



Jeremiasz Misiak

The marketing management model of museum as
a service organization

Ph.D. thesis

Supervisor: Prof. dr hab. Kazimierz Rogoziński
Auxiliary supervisor: Dr. Marek Gnusowski

Poznań 2022

Summary

Most cultural institutions, including museums, did not change how they functioned with the political change of the late 1980s. One can risk a statement that no fundamental changes were made in the broadly understood cultural sub-sector, which consequently did not transform cultural institutions in terms of their organization. There are different cycles of transformation in culture than in the economy. However, suppose we assume that the culture area is characterized by "long duration." In that case, it can be expected that more frequent changes should occur at the institution level in the form of new solutions in their management and functioning against radical transformations (systemic transformation). After 30 years, one can speak of lagging.

There were many reasons for this. First, no coherent state policy has been developed so far that comprehensively includes the cultural sector in building social capital. All attempts at changes remained in the planning sphere or were made partially, without a consistent and successive implementation method. The culture began to drift and continues to drift, meandering and temporarily adapting to changes in the social sphere (Głowacki et al., 2009). Instead of being a precursor of social changes, an impetus to the creation of new social ideas, it tries to more or less successfully follow changes taking place in the social and political environment.

Bearing in mind the diverse set of cultural institutions, which include, for example, cinemas, theaters, operas, philharmonics, and museums, it can be noticed that some of them found their way better or worse into the reality created after 1989.

When observing Polish public museums¹, one gets the impression that they have (colloquially speaking) lagged far behind other entities in the already backward cultural sector. This distance can be estimated by adopting at least three criteria:

- a) self-financing

¹In anticipation of what will be defined later in the introduction (subjective scope), the term "museum" without an adjective will refer to a public museum.

- b) management
- c) attitude towards the client

/ ad a / Taking this criterion into account, we notice that museums have become the least independent and financially dependent on their founding bodies (donors ²). Greater flexibility was expected in adjusting to the changes in the environment shaped by the market economy. Admittedly, the financial self-sufficiency of public museums (self-financing of statutory activities) is not feasible, and not only in our country's conditions, but a hefty dose of independence (including financial freedom) is possible³. Unfortunately, the total economic dependence on a single financial source makes museums' fossilized organizations focused on continuation, not development, with no incentive to change in the management sphere. In addition, funds received by museums usually cover short-term needs (usually covering fixed costs), do not support the development of these organizations, and limit their innovativeness.

The focus on duration relates to the lack of an idea to cover cultural institutions with a comprehensive concept of stimulating innovation. Consequently, the indicators adopted by the organizers of cultural institutions to assess the functioning of individual entities are purely quantitative (e.g., the number of temporary exhibitions held during the year and tickets sold). There is a homogeneous scheme of financial support for the public service sector. Public finance (next to administrative law) is perceived as this sector's most critical field of knowledge. This situation is accepted by cultural policymakers and the founding bodies of cultural institutions.

/ ad b / The main reason is a noticeable lack of knowledge in management among museum organizers and top management of individual institutions. The methods of managing cultural institutions have not changed significantly. It can be concluded that the very word "management" is on censored. Consequently, no solutions are introduced that could improve management processes in these institutions, not to mention attempts to reorient museums to the service form of their management. Management processes are routine, so the way of leadership can be called "administration."

²A donor in the case of museums; this term can also be applied to museum funding bodies.

³Public museums need commercial funding for their activities, and private museums apply for grants from the public sector.

/ ad c / One should note it as a significant *novelty*. Visitors' expectations are changing, and they are starting to transform from anonymous viewers into conscious recipients of art, historical memorabilia, and documents. They increasingly want to get involved in the museum's activities. Not only as individual viewers but also as formal or informal groups, associations, NGOs, or groups of professionals. Social requirements for institutions such as museums are growing; openness, cooperation, and response to the local community's problems and a broader social dimension are expected.

The burning issue is how museums formulate a response to this social demand. Its development becomes the main research challenge undertaken in the dissertation. It is impossible to develop an adequate answer without assuming the necessary changes to (b) management and (a) financing. Moreover, the three levels of analysis highlighted above should be tangent to each other, and this condition of consistency can be achieved by reducing them to the level of services.

Therefore, the service approach of implementing service theory and practice seems to be the most appropriate. This orientation would also fulfill the mission museums should fulfill in society. Unfortunately, the previously outlined condition of cultural institutions, and in particular museums, makes it difficult to embed management methods in the new paradigm of service theory. The emerging need to redefine missions and the transformation of museums are nipped in the bud.

As it turns out, paradoxically, the most challenging condition to fulfill in the era of services is recognizing that museums provide services.

