FLORIDA STATE UNIVERSITY

COLLEGE OF ARTS AND SCIENCES

FINAL PROJECT: THE TALLAHASSEE MUSEUM

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1. The Tallahassee Museum: An Introduction

The Tallahassee Museum is an outdoor museum spanning 52 acres that includes outdoor wildlife and nature trails as well as historic buildings and a collection of artifacts. The museum is settled on the beautiful Lake Bradford and even features a zip-lining course that traverses the grounds and ends with a beautiful zip-line over the lake. The Tallahassee Museum was started in 1957 by a group of teachers looking for a way to further their students' educations through science, art, history and world cultures (Tallahassee Museum website). Furthermore, when the Tallahassee Museum was founded, it was originally called the Tallahassee Junior Museum. The "Junior" was dropped from the museum's name in 1992 (O'Donnell 1992, pg.13). This was done to create a more inclusive environment for children, teens, and adults. Throughout the years, the Museum has added restored historical buildings, wildlife trails, and different exhibits. The Museum caters to all ages with programs and activities meant to inspire and educate the young and the old.

Being that the Museum is located in the capital city, it is important that the museum take into account its external environments including political and economic changes. Furthermore, it is of the utmost importance to understand the relationship between the external and internal and how they work together (Koontz 2014, 42). The museum's internal and external environment includes employee relationships, board members, and political/economic campaigns.

The Museum is a private non-profit organization that brings in about two million dollars of revenue each year (faqs.org). According to this same website the museum also spends about $1500 in printing and publication and about $4000 in conferences, conventions and meetings. These types of expenses could be considered a part of marketing expenses.

2. Mission of The Tallahassee Museum

A. Mission Statement: The Tallahassee Museum promotes knowledge and understanding of the Big Bend's cultural history and natural environment, inspiring people to enrich their lives and build a better community.

From the information gathered through different resources, the most recent revision of the mission statement came in 1992. At this time the Museum revamped its purpose and also removed the word "Junior" from its name in order to reflect the diversity of the audience it served (O'Donnell 2009, pg. 1). Overall, the mission statement of The Tallahassee Museum provides a clear statement of the goals of the Museum as well as a description of the audience it serves. It specifies a distinct culture that it strives to educate its visitors on and why. However, the Museum lacks an explanation of how it plans to do this. The mission statement should have an additional clause stating how they plan to achieve these goals. This additional clause could be added at the end of the mission statement. It would then read "…and build a better community **by…**" This would provide a more complete and fully comprehensive mission statement.

B. The Tallahassee Museum is a private non-profit organization and therefore does not have any of their objectives and goals published publicly. However, using the mission statement of the Museum we can determine goals that would make sense for the Museum to pursue. The following two goals and accompanying objectives are based upon the Museum's mission statement.

Goal 1: Increase visits by the teenage population.

Objective 1: Develop marketing geared toward teenagers. Increase materials including fliers, pamphlets, and visits to high schools.

Objective 2: Create a separate Facebook, Twitter, and/or Instagram page specifically to reach out to the teenage population.

Goal 2: Create additional outreach programs including traveling demonstrations to enhance the learning opportunities for the community.

Objective 1: Budget for traveling expenses including transportation and portable materials.

Objective 2: Develop "portable programs" that can easily be conducted in schools, fairs, assemblies, etc.

3. Environmental Influences

A. In order to successfully market an organization, it is important to be cognizant of the markets which you are working within. There are many factors that can affect these markets, such as political changes, social changes, economic changes, etc. as well as changes within the organization itself. The Tallahassee Museum must proactively scan its environment for shifts in these different spectrums. By looking at the types of products and services the museum offers and their marketing strategies it is clear that they do take into consideration some of the environmental changes that might affect them. However, it does not seem that they have a strategy for scanning the environment.

B. As the Museum sits in the capital city, it only makes sense that the politics of the area would affect the museum's standings. For instance, since this year (2014) is an election year, the competing campaigns for Congress would eventually have an effect on the museum's future. In addition, the Museum must also take into account the demographics of is area. By using this information, the museum can learn who the biggest population is and how they can work to ensure that they are marketing towards a significant chunk of people. Another external factor the museum has to take into account is its competition. The museum acquires almost all of its funding through grants from different organization such as the Institute of Museum and Library Services. It is pertinent that the museum analyzes its competition in order to make sure that they receive the most funding. When another museum in the area updates their exhibits the Tallahassee Museum must make sure that they are also making themselves competitive.

