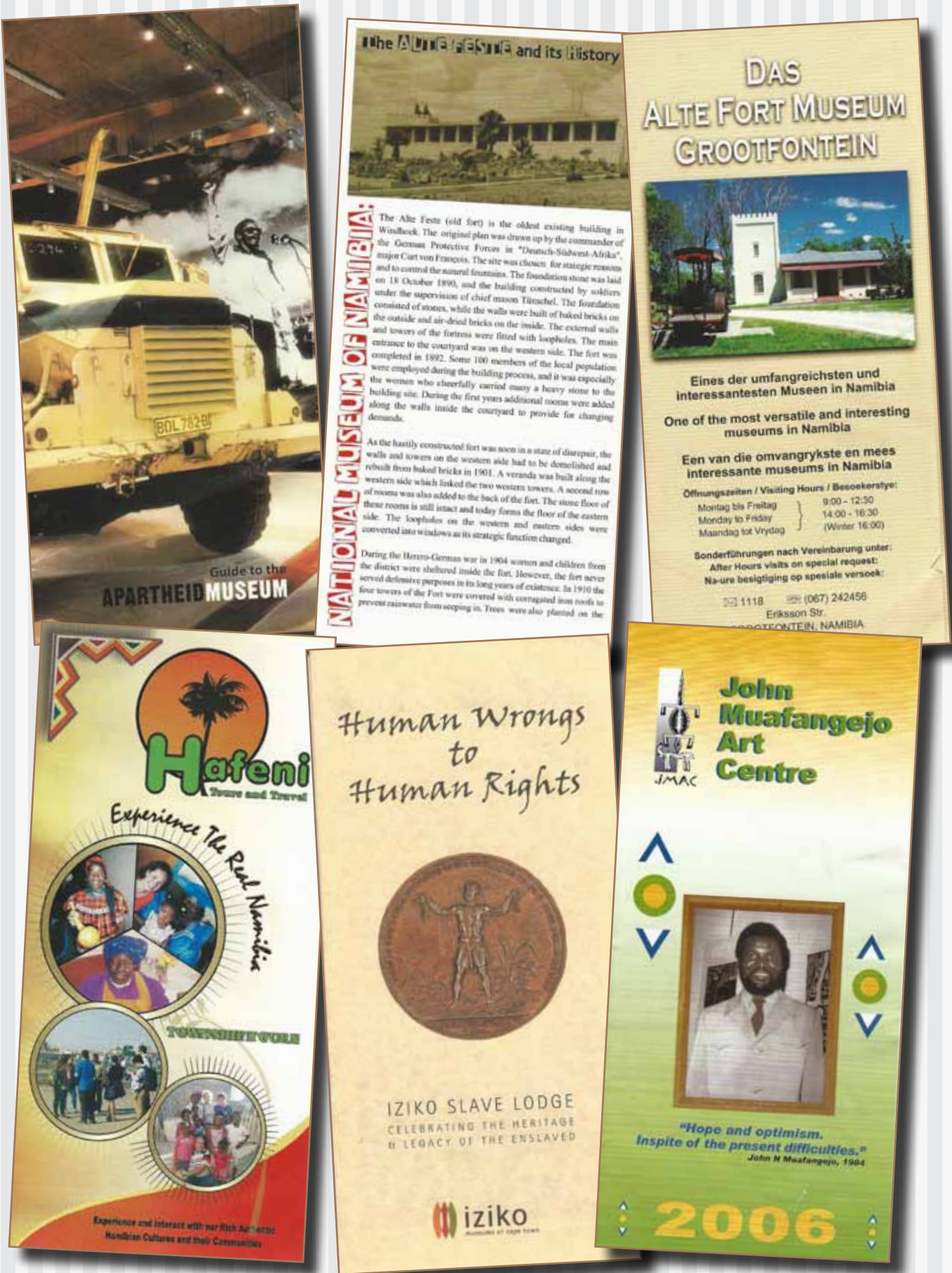
8. Overall museum experience

Excellent	Good	Adequate	Poor	Don't know
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

9. What improvements would you like to see in the museum?

10. Other comments (if any)

Samples of existing marketing material and building signage.





**Black and White: Finnish Memories of Northern Namibia**


A photographic exhibition

**Duration:** 14 May 2014 to 30 May 2014

**Venue:** Upper Gallery of the National Art Gallery of Namibia  
c/o John Meinert Street & Robert Mugabe Avenue

**Times:**  
Mondays - Fridays 09h00 - 17h00  
Saturdays 09h00 - 14h00

**For more info:**  
P.O. Box 994 Tel: 264 61 231160  
Fax: 264 61 240020 [prohanga.org.na](mailto:prohanga.org.na)  
or visit [www.namg.org.na](http://www.namg.org.na)



**1897-100-1997 YEARS**

STATE RAILWAY IN NAMIBIA

**TRANSNAMIB MUSEUM**




**TransNamib Museum**

TransNamib Holdings Ltd.