Formulation of the research problem

A fundamental research problem emerges from the presented introduction. It can be formulated as the following question.

What would be the theoretical and practical consequences of assuming that museums - being cultural institutions, are service organizations, and if so, they should be managed in marketing?

Objectives

From such a research problem, the following goals can be distinguished:

- *Indication of changes that have occurred in the surroundings of the museum and the implications of these changes caused.*
- *Developing a concept of marketing management of a museum treated as not only a public institution but also a service organization.*
- *Determining the conditions that should be met for this concept to apply.*

Argument

Recognition of a museum as a service organization for the cultural sub-sector implies changes to the existing management methods.

The argument justifying the thesis formulated this way will be conducted at the following levels.

theoretical

It will mainly refer to the theory of services and relationship marketing achievements (Grönroos, 2015, 2000, 1992; Gummesson, 2008; Rogoziński, 2016, 2012, 2003, 2000a, 2000b; Storbacka and Lehtinen, 2001), as well as the trend of new museology (*new museology*) associated with a new approach to museums, with the redefinition of the purposes of their existence. This new trend relates to their duration and activity primarily for society and not only for the primacy of collecting and preserving collections (resigning from the importance of exhibitions and collections, emphasizing the idea of a participatory museum) (Mastai, 2007; Misiak, 2014; Szeląg, 2012). It is also necessary to re-formulate the mission of museums and explain why its fulfillment requires the use of adequate management. To show why it should be marketing management, this dissertation was created.

research

Diagnosing the current situation:

- learning about the specific conditions of the functioning of museums;
- recognizing the awareness (or rather an unawareness) about the functioning of the museum as a service organization among museum professionals, describing the environment in which the public museum operates in Poland, and identifying the museum's stakeholders.

analytical

Obtain primary and secondary data using the methodology developed by the grounded theory approach.

methodical

The constructed management model will be the primary methodological "instrument" to achieve the above objectives. The concept of "model" is understood as an intellectual "image" - an ideal (idealized) object to present a fragment of the reality under study in a more transparent, contrasting way. (Mazurek, 2017, p. 11).

Most of the models built in the social sciences follow the approaches and methods found in the natural sciences. The author's understanding of the model does not suggest superficial cause-and-effect relationships (Czarniawska, 2010, pp. 25, 26). The model will be treated as an overarching structure, universal for many types of museums. Only based on a model understood in this way will it be possible to create particular strategies adapted to the specifics of a single organization.

implementation

The dissertation is not limited to the construction of the model. Still, it includes the identification of barriers to implementing the museum management model understood in this way and presenting methods for overcoming the managerial impasse.

These five discourse levels fully reflect the complexity of the research problem. The concept of introducing a service management model is complex. We can distinguish three groups of conditions influencing the current situation. *Macro* factors include all issues related to the functioning of central authorities and museum organizers. The *meso* sphere has factors influencing the developed methods of managing specific museums, emphasizing top

management's mentality (applied patterns). *Micro* conditions include factors related to the attitude and way of viewing reality by individual museum professionals (professional routine, "mental clichés") employed in museums and their impact on the organization's functioning. The terms *macro*, *meso*, and *micro* do not imply a more significant influence of one group of factors over others; the division is primarily ordinal.

Subjective scope

It includes public museums (organized by central and local governments), other public sector service organizations, and private museums. To specify what the title of the dissertation announces, the subjective scope covers mainly public museums. However, information and data from other organizations were used for comparative purposes.

Spatial scope

The main emphasis is on museums in Poland. In addition, the state of museology in selected European countries is compared with the models of museum functioning in Europe.

Time Range

It covers the years 1989 - 2019. 1989 is associated with the transformation of the services sector (because of the system transformation) in Poland, when there was a radical change in the functioning of the state, especially in the economic sphere.

Objective scope

The research problem and the adopted thesis define the objective scope: adapting the museum's service management model and learning about the benefits and consequences of assuming that museums are service organizations. In the proposed model, three categories (premises) defining the nature of the management model can be distinguished:

- a) service,
- b) public service,
- c) relational marketing.

/ ad a / The thesis specifies what it is (a single service) and how it should be defined.

/ ad b / Moreover, the importance of the public sphere for the functioning of society and the presence of the public service sector is emphasized. The relationship version of service marketing was chosen.

/ ad c / Relationship marketing provides the basis for deriving marketing methods for managing a service organization. The dissertation also presents relationship marketing achievements and their ability to enrich the public sphere and go beyond what is generally referred to as customer orientation.