C. The microenvironment is also just as important as the external environments. The internal environment includes factors such as employee relations, board members, and customers. Using information such as customer records and employee records, the museum can market themselves by creating exhibits and activities that meet their needs. Furthermore, by using information such as employee records (education level, age, and experience) the museum can discover what employees are most eligible to lead and/or teach certain tours, guides, and/or activities.

D. & E. It would certainly be a good idea for the museum to create a systematic approach for scanning its environments. For instance, it would be a good idea to use customer credit card records and survey information to determine the geographic market areas (GMAs) of their visitors. Once this information has been analyzed, the museum can use other internal factors such as employee information, to help develop programs that will both continue to bring these customers back as repeat visitors and create ways to bring new customers to the museum.

4. Stakeholders/Publics

A. The Tallahassee Museum does not have a published or formalized list of stakeholders. However, there are multiple stakeholders that the Museum should take into consideration when planning, organizing, and creating exhibits and activities for their visitors.

B. First and foremost, the major stakeholders of the Tallahassee Museum are its Visitors. The visitors of the Tallahassee Museum are those that pay money to enter the park and explore the exhibits and grounds of the Museum. The other stakeholders that the Museum needs to take into consideration are its members, employees (including both part-time and full-time), the TDC (Tourist Development Council), its Board of Directors, and the Institute of Museum and Library Services. These six stakeholders are considered both internal and external based upon their participation within the organization (Koontz 2014, pg. 69). Depending on the position of internal or external, the needs and wants of the stakeholders will vary. This kind of relationship can also cause conflicts between the organization and its stakeholders as well as the stake holders themselves.

C. One such conflict could arise if the Museum decides to use its grant money towards a project that doesn't meet the criteria of its Board of Directors. For instance, if the Museum conducts market research on a specific customer segment such as teenagers and decides to create a new project geared towards them, the Board of Directors may not agree with this decision. The Board might think it is more important to focus on a different customer segment instead. This would be a conflict between the Museum, its Board of Directors, and by extension, its Visitors. For the most part, conflicts will result within each realm separately, i.e. the external stakeholders against external stakeholders and internal versus internal. However, while conflicts will arise between the two realms, their outcomes will end up affecting the other stakeholders.

5. SWOT

Top 5 Strengths:
-Scheduled programs for children, teens, adults, and seniors
-Social Media Presence on FB and Twitter
-Featured exhibits – Tree to Tree Zip-Line, Jim Gary's Dinosaurs, etc.
-Large Volunteer atmosphere
-On site Café – serving breakfast and lunch

These are the five key priorities because they all have helped to provide a well-rounded organization. The Tallahassee Museum has done a great job of developing their social media presence on FB and Twitter. They are able to interact with their visitors and potential visitors by posting pictures, stories, and upcoming events. Furthermore, since the Tree to Tree Zip Line exhibit opened in 2013 they have been able to increase the attendance and rate of visits to the Museum. Most importantly, their ability to develop exhibits and programs for all age groups is a tremendous strength of theirs. They have been able to provide entertainment to all ages which means that anyone could visit the Museum and would likely recommend it to others.

Top 5 Weaknesses:
-Separate costs for separate exhibits and activities
- Long wait for highly anticipated exhibit
-Not centrally located in town – difficult to reach by public transportation
-Doesn't seem to be a budget for Social Media outreach
-Limited parking

While the Tallahassee Museum has been able to expand their attendance demographic with the addition of exhibits such as Tree to Tree, it is a separate cost than the Museum admission. This means that if you want to do both you have to pay separately, and the Tree to Tree is rather expensive for a Museum activity. Furthermore, because it has become so popular there is usually at least a 30 to 60 minute wait to go on the Tree to Tree adventure. This can cause a backlash with visitors as they may not want to wait that long or they might not have even anticipated having to wait and therefore will not have time to do it. Another issue is that the Museum is not located downtown or in a central location, unlike the other Museums in Tallahassee. This can cause a competition issue as the other Museums do not charge admission and they are easily accessible by public transportation.