**Nakambale Museum and Rest Camp**

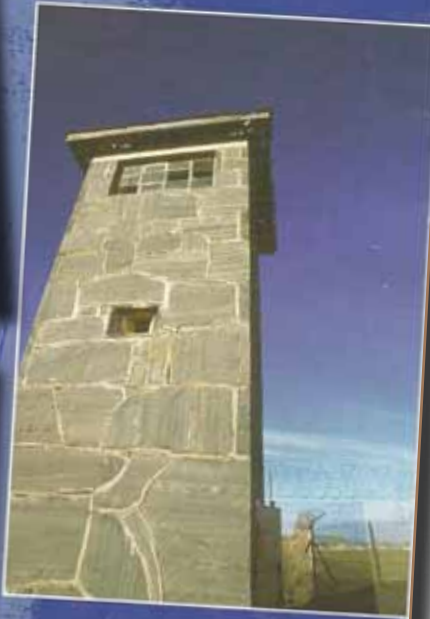
Craft Shop, Traditional Ndonga Homestead  
Campsite, traditional food and dancing

Matti Rautanen 1845 - 1926







**Robben Island Museum**



[www.robben-island.org.za](http://www.robben-island.org.za)

**NAMIBIA KARAS & HARDAP**

**Warmbad Museum & Lodge**



"You do not need to dig any further for the history of the Bondelswarts as we have it already packaged to share with you"

**How to get there**

From Karasburg the NR 21 gravel road takes you straight to Warmbad. From Warmbad, continue north on the D 1 for 30 km, then turn right onto the D 213 gravel road. After 45 km you arrive at a T-junction where you turn left and head north for about 25 km until you reach the turn-off to the D 210 on your right. From there it is another 24 km to Warmbad.

From Henties: continue to Arianneville where you turn onto the D 202 gravel road. After 104 km you arrive at a T-junction and turn right. Drive on for 12 km and then turn left onto the D 211. It is another 35 km to Warmbad.




**OUTAPI WAR MUSEUM & ACCOMMODATION**




**MUSEUM SWAKOPMUND**

This Museum was founded by Dr Alfons Weber in 1951. Ever since its inception its objectives have been to encourage informal education to stimulate interest in the sciences and to preserve historically valuable items for future generations. Come inside and see for yourself.

*Alfons Weber*



**24<sup>th</sup> - 30<sup>th</sup> September 2012**

**NAMIBIAN HERITAGE WEEK**



REPUBLIC OF NAMIBIA

I LOVE MY CULTURE

MDG IF  
POG ACHIEVEMENT FUND

**TWYFELFONTEIN VISITORS' CENTRE**



**OKAKARARA COMMUNITY CULTURAL AND TOURISM CENTRE**





## Typical Promotional Material & Brand Awareness



## Audiences

Museums today are placing a much greater importance on building relationships with the communities that they serve. Museums are not only trying to attract more visitors, but are also trying to build audiences by attracting a wider range of visitors. It is useful to use the idea of Market Segmentation to break down your visitors to reveal patterns. What kind of people visit our museum and which people are we failing to attract? There are a number of ways of dividing audiences into different segments.

### Geography.

It is useful for a museum in a town to identify the extent to which it is attracting local residents, Namibian travellers or overseas tourists. If you do not get a lot of local visitors you might think about a project to collect photographs and objects from the community, mount a temporary exhibition about a famous local historical event or organise a 'fun day' or special event aimed at local residents.

### Demographics.

Is the museum attracting mainly the youth, families or retired people? Does the museum attract more women or more men? What nationality are the visitors? In many countries museums monitor the race and ethnicity of visitors to determine whether any groups feel excluded, although MAN members felt such questions should not be included on MAN's Visitor Survey. Research shows that people in certain occupations, such as students and teachers, are more likely to visit museums than those in other jobs. If this is the case with your museum you can both develop special materials that will appeal to this audience and also think of ways of attracting other people. For example, if your museum is in a mining town you could organise a special exhibition about the history of the mine and then target your advertising at mine workers.

### Behaviour.

It can be useful to identify people that regularly attend cultural events or visit heritage sites. If people are willing to provide their contact details at such events this can form the basis for a contact list that can be used to invite people to similar events at your museum. It can also be useful to identify people's hobbies and interests. If a lot of people are football fans then is there anything that the museum might do that would encourage them to make a repeat visit?

### How do we find out why some audiences are not visiting our museum ?

If a museum wants to build new audiences it is important to define the groups that are not visiting the museum. One way to discover why they are not visiting the museum is to organise a 'focus group' meeting. For example, if you identify the fact that your museum has a problem attracting young people from the community to the museum then you might organise a meeting with a small group of 5-10 young people. The interaction between members of the group may help you to develop a strategy to address the problem. You can ask open ended questions such as 'What is the first thing that comes to your mind when you hear the word museum?' or 'What new display or activity could take place at the museum that would interest you enough to make a visit?'

