

CUSTOMER SATISFACTION AS A SOURCE OF INNOVATION IN THE FIELD OF CULTURAL HERITAGE

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Abstract

Popularization of historical monuments significantly contributes to the preservation of historical values for next generations. Essential approach how to support local, national or even international importance of the cultural heritage is to apply effective tools of arts marketing management. The primary objective of arts marketing is not to maximize profit, but to promote cultural heritage via building customer satisfaction. This study elaborates analysis of visitors' satisfaction in one of the most visited castle in the Czech Republic and indicates possible services innovation. The paper is divided into two parts. The first part deals with principles of arts marketing of cultural heritage and factors influencing customer satisfaction. The second part summarizes main findings from quantitative research conducted among visitors of gothic castle Karlštejn and points out key drivers of their satisfaction. Findings emphasise main associations held by Karlštejn's visitors and shows their influence on innovation management. It is furthermore highlighted how demographic characteristics influence the overall satisfaction. The results also show places for marketing driven improvements.

Key words: arts marketing, cultural heritage, consumer satisfaction, innovation

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Introduction

The condition of cultural monuments and preservation of them are common topics discussed in the group of their owners. One of the ways to finance cultural monuments are revenues from entrance fees and provisions of additional customer services. Owners have to seek new approaches for broadening their visitors' base and for building frequency of attendance among current clients. Revenues from entrance fees depend heavily on the popularity of historic places and monuments. To develop ideal tools how to exploit maximum potential of visitors' interest are goals for marketers.

The main purpose of this paper is to point out the role of consumer satisfaction in the cultural segment and important role of marketing approach in cultural heritage management.

The second part is devoted to analysis of famous Czech castle Karlštejn. The analysis evaluates three factors: visitors' satisfaction, visitors' structure and visitors' associations toward Karlštejn castle.

Relations between these three factors and demographic criteria of respondents were also studied in order to bring relevant marketing recommendations for the castle innovation management.

1 Arts marketing of cultural heritage

Popularization of historical monuments and their accessibility to people significantly contributes to the preservation of their historical values for next generation and also helps to promote cultural heritage among Czech population. Essential tool to extend local, national or even international importance of some monument to the maximum level of its potential is marketing. Marketing is about communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large (Kotler & Keller, 2007). Marketing has to satisfy consumer needs in an effective way, it has to guarantee long-term profit. Not only castles, but also theatres, galleries, museums and other cultural institutions have to deal with marketing strategies that highlight the market and attract new, retain existing and regain lost customers.

Arts marketing has some specifics. The primary objective of cultural marketing is not to maximize profits and traffic, but to promote cultural heritage. Keith Diggle in his *Guide to Arts Marketing* (1984) expresses the opinion that the main aim of arts marketing is the artistic value rather than financial, which commercial marketing respect. Arts marketing first creates the product then search for customers, visitors, audience etc. This definition is still respected by authorities. People involved in arts marketing often ask how to attract more visitors. Visitors' satisfaction is an excellent predictor of tourist behaviour. There is indeed a correlation between tourist satisfaction and tourism expenditure at the destination (Cárdenas-García, Pulido-Fernández, & Pulido-Fernández, 2016). On one hand marketers have to identify the elements that will bring people to participate but also have to uncover barriers that prevent people from participating on cultural events. Consumption behaviour in tourism is affected not only by economic constraints but also by cultural factors (Bernini & Cracolici, 2016). Recently became popular in cultural tourism also an experiential marketing (Leighton,

2007). Visitor of historical monuments no longer wants to be informed and educated only, but wants to be engaged and wants to enjoy the museum or castle on ultimate level. Experiential marketing concept cannot be limited only to the product itself. It should penetrate the entire marketing process - from communication, including advertising, online or mobile communication to additional services, restaurant, parking etc. Experiential marketing, however, must have its limits, castle must remain castle and museum has to keep museum profile. Social networking as a marketing tool is growing rapidly also in cultural heritage field. There is a direct and significant relationship between the confidence in social networks and social networking quality of tourist attractions (Zamani, 2016).

2 Visitation of historical monuments in the Czech Republic

The Central list of cultural monuments registered more than forty thousand of cultural monuments in April 2016 (Monument, 2016). The Top 5 most visited touristic destinations in the castles chateaux category in 2013 in the Czech Republic were Prague Castle, state-owned chateaux Lednice, Český Krumlov and Hluboká nad Vltavou. State castle Karlštejn obtained position Nr. 5, with more than 228,000 tourists (Czech Tourism, 2015). In 2013 there were registered 288 castles, churches and other monuments with entrance fee (NIPOS, 2014). The number of monuments with paid entrance fees gradually increased from the nineties in connection with the change of ownership, the development of a market, economy and tourism - see Table 1.