Top 5 Opportunities:
-Located in large college town with many opportunities to increase educational funding for projects
-Host activities unrelated to the Museum – local business meetings, parties, festivals (Beer Fest, Greek Festival)
-Use of marketing sites such as Groupon to increase membership sales
-Increased participation with the TDC (Tourism Development Council)
-Located near I-10 highway exit – increased marketing

The Tallahassee Museum has multiple opportunities to increase their attendance. One is that it is located in a large college town where college age students make up the biggest percentage of

residents. This means that they can work with the schools in the area, FSU, TCC, FAMU, etc. to create educational programs that might bring interested students into the Museum. For instance, freshmen who take biology for non-majors take a field trip to the Museum as part of their class. Once they have visited the Museum they are more likely to go back on their own time. Furthermore, because the Museum sits on 52 acres of land they have plenty of space to host events that are unrelated to the Museum but would bring in a profit. Each year Tallahassee hosts a Greek Festival, a Jewish Festival, and the BeerFest. These events could easily take place at the Museum and would provide a profit (use of grounds, etc.) as well as allow the festival participants a chance to see the Museum and want to come back. Lastly, the Museum has begun to advertise on sites such as Groupon and LivingSocial to offer reduced membership rates. This is a recent endeavor that they have explored and it could definitely bring in new people to the Museum because the reduced membership rates are at such a low cost and you still receive the benefits of being a member of the Museum.

Top 5 Threats:
-Other Museums in the area do not charge admission fees
-Other Museums also host unrelated events (Tallahassee Car Museum – Luke Bryan Concert)
-Many members on the Board of Trustees which might create conflict when trying to expand or add new exhibits
-Located next to FSU Reservation which is free for students (highest demographic in Tallahassee)
-Traveling exhibits are featured downtown since it is centrally located.

These threats pose the most danger to the Tallahassee Museum. The biggest threat is that while the other Museums in town may not have as many activities or programs, they do not charge any admission. This is a serious threat because these Museums are located downtown with plenty of public transportation access, are easily accessible by students and they do not cost anything! Furthermore, other Museums in town have already begun to seize the opportunity of hosting unrelated events which bring in large profit, such as the Tallahassee Antique Car Museum which hosts the Luke Bryan Farm Tour concert each year. This takes away some of the opportunity that the Tallahassee Museum has to get their name out there as a great venue for local events.

6. Customer Market Research

A. In the past, the Tallahassee Museum has conducted market research using the Chamber of Commerce of the City of Tallahassee. Through this website, the Museum was able to collect psychographic information from its customers. This is also a type of secondary source data. Unfortunately, the Tallahassee Museum is private non-profit organization which means there is a lack of information available. Furthermore, the information I requested from the Museum has not been received, neither through email correspondence nor phone.

B., C. & D. I would recommend trying to conduct research using internal records. First this would be done by gathering information through credit card records and other payment records to begin discovering where customers live. By gathering information about the geographic areas in which customers live, the Museum can then conduct research on those particular areas. Using

these geographic market areas is a great way to gather research about customers in particular areas (Koontz 2014, pg. 97). After using the GMAs to conduct research, I would recommend also continuing with the surveys to collect psychographic information as well. By gathering this type of information, the Museum can conduct informal polls and surveys about the wants and needs of its visitors and customers. Furthermore, this type of information could also be collected using social media sites such as Facebook.. From these sites, there is a lot of information that can be gleaned by researching the types of followers the Museum has on their social media sites.

7. Identifying and Selecting Markets

A. When looking at The Tallahassee Museum website, it is clear that they have created a way to segment their different customer markets. Their customer market segments include: Young children, ages 5-12, Teens, ages 13-17, College Students, ages 18-25, Adults, ages 25-50, and Senior Citizens, ages 50+. These different age groups are all mutual exclusive, measurable, accessible, substantial, and responsive (Koontz 2014, pg. 117).

B. I would say the three primary markets would be children, teens, and adults. This is clear when looking at the Museum website under the Education tab.