# Marketing Museums to Audiences with Special Needs ?

Namibian museums are often housed in historical buildings. Historical buildings were not built with consideration for visitors with special health needs. All of us will, sooner or later, experience challenges with our health. It is important for museums to make sure that they are as accessible as possible and do not discriminate against audiences with special needs. The following short checklist is not comprehensive, but will help you identify improvements that you might make to your museum so that it is accessible to all. If you do have special features, such as wheelchair access, you can also feature this in your marketing materials.

## Signage.

Do you have large, clear signs that can be read by the partially sighted?

## Access.

Do you have ramps, lifts and wide doorways that provide wheelchair access?

## Toilets.

Can wheelchair users access our bathroom facilities?

## Displays and texts.

Is information available in a form that is accessible to visitors who are partially sighted or blind or have partial hearing or are deaf? Is there, for example, a museum guide or an audio guide or an information sheet in braille? Are there objects that can be handled ?

## Seating.

Is there sufficient seating in the museum to allow people to rest if they are tired?

## Building and Lighting.

Does the building have any sharp points that might injure visitors? Is the lighting effective?

## Comments/Concerns.



## Things to Know about Tourism in Namibia.

Museums have important roles as educational resources and the custodians of our national heritage, however they are also one of the attractions that is part of Namibia's tourism package. We believe that it is useful for Namibian museums to have an overview of the tourist market and some of the probable likely developments over the next few years. The most significant trends that might be relevant to Namibian museums are summarised from the Namibia Tourist Exit Survey, 2012-2013 produced by the Ministry of Environment and Tourism.

**South African Tourists.** It was calculated that 36% of all 'leisure tourists' are from South Africa. They are more likely to be driving and independent travellers. Museums that are easily accessible to those driving into Namibia should identify ways to attract this particular audience. Museums with displays that make particular links with South African history should also try to target this audience.

**Emerging Markets.** The Millenium Challenge Account has been investing in the promotion of Namibia to the North American (USA and Canada) market. Whilst tourists from Asia currently make up a small percentage of the total number visiting Namibia it is projected that the figures will rise substantially in future. Namibian museums, as showcases of Namibia's natural and cultural heritage, should participate in the marketing drives to build new international audiences.

**Tourist Interests.** The majority of holiday makers still listed 'Game and Nature Viewing' (59%) as their main activity whilst visiting Namibia. MAN is pro-actively engaged in seeking to promote the importance of cultural heritage in the packaging of Namibian tourism. However, museums that have specialised displays that relate to our natural heritage are likely to attract tourists if they highlight these. Namibia does not have a dedicated Museum of Natural History and so there is also an opportunity for regional museums to develop new displays that cater to these interests. For example, tourists from Europe indicated that bird-watching was one of their best experiences. Which Namibian museum caters for that interest ?

**Signage and Service.** The two biggest complaints that tourists have about Namibia are poor signage and poor service. The good news is that there are many things tourists like about Namibia and the other good news is that museums can make sure that they are easy to find (the Museums Association of Namibia has identified signage as one of its priorities for regional museum support). Museums can also make sure that they provide good customer service to visitors.

Internet. It is significant that the survey identified the internet as the main source of information for visitors travelling to Namibia for a holiday. Most holiday makers have decided what they want to see and do before they even step off the plane ! Does your museum have a web site or have you provided information to MAN to help them promote your museum on their web site?

## Museum Services

The most important components of a museum as a 'product' are its collection and the exhibitions that it mounts. However, a museum can add value to this product and attract more visitors by marketing the additional services that it might provide. The three main services that museums provide are:

### Restaurant or Café.

Whilst many Namibian museums have challenges with space, others have the potential to offer food or drinks. Nakambale Museum, for example, has obtained a reputation for its 'Marathon Chicken' that can be ordered in advance by any visiting group. Catering can provide additional atmosphere to a museum if, for example, the space where the food is served is decorated with objects that relate to the main theme of the museum or staff are dressed in historical or traditional clothing. When marketing your museum to tour groups the opportunity to have a unique 'Namibian' meal or snack can be an additional selling point as groups can then plan their route so that they visit your museum AND have a lunch break.

### Facilities for Hire.

Museums have a duty to serve their local community and the design of many new museums includes a meeting room that can be rented out or made available for functions. Museums that are housed in historical buildings may even be able to provide space for larger events, such as wedding photographic shoots or wedding receptions. The Helvi Mpingana Kondombolo Cultural Village and Outapi War Museum have both constructed accommodation units so that visitors can also stay at the site. The facilities help attract more visitors to their facilities.

### Museum Shop.

Museums can also provide a space for the sale of specialised products. Whilst the shop may not be able to compete with local retailers it can specialise in unique local products and souvenirs that relate to the themes of the museum. Visitors will be attracted by the prospect of being able to buy an object that will help remind them of their visit.

# Making Museum Products

Once Namibian museums have an attractive name and logo they can use this to `brand` products. If lots of people are walking around Windhoek wearing a t-shirt that promotes Keetmanshoop Museum than the museum is getting free advertising!

