

Kamloops Museum and Archives

Applied Strategy Project

**BBUS 4780-01
Summer 2013 / II**

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Introduction

The Kamloops Museum and Archives (KMA) is the largest community museum in the Thompson Nicola Regional District (TNRD). In the past, the city was responsible for the maintenance of the building, while a society of volunteers were responsible for running the facility, collecting archives and artifacts, and creating exhibitions for the public. The city union now runs all aspects of the facility, including the day to day operations.

The museum has changed a lot over the years. It was originally located in an old fur trading post from 1937 to 1939. An 1880's house was donated by a Kamloops resident, and the museum was then moved into this downtown location until 1957 when they also outgrew this building. The city built a three storey building at the site of the house, where the museum still resides to this day. The original cabin is part of the museum and is physically located on the first floor of the building.

Most of the artifacts were collected through donations by the society's volunteers when the museum was first opened. This resulted in a diverse collection of items dating from the fur trade up to WWI. In the eras since the opening of the Museum there have been limited resources, resulting in fewer items from those times. Artifacts of First Nations origins have been returned to the First Nations bands.

Additionally, the museum also has an extensive archive collection. There are currently over 10,000 photographs dating back to 1865; trade journals from the 1840's; hand drawn maps tracking development; funeral and property records; and over 100 years of newspapers on microfilm. The archives are in the process of being documented and digitized so that they will be available for residents and researchers through electronic copies.

KMA has asked that we provide them with another set of "eyes" to look at the strategic processes that are currently in place and provide them with suggestions or alternatives that could help

assist them with their growth as an organization. We will evaluate their current strategy, provide a detailed strategic analysis, and ultimately provide a recommended strategy.

Base Case Analysis

Current Status

KMA underwent a strategic restructuring back in January, 2012. At that time, weaknesses and opportunities of the organization were recognized, and a strategy was put in place outlining a five year strategic plan, which included nine specific strategic directives. The first of which was to demonstrate leadership in the Bicentennial Celebrations. After the success of these celebrations, KMA not only was able to achieve this, but were also able to keep up with the directives of the remaining eight goals (see current goals below) showing that they remained dedicated to the success of the organization using their strategy.

The KMA provides a rich opportunity for visitors to learn and interact with cultural artifacts in the museum. There is a great need to obtain additional artifacts that are lacking since the opening of the museum in the late 1930's. It is a goal of the museum to obtain these types of items, but due to budget and staffing constraints, actually finding and procuring these items represents a whole new challenge.

The children's gallery provides the younger generation to learn while they are playing. This addition to the gallery encourages parents to return and have their children continually learn through new exhibits and hopefully continue throughout their lives by bring their own children eventually.

The archives are in the process of digitizing all of the items. There are budget and staffing constraints that limit the speed of this process. While the museum does not want to duplicate the efforts of the libraries, there is a need to provide reference materials that will assist staff and researchers.

There are currently events that are held in the museum; birthdays, private lectures; and others. While these events can provide additional funding to the museum, they are not consistent and cannot be relied on as a funding resource.

In keeping up with the change of times and technological aspects of today's society, the museum has embraced social media as part of their activities to encourage the public to engage in the learning and involvement with the history of Kamloops.

Current Goals (Kamloops Museum & Archives Strategic Plan, 2012)

1. Demonstrate leadership within the cultural community.
2. Develop the Museum & Archives into an exemplary cultural flagship institution.
3. Integrate cultural considerations into municipal planning and community development.
4. Continue to develop, introduce and practice professional standards of acquisition, collections management, preservation, research, exhibition, and interpretation.
5. Undertake research and collections activities and develop programs to engage the region's diverse populations.
6. Expand public awareness and encourage participation in the Museum & Archives.
7. Ensure the necessary human and financial resources and infrastructure is in place.
8. Diversify funding base through all levels of government, foundations, corporate and private support, and earned revenue.

Current Target Market

The KMA's target market is focused on all ages. They provide a great learning experience for all those interested in the history of Kamloops and surrounding areas. Approximately 8% of the museums audience are students coming from 50 classes (Baker, 2012). The museum provides an excellent educational experience which attracts many schools from School District #73. KMA also targets large groups, providing a great venue to host birthday parties or any other type of event.

Current Target Service

The services that KMA offers include lectures, local guided walking tours and Archive orientations. In 2012, these services contributed to over 10% of the visitors to KMA. The first of two lectures currently offered is called the Hangmen of Canada which briefly describes the history of capital punishment in Canada. The second lecture is called, Criminals of Kamloops. It is based on two famous Canadian hangmen, John Radclive and Arthur Ellis. Neither of these lectures is suitable for a younger audience.