C. Each of the above customer segments can further be broken down as follows:

Children: This segment can be broken down by age and education. For instance, we can categorize between 5-9 year olds and 10-12 year olds and then by whether these children are homeschooled or attend public/private school. By doing this, the Museum can create specific activities and events catered to these ages and education type. For instance, the Museum can create programs for homeschooled children to supplement their education as well as allow them a chance to interact with other children. This segmentation would look like this: 5-9 year olds (age); nature walk (use); Tallahassee Museum (geography); homeschooled (education).

Teens: This segment is the most lacking in terms of already established projects, activities, and programs at the Museum. Partly this could be because there is not enough customization of segmentation involved in this customer market. This means that Museum has not done enough market research to successfully market themselves to its teen population. When looking at the City of Tallahassee Demographics, it can be seen that teenagers account for 16.3% of the population; one of the highest groups. Looking at this information, it is clear that the Museum should begin creating programs and activities specifically aimed at this demographic in order to increase their patronage at the Museum. For instance, the Museum might create an afterschool program for high school students, which would include extra credit opportunities for volunteering in different areas of the Museum, homework help, and the chance to experience the Museum on their own terms at their own pace with their friends. This would provide teens a chance to discover something at the Museum that they might find interesting, exciting, or exhilarating. After discovering this type of knowledge on their own, they are more likely to want to spread the word to their family and other friends (Koontz 2014, pg. 118). This example of

segmentation would look like this: 13-17 year olds (age); volunteer guides (use); Tallahassee Museum (geography); high school (education).

Adults: This segment can also be broken down into more distinct segments such as working adults, adults with young children, and retired adults/senior citizens. The Museum already has some programs already in place for this demographic but separating the segment into smaller pieces, the Museum can be more active in gaining their patronage at the Museum. For instance, there are currently special events hosted by the Museum (outside of business hours) in order to garner visitation by an "older" demographic. However, if the Museum were to begin catering to these more distinct segments, they could encourage even higher rates of visitation. For instance, the Museum might begin hosting an activity during the day such as yoga or nature walks for the senior and/or retired citizens. This would allow them some time when the Museum is mostly empty (students are in school, "younger" adults are working, etc.) to get exercise, enjoy the company of others, and even learn some new things! This example of segmentation would look like this: 55+ (age); yoga studio (use); Tallahassee Museum (geography).

D. I would recommend prioritizing the teen segment in order to further boost the number of teen visitors each year. The Museum is currently lacking in any teen specific programs or activities. Teenagers are an important segment to focus on because they are beginning to be able to make their own decisions and can easily advise friends and family about the Museum and their wish to return. While teens are easily accessible because they can be reached a multitude of ways (social media, flyers in school, etc.) it is important that the staff of the Museum make a good impression either when the teens visit the Museum for the first time or if they perform a demonstration in school. This accessibility is a key component of market segments and it is important to maintain this open communication with the teen group (Koontz 2014, pg. 117).

8. Marketing Mix Strategy

A. I would say that a marketing mix strategy is used when it comes to some of the products and services offered by the Tallahassee Museum. For instance, activities and programs for children are promoted through different strategies including school visits and flyers. Furthermore, these programs are customized and made flexible for each customer segment such as homeschooled children and children who attend public/private school. The museum is able to tweak the price, place and promotion of its activities and programs which results in fulfilling its customer needs. Being able to tweak parts of the marketing process will further increase the efficacy and success of the marketing program (Koontz 2014, pg. 130).

Product Mix: Information services/products and learning activities/programs.

Two Product Lines: Nature Walks and Zip-Lining Tree-to-Tree Adventure

First Product Line: Nature Walks: Self-guided tours, instructed/guided group tours, demonstrations

Product Item: Instructed/Guided Group Tours

Primary Customer Market: Adults

Price: Travel to Museum, cost to enter Museum, cost of group tour, wait time (could be a shortage of tour guides).

Promotion: Offer free guided tours throughout the year to encourage continued participation, offer discounts to members, advertise the tours in public places such a Publix supermarkets community board, post on social media sites.

Place: Tallahassee Museum main grounds

Tweak Place and Price: Recommend to either lower price or nix the price of guided tours. Customers already purchase a pass into the Museum so the price of the guided tour could be dropped. This would encourage more people to take advantage of the guided tours. Unfortunately there is not much that can be done for the place due to the Museum only has one location.