However, museums often have small budgets and management must be persuaded that it is worth spending money on products. Here are a few tips.

- 1) **Find out what people want.** It is important to ensure that the product you produce is attractive to the people who you want to buy it ! It will be no use to produce 500 cricket bats with your logo on them if very few of your visitors are interested in cricket !
- 2) **`Local is Lekker`.** There are many companies that produce `Corporate Gifts`, but the danger is that your mug or t-shirt may look exactly the same as that given away by a chain with coffee shops all over the world, except for the different logo. Visitors will be more interested to buy something that they know has been produced locally. For example at the Uukwaluudhi Royal Homestead at Tsandi you can buy baskets that were made by local women (each labelled with the maker's name and the name of their village).
- 3) **Try to link your products to the theme of your museum.** When travellers buy a souvenir they are looking for something unique and an item that will hold a memory of a particular time and place. For example, the TransNamib Museum sells posters showing old railway timetables and photographs of old steam trains that operated in Namibia.
- 4) **Make Your Brand Visible.** Once you have an image, make it as visible as possible when producing products. Whilst you might be selling locally produced products, such as pots that will not carry your logo, you might obtain bags or boxes to put them in that do. If you have particular colours that you associate with your museum perhaps these can be incorporated into the products that you produce. Is there a way of adding a label to clothing produced locally that will carry the museum's name and logo ?

## What items do you sell at your Museum ?

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## What items would you like to sell ?

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# A Beginner's Guide to Marketing Your Museum on Social Media

Social media, as the name suggests, is a way for people to connect and communicate. It can be a great way of sharing information and reaching new audiences and, at present, it can be a free way of marketing your museum if you can obtain regular access to the internet. One of the big attractions for museums is that it is an effective way to make contact with a younger audience. The landscape of social media changes rapidly, so we would urge you to explore the possibilities. If you still do not feel confident then feed information and images to MAN so that we can promote your activities and events on our social media sites – or find a young volunteer or part-time worker who can set up and manage your sites for you. We will provide three examples to get you started:

## Facebook



Facebook can be a very convenient way for a museum to distribute information to people who are interested in the museum as well as to the media and local accommodation establishments. Making a Facebook account work requires two important ingredients. Firstly, you must make sure that you regularly provide interesting updates. You can `post` information about each upcoming event and then `upload` photographs of the event after it has happened. However, you also need to make sure that the museum has lots of `friends` on Facebook who will automatically receive every update you make. It is also important to try and get your local audience to link to your Facebook profile as they are more likely to attend or help you publicise an event at the museum than a contact in Romania (The power of the internet means Facebook friends can come from any part of the world!).

Your Museum can raise its public profile by establishing a `Facebook Page`. The Museum Page will be visible to everybody who is on Facebook – if they `search` for the name of the page. If you are new to Facebook then search for `Outapi War Museum` to see an example of a Namibian Museum that has an active Facebook Page. <https://m.facebook.com/profile.php?id=105863206161637> or see M.A.N. page at <https://m.facebook.com/MuseumsAssociationOfNamibia>

If people become `Fans` of a Page they will see any updates that you add to the Page on their own `News Feed`. They will then also be able to comment on your updates.

A `Facebook Group` is a way of linking people who want to discuss a topic of common interest. The Group has an Administrator who can decide who is allowed to join the group. Museums might find this useful if they want to link a group of people who are discussing and planning an activity, but for marketing purposes a Facebook Page will be more useful.



Twitter



Twitter is a way of sending short messages (of a maximum of 140 characters). The messages can be seen by anybody, but only if they decide to ‘follow you’ (which means to receive messages that you post). Twitter can be a useful means of sending messages to a target audience particularly to remind them about an event.

Linkedin



This is a professional network that enables people to share a profile about their skills and work profile. It can provide a means for museum workers to inform people about the services that they offer.

Does Our Leaflet Work?

One of the most common ways of marketing a museum is to produce a brochure or leaflet. Many museums have already produced promotional materials. It is a useful exercise to look carefully at the leaflet to see if it is as effective as it should be. If you don't yet have a promotional leaflet for your museum then it is useful to or look at obtain copies of those produced for other museums to see what works – and what doesn't. Sit with a partner and look at your museum leaflet and try to answer the questions below:

- 1. Is the name of the museum clearly displayed? If so, what is the name?  

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- 2. Does the museum have a logo? If so, can you describe it?  
What do you think it represents?  

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- 3. Does the museum have a slogan? If so, what is it ? What message does it convey?  

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- 4. What are the most prominent images on the leaflet? What expectation do these images give of the experience that you will have when you visit the museum?  

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5. Does the leaflet clearly show the contact details for the museum (including a web page and social media links) ?