Tab. 1: Number of visitors of Czech Castles and Chateaux (1991-2013)

	Year								Index		
	1991	1995	2000	2005	2010	2011	2012	2013	2013/1991	2013/2010	2013/2012
Nr. of castles and chateaux with entrance fees	122	185	197	269	284	295	295	288	2,36	1,01	0,98
Nr. of visitors (in ths)	5 424	8 693	9 090	11 797	11 325	12 032	11 627	9 884	1,82	0,87	0,85
Average Nr. of visitors/monument (in ths)	44	47	46	44	40	41	39	34	0,77	0,86	0,87

In 2011 number of visitors reached the peak: 295 monuments were visited by over 12 million people. If we follow the evaluation of the average attendance at one object we can observe a gradual decline of visitors per monument already from the year 1995. So the importance of marketing approach in cultural heritage is obvious.

2.1 The Karlštejn Castle

The fifth most visited historical monument in Czech Republic was established by the Holy Roman Emperor and King of Bohemia Charles IV in 1348 for two reasons. The first goal of this gothic building was to store for the royal treasures and the crown jewels. The second reason, more important in medieval time, was to collect Christian holy relics.

A significant increase of visitors' rate was recorded after the border opening in the nineties when the share of foreign visitors reached nearly 70%. Nowadays the share of local visitors represents over 35%. Average annual number of tourist fluctuates between a 220 and a 230 thousand of visitors (NIPOS, 2014). Despite the high average attendance there is still a high potential for marketing driven improvement and innovations. For that reason it was decided to conduct market research in order to get more detailed information about visitors than reservation system and regular monitoring organized by the Czech Tourist Authority can offer. And more the year 2016 is the year of the 700th anniversary of the birth of Charles IV. This anniversary offers a big chance to marketing driven activities dedicated to „Charles IV” thematic events.

3 Method

In order to study not only the importance of “Charles IV” associations based on the visitor's profile, the authors decided to use the existing and already interpreted data obtained in the study completed by one of the author (Dostál, Černá *et al.*, 2014) in the period from 18. 10. 2011 to 8. 1. 2012. Quantitative research was conducted among Czech visitors of Karlštejn castle. Data were collected continuously during all open days of the week and visiting hours during the day to ensure the highest possible representativeness. Visitors received questionnaires immediately after the completion of the tour, in order to ensure authenticity. Respondents filled out the questionnaires by themselves and handed over to the designated place. 1,179 questionnaires were collected.

For the purpose of this study and for deeper analysis were selected answers to following questions. First of all, we picked the results of the open question *What comes to your mind when you hear Karlštejn?* Then we studied data talking about overall satisfaction with a castle visit, about satisfaction with a tour, with a guide, with subjects experienced inside the castle and satisfaction with a price level. In order to design sharing moment activities we focused on data responding to the question *Who did you arrive with?* This closed question offered the following possibilities: alone, with a partner, with friends, with small children, with older children, with parents, with an organized tourist group. Selected data was processed by the

SPSS software. The aim of the study was to get information about frequency distributions of observed aspects and to see the influence of demographic criteria to them.

4 Results and discussion

4.1 Charles IV as a main association with Karlštejn castle

Charles IV association resonates with visitors the most. 45% of visitors connect Karlštejn with its builder King Charles IV (see Table 2). A cumulative percentage of 60% of respondents show strong importance of two associations: except expected *Charles IV* association people mentioned famous musical *Night in the Karlštejn (Noc na Karlštejně)*. A low percentage (9,3) of responses *castle* may seem strange but question was formulated on purpose *What comes to your mind when you hear Karlštejn* instead of *What comes to your mind when you hear Karlštejn castle*. Combination of winning association and the 700th anniversary provides big potential for marketing activity and growing attendance. Castle management is working on large exhibition *The Karlštejn Treasure*, a collection of almost 400 items from the period of Charles IV, explaining the culture and lifestyle at a Charles' court (NPU, 2016). *Charles IV* topic and deep knowledge of medieval history offers a wide space for marketing communication to the public and also journalists. The phenomenon of Charles IV should be used as an opportunity of creating and promoting a thematic tourism product (Doyle, 2002; Wise, 2014) and can be exploiting in all promotional vehicles.

Tab. 2: Frequency distribution of associations to word Karlštejn

	Frequency	Percent	Valid Percent	Cumulative Percent
Charles IV	533	45,2	45,2	45,2
Movie <i>Night in the Karlštejn</i>	179	15,2	15,2	60,4
The royal jewels	37	3,1	3,1	63,5
Chapel of The Holy Cross	22	1,9	1,9	65,4
Other historical person	36	3,1	3,1	68,4
National cultural monument	70	5,9	5,9	74,4
Others	39	3,3	3,3	77,7
Castle	110	9,3	9,3	87,0
Nonsensical answer	153	13,0	13,0	100,0
Total	1179	100,0	100,0	

Source: Authors

Awareness of musical movie *Night in the Karlštejn* allows creating a series of accompanying events and specialized tours which will remind not only the musical itself, but also give an opportunity to enjoy Karlštejn castle at night. Still very low customer awareness (1.9%) achieved Chapel of The Holy Cross, the most important historical element of the castle. Some respondents even called it *The Amber room* or *The Sistine Chapel*. Even though the number of visitors who can view the chapel is limited, staff responsible for marketing should increase the public relation activity to support not only attendance in low season but also image of this unique Czech treasure.