Sources, literature

The systematics of sources is as follows:

- 1) management and marketing literature and journals, primarily relating to service theory.
- 2) literature and magazines in the field of museology.
- 3) primary data from own research (to carry out own research, preliminary data - mainly in-depth interviews) were used. The research methodology is presented in Chapter 3.1,
- 4) secondary data in the form of reports from other qualitative and quantitative researches conducted in the field of culture and statistical data from Poland and other European countries are taken into account,
- 5) analysis of selected legal acts,
- 6) websites and social profiles.

The bibliography includes a detailed list of all the sources used in the doctoral dissertation.

To organize and achieve the main research goal, the doctoral thesis has been divided into four chapters constituting a logical extension of the topic of the work.

The first chapter analyzes the cultural sub-sector. The period from 1989 is considered - for the systemic change in Poland. The expenditure of the public sphere on the cultural sector is also analyzed. The first chapter is a comparative analysis. Polish public museums have been compared from three perspectives. The first of these perspectives is to show the functioning of museums against the background of the whole culture sub-sector in Poland. The second perspective is to compare museums to other types of public service organizations that

underwent a much more significant transformation after 1989. These are public hospitals and public universities. The last perspective is to present the functioning of Polish museums against their counterparts in other European countries.

The second chapter is the theoretical part of the doctoral dissertation. It attempts to build a management model for a service organization in the culture sub-sector. Therefore, the theoretical foundations of museum management are compiled and analyzed, including the legacy of relationship marketing and service theory, to highlight the new paradigm of management theory. It is related to the issues of museum management presented in the literature on the subject.

The third chapter is the empirical part of the dissertation. The usefulness of grounded theory as a research method has also been demonstrated, and the research methodology has been presented in it. The results of qualitative research conducted among Polish museum professionals are presented.

The fourth chapter is the conceptual-implementation part of the doctoral dissertation. Solutions enabling overcoming the managerial impasse in Polish public museums are presented, as well as the form of an audit of the implemented marketing management model.

Literature used in this summary

- Czarniawska, B., 2010. Trochę inna teoria organizacji: organizowanie jako konstrukcja sieci działań. Wydawnictwo Poltext.
- Głowacki, J., Hausner, J., Jakóbiak, K., Markiel, K., Mituś, A., Żabiński, M., 2009. Finansowanie kultury i zarządzanie instytucjami kultury, Raport o stanie kultury. Uniwersytet Ekonomiczny w Krakowie, Małopolska Szkoła Administracji Publicznej na zlecenie Ministerstwa Kultury i Dziedzictwa Narodowego.
- Grönroos, C., 2015. Service management and marketing: managing the service profit logic. Wiley & Sons.
- Grönroos, C., 2000. Service management and marketing : a customer relationship management approach. Wiley, Chichester, New York.
- Grönroos, C., 1992. Service Management: A Management Focus for Service Competition, in: Lovelock, C. (Ed.), Managing Services: Marketing, Operations, and Human Resources. Prentice Hall, Englewood Cliffs, N.J.
- Gummesson, E., 2008. Total Relationship Marketing, 3rd ed. Butterworth-Heinemann.
- Mastai, J., 2007. "There is No Such Thing as a Visitor," in: Pollock, G., Zemans, J. (Eds.), Museums After Modernism. Blackwell Publishing Ltd.
- Mazurek, M., 2017. Modele w filozoficznych koncepcjach nauki. Wydawnictwo IFiS PAN, Warszawa.
- Misiak, J., 2014. Muzeum jako organizacja usługowa, in: Szeląg, M. (Ed.), Raport o Stanie Edukacji Muzealnej. Suplement. Część 1, Muzeologia. Universitas, Kraków.
- Rogoziński, K., 2016. Zarządzanie organizacją usługową. Szkoła innego poznania. Difin, Warszawa.
- Rogoziński, K., 2012. Zarządzanie wartością z klientem. Wolters Kluwer.
- Rogoziński, K., 2003. Cywilizacja usługowa--samorealizujące się niespełnienie: szkice z pogranicza epok. Katedra Usług, Akademia Ekonomiczna w Poznaniu.
- Rogoziński, K., 2000a. Nowy marketing usług, 2nd ed. Wydawnictwo Akademii Ekonomicznej.
- Rogoziński, K., 2000b. Usługi rynkowe. Wydawnictwo Akademii Ekonomicznej, Poznań.
- Storbacka, K., Lehtinen, J.R., 2001. Sztuka budowania trwałych związków z klientami. Oficyna Ekonomiczna.
- Szeląg, M. (Ed.), 2012. Edukacja muzealna w Polsce. Sytuacja, kontekst, perspektywy rozwoju. Raport o stanie edukacji muzealnej w Polsce., Biblioteka NIMOZ. NIMOZ, Warszawa.