6. Does the leaflet provide the opening times and entrance fees for the museum ?

7. Does the leaflet provide you with clear directions on how to reach the museum ?

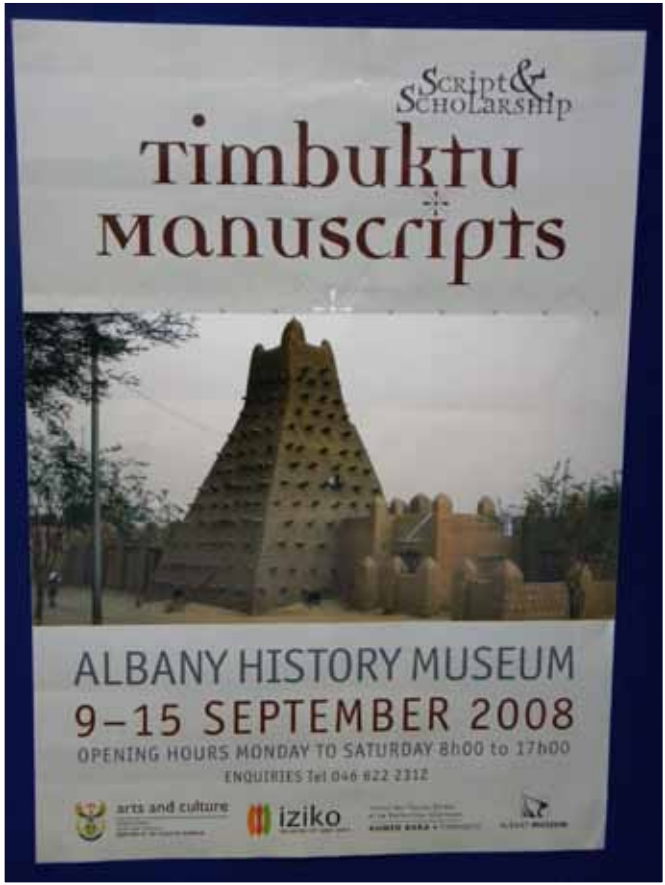
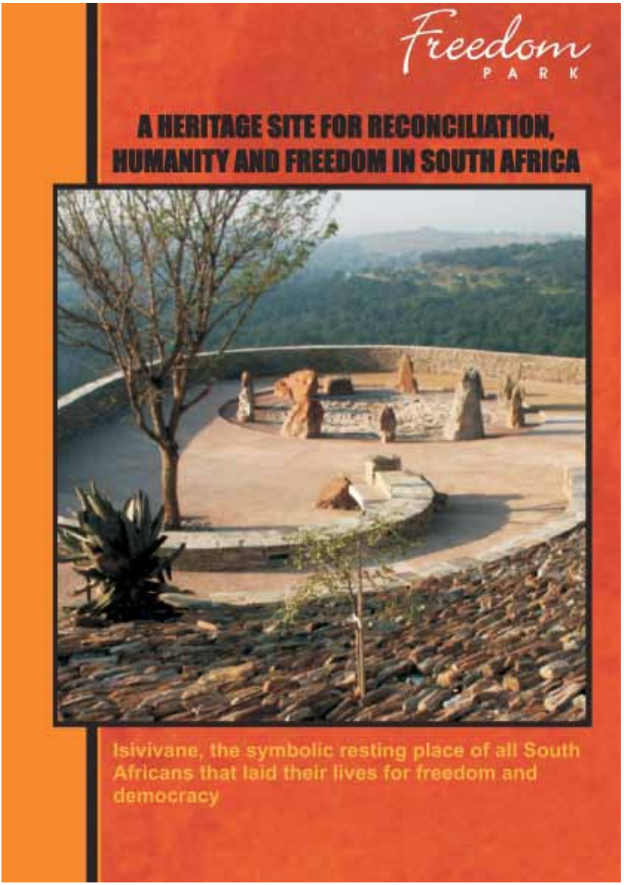
8. Do the colours of the leaflet and the size and style of the font make the leaflet easy to read ?

9. Does the leaflet include highlights of what you will see at the museum ?

10. Is the design attractive to look at ?

- Now when you design a new leaflet to advertise your museum use these questions as a checklist for your design.

General Marketing Poster Samples





## Ten Tips on Creating a Media Release

1. Make sure that the first paragraph covers the 5Ws (Who, What, Why, Where and When). Some journalists may not read past the first paragraph!
2. Paragraphs should be short and written in simple language with a simple, uncluttered layout.
3. Do not use 'Museum-speak' which a media person might not understand eg. 'ICH', 'MAN'.
4. The message should be clearly targeted at the audience. For example, a press release to a youth publication should emphasis any special discounts for learners.
5. The words 'Media (or Press) Release' should appear at the top of the page.
6. The press release must include contact details where a journalist can obtain further information.
7. The media release should normally fit on an A4 sheet of paper.
8. In Namibia it is often helpful to attach 'good quality' and relevant photographs. It may persuade a media outlet to run the story if they are told they are getting a unique image.
9. The story is more likely to be run if you have the direct contact details of the journalist who is responsible for cultural stories.
10. Target the media outlets that are most likely to reach your audience. For example, Walvis Bay Museum is likely to reach more potential visitors if it runs a story in Namib Times, than if it runs a story in the New York Times.