New Customer Market: Groups of adults from senior centers and community centers, instead of just individuals for the guided tours.

Second Product Line: Zip-Lining Tree-to-Tree Zip Adventure:

Product Item: Zip-Lining

Primary Customer Market: College Age Students

Price: Cost in addition to the Museum entrance cost, wait time, length of course.

Promotion: Website promotion, Social media, work with FSU organizations such as FSU Outdoor Pursuits, provide transportation to and from the Museum.

Place: Tallahassee Museum main grounds.

Tweak Price and Place: To accommodate for the location, the Museum can team up with FSU and City of Tallahassee public transportation to begin providing transportation to and from the Museum. By providing low cost or free transportation for FSU students the Museum would be able to increase attendance by college students. Furthermore, the Museum might want to begin offering student discounts for the zip-lining course. These discounts can be offered online through social media, email, or at the entrance of the Museum.

New Customer Market: The Museum could benefit by creating different courses throughout the zip-lining activity for different ages.

9. Productivity/Evaluation: In order to maintain an effective and successful marketing strategy, there must be a clear policy for evaluating said strategy. Without this policy in place, the organization will never know whether they are truly meeting the needs and wants of their customers. The Tallahassee Museum does have a customer satisfaction survey in place online through the City of Tallahassee Chamber of Commerce website. This is one way and a simple way to track the evaluation of activities and events at the museum.

A. Guided/Instructed Tours

Customer Behavior Measures

Criteria: Number of groups that sign up for the guided tours. Number of individuals that sign up for guided tours.

Objectives: Increase participation by adult groups by 10% within a year. Lower the cost of guided group tours depending on size of group.

Methods: Have tour guides record the number of groups they provide tours to.

Customer Satisfaction Measures

Criteria: Enjoyment by participants on the tours. Amount of knowledge tour participants feel they have gained at the end of the tour. Willingness of participants to come back to museum and participate in tours again.

Objectives: Increase satisfaction with tours by 25%.

Methods: Have customers fill out satisfaction surveys at the end of their tours.

B. Zip-Lining Tree-to-Tree Adventure

Customer Behavior Measures

Criteria: Number of participants signed up for zip-lining. The ages of those signed up and whether they signed up in groups or as individuals.

Objectives: Increase level of participants by 20%.

Methods: Count number of participants by looking through participant waivers.

Customer Satisfaction Measures

Criteria: Increase in number of participants and enjoyment by participants.

Objectives: Increase satisfaction with the zip-lining course.

Methods: Have customers fill out satisfaction surveys at the end of the zip-lining course. Have customers fill out surveys with suggestions to improve the course.

10. Recommendations

The Tallahassee Museum is a great organization that provides a range of activities, programs, and exhibits to educate and create an enjoyable environment for all ages. While the museum provides all of these wonderful exhibits and activities for its customers, there are many logistical and business aspects that can be tweaked in order to continue this high level of expertise the museum has to offer.

Since the museum is private non-profit organization many of the museum's fiscal and business related information is not accessible by the public. Due to this it is slightly difficult to determine if the museum has a strict strategy for a marketing budget and research. I would certainly recommend designating fundraising dollars in order to successfully create a chance for the museum to incur repeat customers and higher revenue. According to the Nielson report, when using a marketing mix strategy there is at least a 10% increase in financial growth (Nielson 2014). I would also suggest trying to create separate social media marketing campaigns in order to target specific customer segments more effectively. The museum currently only has one Facebook page, one Twitter account, and one Instagram account. By creating separate social media accounts to actively interact with children, teens, and adults the museum can increase their reach to the public. Furthermore, the museum should also consider partnering with other Tallahassee, FSU and FAMU organizations to create more programs for the Tallahassee community. By creating these partnerships, the museum can share part of the cost and also profit from gaining new avenues of marketing and potential customers.

Overall, the museum puts forth a high quality selection of events, programs and activities to command the attention of current visitors, repeat visitors, and future visitors. By tweaking and concentrating on a few attention areas, the museum can revamp their marketing and social marketing strategies to further gain new customers and keep previous customers returning.

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