Outside walking guided tours provide customers the chance to learn about the history of; Kamloops criminals; red lights & black hearts; bridge to bridge; heritage neighbourhoods; downtown Kamloops; the cemetery. All of these tours cost \$8 except the red lights & black hearts which costs \$10.

The Archive Orientation (\$10) allows customers to explore all the treasures of the history of Kamloops located in the archives. The archive includes; manuscripts; photos; maps; and all other documents that relate to the local history.

The bottom floor of the museum provides an interactive approach of learning for young children. While there, they can play informative games and puzzles as well as draw on the “walls”. Birthday Parties are \$110 for up to 10 children and are available on Saturdays. There are 6 different themes that are available depending on the age group being represented. KMA has offered children camps in the past. However due to low numbers of participants, the camps were cancelled for 2013. The third floor has Canada’s only Fly fishing exhibit. This continues to be successful with the male audience.

Current Core Activities

Core Activities are the value-added activities that are critical to the effective operation of the organization. KMA is the only museum that offers the complete history of the city of Kamloops. There

are only five people in KMA's staff, all of which have expertise in their own respective fields. The staff is very knowledgeable, and they are continually doing ongoing research to improve the museum.

In more detailed activities, the museum also serves as a restoration and conservation facility for certain treasures which may have been donated by people from the community. The curator is responsible for maintaining the artifacts, while the archivist is charged with the control and digitization of all the records of the facility.

There is also an Educator on staff who creates the educational programs for the student population as well as the general public. These programs help locals to enrich their basic knowledge about their roots.

Current Value Proposition

The value proposition that KMA offers, is that they provide an excellent learning experience about the history of Kamloops for the customer. The museum offers educational programs for all students K-12. The Archives of the museum allow the visiting customer to research all history related to the city of Kamloops. Additionally, private lectures are offered in their second level of the building and are capable of accommodating up to forty people. These activities provide knowledge to the people of Kamloops and help them understand and appreciate the history of Kamloops and the surrounding areas.

Diamond-E Analysis

The Diamond E framework identifies the basic building pieces and relationships to acknowledge in handling with strategic problems. Categories included in the Diamond-E Analysis are Management preferences, organization, resources, environment and strategy. These categories will help analyze how each category links to the strategy of the organization.

Environment

KMA has a detailed 5 year strategy that was created in January, 2012 (Kamloops Museum & Archives Strategic Plan, 2012). This plan can be affected by many environmental issues. We will provide a PEST analysis, as well as Porter's Five Competitive Forces analysis in order to evaluate the current strategy.

PEST Analysis

Political

KMA is heavily dependent on government funding (approximately 82% (Kamloops Museum & Archives Strategic Plan, 2012)) which allows the museum to run during the year on a recommended donation basis. This presents a risk as they have no other stable income. Although, the funding from the city is consistent from year to year, a slight change in the amounts could have a drastic impact on the overall budget and how the museum will operate in the future.

The Mayor's office has promised that the focus of the City of Kamloops will be shifted to Arts and Culture from Sports and Recreation in the near future (Duckworth, 2012). This does show promise that the funding will continue or increase to help with the success of this shift.

Economical

Economic factors such as recession, staff, labour and customer parking costs may affect the ability to generate income by decreasing the number of visitors to the KMA. The recession can hurt attendance as families are always looking to reduce expenses. With the cost of entry to the museum, lunch, and parking, it can prove to be an expensive outing for some families. It can be difficult to find parking close to the museum, as well as the meters can become expensive if the visitors are looking to stay for a long period of time.

Social

Social factors can greatly affect the museum and its ability to attract customers. There are many different alternatives that can be of concern for the museum. Going to the beach or movies is much more appealing to the younger generations (7 out of 8 students interviewed said that they would rather be outside (Various, 2013)). Another important factor to consider is the School district and what it could mean if that business was lost. Schools of S.D. #73 make up 8% of the museums customers. However if there was ever a conflict with the schools allowing the field trips, this would present a potential problem for the museum as they cannot afford to lose these targeted customers. Other Social factors that could have an impact on KMA could be advertising and publicity. The museum has to work on continually keeping the interest of the public. Consumer attitudes and opinion can show if a customer enjoyed his/her experience and if they will be repeat visitors.

Technology

The technological factors that may affect the museums ability to attract new customers can be based on the low use of technology to promote their organization. In order to attract customers KMA uses basic and free social media such as Facebook and Twitter. They have one interactive touch screen exhibit to involve the older audience, as well as interactive games for the children in the children's museum.

Synthesis of PEST data

From the analysis above it is evident that government funding and the education system play significant roles and have a high power over the KMA organization. Also, due to the available options in the Kamloops and surrounding areas, there is a need to provide additional exposure to the local population in order to promote the importance of the historical significance that the museum adds to the community. Additionally, the minimal use of technology used to promote the museum and attract new and existing visitors is something that should be taken into consideration.