[Adapted from: Misiura, S. 2006. Heritage Marketing. Oxford, Elsevier]

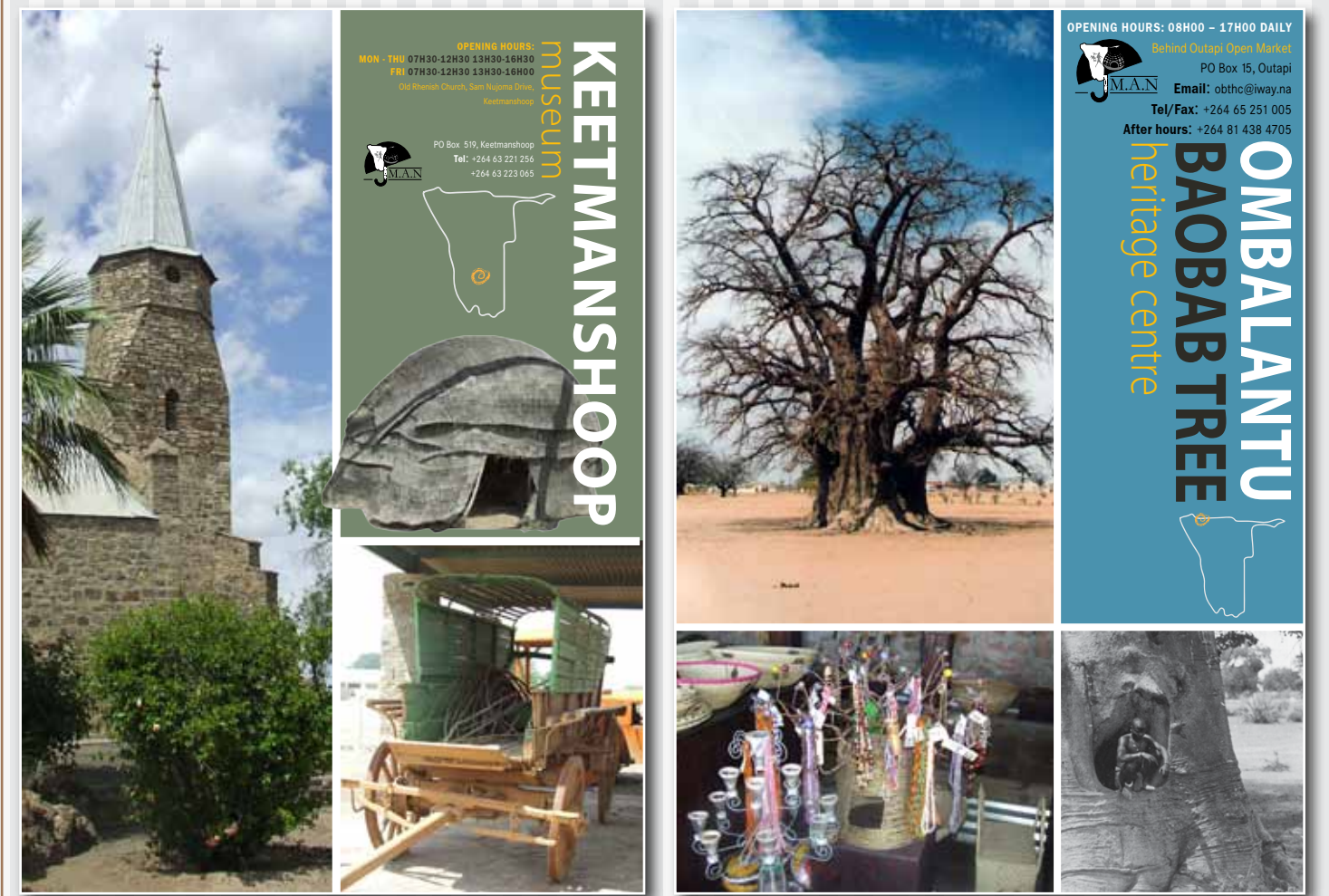
## Drafting a Marketing Plan

All the work you have completed whilst going through this Handbook will provide you with the material that you need to draft your Museum's Marketing Plan. As indicated earlier it is useful to try and have a small group of people with different relevant experience as a Committee to work through the exercises and suggest the content. One person should then produce a draft plan that the Committee then reviews. You can also ask the Museums Association of Namibia for assistance. If completed effectively, the plan will be a tool that will help you to increase your visitor numbers. We would like to provide you with an outline for a simple Museum Marketing Plan with eight sections.