4.2 Consumer satisfaction

The aspect of consumer satisfaction was studied using a Likert scale. Respondents specified their level of agreement or disagreement on a symmetric agree-disagree scale for a series of statements (overall satisfaction with a castle visit, satisfaction with a tour, with a guide, with subjects exposed inside the castle, satisfaction with a price level). Scale consisted of five options: fully satisfied, satisfied, dissatisfied, fully dissatisfied, not evaluated. 96% of respondents expressed overall satisfaction (cumulative percent of fully satisfied and satisfied) with the visit. Very high satisfaction level achieved a castle tour (94.1%) and the tour guide commentary (93.5%). Great quality of guide knowledge and abilities to share was confirmed by the highest level of the statement *fully satisfied* (76.3%). This fact has to be more communicated by castle management not only to professional public. So far it is completely neglected. On the other hand almost one fifth of respondents (18.2%) were dissatisfied with interiors, they do not perceive them interesting enough. In this case our recommendation is to run survey focused on missed expectations. Moreover, it is necessary to examine in detail which concrete attractions can help to improve visitors' satisfaction. Marketing management has to find out if dissatisfaction is led by historical aspects or by a way of exposure and animation.

4.3 Structure of castle visitors

Useful information for marketing activities direction provides an overview of the structure of visitors in Table 3. Because respondents could select multiple options in addition to *percent of responses* were calculated also *percent of cases* showing the percentage for an individual item. Visitors are coming to the castle in 45% cases with their partner or spouse. It should affect marketing innovation management in two directions. Firstly marketing should prepare an appropriate service to traffic pairs, ideally for low season. Secondly attention has to be paid

to families with children in the area of program, pricing and services. Favourite instruments are the various 3D animation or worksheets that children can fill during the guided tours and in the end also receive small prizes.

Tab. 3: Frequency distribution of accompanying people

	Responses		Percent of Cases
	N	Percent	
Alone	33	2,3%	2,8%
With partner	528	36,3%	44,8%
With friends	356	24,5%	30,2%
With younger children (min. 1 child max. 7 years old)	106	7,3%	9,0%
Accompanied by ^a With older children (all min. 7 years old)	172	11,8%	14,6%
With parents	130	8,9%	11,0%
With travel agency	126	8,7%	10,7%
None of them	1	0,1%	0,1%
No response	2	0,1%	0,2%
Total	1454	100,0%	123,3%

a. Dichotomy group tabulate data value

Source: Authors

4.4 Independence analysis

The aim of this part of our study was the independence test of variables on demographic profile of respondents. The chi-square independence test was used with predetermined alpha level of significance 0.05. There were investigated dependences of following variables on age, education and household income:

- overall satisfaction with the visit to Karlštejn castle,
- satisfaction with the level of admission,
- associations to the word Karlštejn.

Overall satisfaction with the visit of the castle wasn't affected neither by gender (the p-value, denoted by "Asymp.Sig. (2-tailed)", is .239 – see Table 4) nor by education of respondents (the p-value is .090).

Tab. 4: Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	5,508 ^a	4	,239
Likelihood Ratio	5,480	4	,241
Linear-by-Linear Association	3,704	1	,054
N of Valid Cases	1144		

a. 2 cells (20,0%) have expected count less than 5. The minimum expected count is ,83.

Source: Authors

The result that satisfaction with the visit is not driven by education was a bit surprising. We assumed that more educated visitors will be more demanding. On the contrary we observed a strong association between the overall satisfaction and the *age* ($\chi^2 = 77,5$, $p = .000$) and strong association between the overall satisfaction and the household income ($\chi^2 = 64,199$, $p = .001$). The crucial is the price element. However, management offers a special price level for family (2 adults and 3 children) it proposes only low discount in comparison with standard pricing. The financial benefit for families with one child is not offered at all. Dependence of associations to the word Karlštejn has been confirmed on the age structure.

Conclusion

The research carried out at the castle Karlštejn brought a lot of useful information about its visitors. 96% overall satisfaction with the visit, 94% satisfaction with a castle tour and pretty high level of guide commentary satisfaction indicate a high long-term management involvement. Most frequently mentioned associations *Charles IV* in combination with the 700th anniversary of the birth of King Charles IV is a great challenge for castle marketers. The conducted analysis indicates possibilities which can be further covered by marketing activities: Charles IV events and its promotion should be adapted to the age groups of visitors and family ticket should be more favourable. Some motives of visitors' behaviour we recommended to study in more detail in order to uncover and fulfil customer needs in the most effective and targeted way.

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