Industry Analysis

Suppliers

KMA holds a medium-low amount of historical artifacts such as; the first car in the city from 1902; a carriage from the 1900s; the first museum cabin, a huge personal mineral collection; family photos; and historical documentation. These items are important as they enable the museum to provide the community with a rich history of the region.

As mentioned in the current status above, there is a deficiency in artifacts dating from the late 1930's and on. These items would be in the possession of private collectors or families of the region, who may be resistant with parting with them. This provides the suppliers with a high power over the museum.

In addition, KMA offers guest lectures with valuable knowledge to the public in general, as well as national exhibitions which are presented every three to four months within the year.

Competitors

Potential competitors that KMA may encounter are shown in Appendix 2. Out of this list, we have isolated the following to be of a high risk to KMA:

- Secwepemc Museum - a partnership does exist between the Secwepemc Museum and KMA, but there is a potential risk with the Secwepemc Museum offering a more interactive and historic experience.
- Kamloops Heritage Railway - which also provide a rich history of Kamloops
- Kamloops Art Gallery and the Kamloops Wildlife Park - attracts a similar audience

New Entrants

There is no threat of new entrants in the local museum industry. There are not enough artifacts to supply a second independent museum for the city of Kamloops.

Buyers

The buyers of KMA are ultimately the customers of the museum; school district #73; the parents of the students; and any other visitors to the museum. The power of the buyers is high because the groups (i.e. school district) control how many people will visit the museum throughout the year. Although there has been a consistent increase to the number of visitors over the last four years, other forces such as competitors and substitutes could easily affect these numbers. Therefore the power of the Buyers is high.

Substitutes

Substitutes for students and adults that are still looking to have a learning experience include the business in Appendix 2. All of these provide the customer with a memorable experience. For people that are looking for something that doesn't include learning, there are parks in the downtown area as well as beaches for people to relax on. This give substitutes high power.

Synthesis of Industry Analysis Observations

Competitive rivalry, substitutes, buyers, and suppliers all are shown to be a high threat to the KMA organization by giving them low power. KMA has high power with regards to new entrants, but this is only due to the fact that it is not possible to enter into the same market.

Due to the fact that KMA has such low power in all of these other forces, future strategies should take into consideration how to control the level of the threat that they are being exposed to by these forces.

Resources

KMA has many resources that allow the museum to function successfully. In order to continue with a high level of customer satisfaction there are additional funding, and staffing that are required. There are only five fulltime employees of the staff at KMA. All employees are already experiencing their full workload potential, so providing additional services may prove to be difficult. If

additional funding was available, then there would be the possibility to hire additional staff to take some of the responsibilities and enable the other members to focus on developing the organization.

The relationship with the school system provides the majority of the visitors to the facility each year. It is important to maintain this level of attendance, as well as to reach out to other markets to get new guests.

Government funding is what enables KMA to exist. Without the continuous level of monies (which up to this point is reliable and consistent), KMA would cease to exist. The staff has a very close relationship with all levels of local government. This relationship is important as it is by these relationships that transparency to their funding and communications are possible.

KMA has built a strong reputation in the community throughout the years by providing a valuable service of retaining and exhibiting the history of Kamloops and surrounding areas. This has been made possible through shown leadership with the Bicentennial Celebrations in 2012, as well as the increased knowledge by the staff at the museum. Continued enrichment of the staff is important so as to not to lose the edge and to be able to provide current knowledge to their processes.

There is a need for additional volunteers to help with the staffing constraints that exist within the organization. There is no formal volunteer program in place so this adds additional time constraints to the already time-stressed staff at the museum.

The building is used to its full capacity. The staff of the museum has placed the exhibits and modified the structure so as to provide a lifelike experience for your viewing pleasure. There is a separate room that holds Canada's only fly fishing exhibit. There are artifacts and archives in the back rooms as well as the children's floor in the basement.

Management Preferences

As outlined in the strategic plan, management has a focus on the following areas; collaboration within the community; to inspire new and existing visitors; create repeat visitors; create new and

increased existing donations; to be influential to the people of Kamloops; and instill the values of the organization to the public. These are all areas that Barbara Berger (Recreation, Social Development and Cultural Manager) has realized that the KMA organization should embrace. As per KMA's Mandate, the focus of the organization is that it "provides accessibility to the collection and research and an engaging environment for the interpretation and exhibition of the natural and diverse cultural histories of the Thompson-Nicola region" (Kamloops Museum & Archives Strategic Plan, 2012).

The plan is a good one, without additional funding being made available for staffing and even addressing the space constraints, there are limits to what KMA can accomplish.