1. **Executive Summary.** This is usually a one page summary of the main points so that management can obtain a quick understanding of the plan. Although it is the first page it will be the last page that is written ! A contents page should follow the summary.
2. **Situational Analysis.** This section basically provides you with a 'baseline' (where are we now). It should contain information about the current situation of the museum in terms of marketing. The section will identify the number and type of visitors that the museum currently attracts. It should outline the range of products that the museum offers. The section should also provide information about any competitors that the museum has.
3. **Opportunities.** This section will make use of your SWOT analysis to identify the current strength and weakness of the museum in terms of marketing and to anticipate the opportunities and threats that it faces.
4. **Goals.** The plan should set some clear, but achievable, goals. For example, you might aim for a 5% increase in visitor numbers within 12 months of the plan being implemented or you might set a goal of increasing the number of school visits during the year from 10 to 20.
5. **Action Schedule.** Once you have identified the main goals of your Marketing Plan you can set some objectives (the things that need to happen so that you can achieve your big goals). For example, to increase visitor numbers, one of your objectives might be: 'A set of 200 posters promoting Swakopmund Museum will be printed and distributed by 28th November, 2015'. MAN recommends that you make a simple table for each objective that lists the activities that need to take place to achieve each activity, identifies the person who is responsible for ensuring that activity is completed, provides a deadline for the completion of each activity and indicates the product that will provide evidence that the activity has been completed. An example is provided at the end of this section of the Handbook. Note: You should ensure that the objectives that you set in your plan are S.M.A.R.T ie Specific, Measurable, Achievable, Realistic and Timebound.

6. **Budget.** The budget is important and should follow on logically from the Action Plan. You may have heard people talk about an ‘Activity-based budget’ and that is because once you have a list of activities that you want to happen you will be able to estimate what it will cost to complete them. If you are applying for a Regional Museum Development Grant from the Museums Association of Namibia or to another funder then a clearly calculated budget will help you to obtain support.
7. **Monitoring and Evaluation.** The plan should simply indicate a system to monitor progress with the implementation of the plan. Is it keeping to schedule ? If not, what are the challenges that are causing a delay or that might require a change of plan ? If the Museum has a Board or an Advisory Committee it can play a role in the monitoring of the plan. The Action Schedule is the tool that can be used to monitor progress – by checking if the deadlines for each activity have been met and whether the products that prove the activity has been completed are available.

### General Marketing Poster Samples



### Example of a Table detailing the activities needed to achieve an objective.

Objective 1: A set of 200 posters promoting Swakopmund Museum will have been printed and distributed by 28th November, 2015.			
Activity	Responsibility	Deadline	Output
Outline of information to be contained on the poster drafted.	Swakopmund Museum Marketing Committee (SMMC)	25th June, 2015	Outline/Minutes of Meeting
Folder of potential digital photographs to use in the poster collected.	Curator	25th August, 2015	Folder of images
Three quotations for design and printing of posters obtained.	Curator	25th September, 2015	Quotations
Address list for distribution of posters completed.	Mrs Haufiku (SMMC member)	30th September, 2015	Distribution List
Appointment of Graphic Designer and Printer. Payment of deposits.	Museum Manager/ Finance Officer	5th October, 2015	Contract
Submission of draft design(s)	Graphic Designer/ Curator	5th November, 2015	Draft Design
Approval of Design	SMMC	10th November, 2015	Minutes
Printing of 200 posters completed.	Printer	26th November, 2015	Posters
Posters distributed and mounted in local hotels and public spaces	Curator	28th November, 2015	Checked distribution list.



## Our Media Contacts

We would like to provide you with a Media Contact List that can be used to help you publicise new exhibitions or events. However, as journalists often change jobs it is important to regularly update your list of media contacts. The most effective way to obtain good media coverage is to establish good working relationships with individual journalists and to particularly identify the journalists who specialise in culture and heritage issues at each media outlet. We have, therefore, provided a space for you to add your own new and additional contacts.

Your museum may also have 'special interest' audiences. For example, the TransNamib Museum will be of special interest to train enthusiasts and there are specialised publications that are read by this community. So you should make sure you add any relevant specialised media to your contact list.

It is also important to think carefully about which media outlets are most popular with the audiences that are most likely to be interested in your museum or a particular event. For example, if you want to attract young people to an event at the museum you should try to get publicity on the radio stations that they listen to. Often it is better to invest your energy and resources in one good advertisement that will reach your 'target audience' rather than just sending a press release to everybody (which can be called the 'scattergun' approach !). Use the space below to add your own additional contacts.

## Additional Contacts

[illegible]

## Media Contacts

## Television

ONE AFRICA TELEVISION

Contact: News Editor, Mr Wietz Cotzee  
Tel: 061-2891500  
Fax: 061-259450  
E-mail: [news@oneafrica.tv](mailto:news@oneafrica.tv)

## NAMIBIAN BROADCASTING COOPERATION

Contact: News Editor, Mr Daude Vries  
Tel: 061-2913224  
E-mail: [tvnews@nbc.com.na](mailto:tvnews@nbc.com.na)

## Radio

BASE FM

Contact: Mr Marco Ndlovu  
Tel: 061-263726  
Fax: 061-263733

KUDU FM

Tel: 061-247262  
Fax: 061-247259  
Email: [radiokudu@radiokuducom.na](mailto:radiokudu@radiokuducom.na)

**NAMIBIAN BROADCASTING CORPORATION**

## AFRIKAANS SERVICE

Tel: 061-291 2331  
Fax: 061-244646

## DAMARA/NAMA SERVICE

Tel: 061-2912456  
Fax: 061-2912137

GERMAN SERVICE

Tel: 061- 291 2330  
Fax: 061- 231889

**NATIONAL SERVICE**

Tel: 061-291 2410  
Fax: 061-2912363

**OSHIWAMBO SERVICE**

Tel: 061-291 2363 (Windhoek)  
065-220451 (Oshakati)  
Fax: 065-221705 (Oshakati)

**OTJIHERERO SERVICE**

Tel: 061-291 2163  
Fax: 061-2912135

**RUKAVANGO SERVICE**

Tel: 061-291 2312 (Windhoek)  
0660255118 (Rundu)  
Fax: 061-2255120 (Rundu)

**SILOZI SERVICE**

Tel: 061-291 2255 (Windhoek)  
066-253029 (Katima Mulilo)  
Fax: 066-253185

**TIRELO YA SETSWANA SERVICE**

Tel: 061-291 2180  
Fax: 061-22138

**OMULUNGA RADIO**

Contact: Wilhelmine Wadile/Simon Mundandala  
Tel: 061-239706  
Fax: 061-247259  
Email: omulunga@omulunga.com.na

**RADIO ENERGY 100FM**

Tel: 061-256378  
Fax: 061-256379  
Email: reception@energy100fm.com

**RADIOWAVE 96.7FM**

Tel: 061-242350  
Fax: 061-242322  
Email: sales@radiowave.com.na

**Print Media****ALLGEMEINE ZEITUNG**

Contact: Mr Stefan Fischer  
Tel: 061-225822  
Fax: 061-220225  
E-mail: azinfo@az.com.na

**CONFIDENTE**

Contact: Journalist, Marianne Nghidengwa  
Email: mnghidengwa@gmail.com

**INFORMANTE**

Contact: Editor, Mr Nangolo Nghidipo - Editor  
Tel: 061-275 4363 (Direct number)  
Tel: 061-2754102 / 2754363/ 2754000 Switchboard  
Fax: 061-2754090  
Editor: nangolo@tgi.na; editor@tgi.na  
Contact: Journalist, Mariane  
E-mail: mariannen@tgi.na

**NAMIBIA ECONOMIST**

Contact: Sub-editor, Mr Francis  
Tel: 061-221925  
Fax: 061-220615  
Email: subeditor@economist.com.na

**NAMIBIAN**

Contact: News Editor, Mr Daude Vries -  
Tel: 061-279604  
E-mail: daoud@namibian.com.na

Contact: Journalist, Mr Christoph Maletzky  
Tel: 061-279 604 (Direct number)



Tel: 061-279600  
Fax: 061-279602  
E-mail: news@namibian.com.na

Contact: Journalist, Henry Van Rooi  
Email: henry@namibian.com.na

#### **NAMIBIAN SUN**

Contact: Journalist, Namene Helmich  
Email: namene@namibiansun.com

#### **NAMIB TIMES (COAST)**

Contact: Ms Eveline De Klerk  
Tel: 064-204813  
Fax: 064-205854  
E-mail: eveline@namibtimes.net

#### **NAMPA**

Contact: Tommy Katamila  
Tel: 061-374000  
Fax: 061-221713/4  
E-mail: tk@nampa.org/ news@nampa.org

#### **NEW ERA**

Contact: News Editor, Mr. Chrispin Inambao  
E-mail: khrisi.inambao@gmail.com; chrispin@newera.com.na

Contact: Ms. Alvine Kapitako  
Email: loidejason@gmail.com

Contact: Mr Fifi Rhodes  
E-mail: alvine@newera.com.na; fifi@newera.com.na; reception@newera.com

#### **REPUBLIKIEN**

Contact: Editor, Ronelle Rademeyer  
Tel: 061-2972114  
e-mail: ronelle@republikein.com.na

Contact: Mr Dani Booysen  
Tel: 061-2972000/061-297 2038

E-mail: dani@republikein.com.na;  
Republikein@republikein.com.na

#### **VILLAGER**

Contact: Editor, Mr Confidence Musariri  
Mr Corry Ihuhua  
News Editor  
Email: editor@primefocusmag.com

#### **WINDHOEK OBSERVER**

Mr Mbatjiua Ngavirue  
Email: mbatjiua@observer.com.na  
Email: editor@observer.com.na  
Tel: 061 - 411800  
Fax: 061 - 226098  
Diana Ndimbira Email: diana@observer.com.na

### **Television Programmes**

#### **GOOD MORNING NAMIBIA**

Ms Jeneth Haipare /Anna Nicodemus  
Tel: 291 3310  
Fax to E-mail: 088611752  
E-mail: gmn@nbc.com.na

#### **TALK OF THE NATION (PRODUCER)**

Maria Nepaya  
Tel: 2913317

#### **NEWS JOURNAL**

Mr Andreas Fryer  
Tel: 2913239  
Fax: 217029  
Email: afrai@nbc.na



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