Organizational Capabilities

The KMA is capable of providing programs to students from K-12. This has been made possible due to the staffing of a certified teacher. However this also relies heavily on the interest of students and the school system. KMA is very good with children as they have continually introduced activities and educational programs to interact with children making the experience more enjoyable.

The staff at the museum are very efficient in time management as they are capable of continuing business with only five full-time people on their team. Each member represents different functionality that is important to the day to day operations of the facility and its programs.

Past innovations have been with providing the children's museum on the first floor, the fly fishing exhibition and the structure of the telling of "the story of Kamloops" on the third floor. But due to the lack of staff and space in the building, the possibility for future innovation is limited.

Forecast Future Performance

Since the current KMA rate of growth is very minimal, the organization needs to increase their resources, or do less as an organization by eliminating or shrinking their current offerings.

Since the staff are already time stressed, adding additional responsibilities creates either deficiencies in other areas or overworked employees. With the five year strategic plan (Kamloops

Museum & Archives Strategic Plan, 2012) that is currently in place, KMA already has a vision in place as to where it would like to go in the future. The current goals are all achievable but additional resources are required in order to meet the full potential of these goals.

The Nature, Need, and Urgency of Change Analysis

Based on the current strategic direction of KMA, it has been realized that implementing slight changes to Management Preferences and Resources could improve the organization as a whole. Although the museum has been operating consistently over the years, the need for urgency is not immediate. However there is a necessity for new perspectives and ideas, as this can lead the museum to greater success with attracting visitors.

Additionally, increased resources such as funding and staff can also play a key role for the organization. As staff are already pushed to their limits, having the addition of some part-time employees or volunteers could help to relieve some of the workload tension. This could happen through additional funding either through an increase of private donations or museum revenues.

Strategy Formulation

Proposals

Improve the online exposure of KMA

KMA can be found on popular social media sites such as Facebook (since 2010) and Twitter (since 2011). It has been a few years since they joined these social media networks, and the number of followers for Facebook is 380 and 610 for Twitter as per July 22nd, 2013. Although these numbers are greater than the targeted numbers in the strategic plan (Kamloops Museum & Archives Strategic Plan, 2012), the results constitute low numbers for a city with a population of 85,678 (Statistics Canada,

2012). Therefore, KMA could increase its level of online exposure by adopting more social sites and also restructuring the marketing vision for the current ones.

Currently the comments and suggestions from visitors are done through handwritten communication. The need to change this to an electronic form could help to relieve the staff of having to interpret and rerecord this information for their records. KMA could benefit from a front of house feedback system as well as providing links to various travel sites where visitors can provide their feedback and help promote KMA.

Gap Analysis

The following gap analysis will determine whether or not the proposal is appropriate for the museum, as well as which requirements are needed for its development based on their management preferences, organization capabilities, and resources. For this proposal to be successful the management at KMA has to agree in implementing a front house system based on tablets or touch screen monitors that are capable of being hard wired to their network. Since the exposure to Radio Frequency (RF)/Microwave from wireless technologies are not recommended for children according to doctors and scientists around the world (SafeinSchool.org, 2012). Once this system is set up, it would then need to be linked to popular travel guide sites such as Lonely Planet, Tripadvisor, and Yahoo Travel in order to promote their brand awareness. Being listed in popular travel guide sites like the ones mentioned above, would boost the number of online reviews made by its visitors and therefore attract more people with the online positive feedback received on the tablets at KMA. Overall the gap identified is the allocation of financial resources. In order to close this gap, the organization needs to re-evaluate some of their budget preferences to accomplish a new comment/feedback system, which is missing at this time.

Capabilities play a very important role in the developing of KMA's first proposal. Currently, KMA's lack of innovation on their social networking sites (Facebook and Twitter)

may be not attracting customers in an effective way. First of all KMA should restructure their sites by making more posts relevant to history of the museum and the archives. KMA could introduce daily interesting facts that reflect the history of the city. In addition, KMA should adopt more social networking sites such as Google+, YouTube, Foursquare, and Tumblr. Once the museum has adopted these new social sites, they can acquire an enterprise-grade tool (such as Hootsuite, Laterbro, or CoTweet) for monitoring them and therefore engaging with customers. Based on this information the gap recognized is that not enough time and effort is being allocated towards developing proper online exposure through social network sites. This gap can be solved by the use of a social platform that features the ability to schedule, post by time, and date to a wide variety of online social sites at the same time.

Resources required to implement this online exposure proposal are primarily finances and time. It is well said that for the first part of the proposal, KMA needs to revise their budget in order to acquire new machines for the front house feedback system. Also KMA needs to schedule staff members to monitor, control, and reply to the enterprise grade-tool to maintain current and new visitors that have engaged in these social networks.

Improve the KMA website by implementing a site that is separate from the City

KMA's website is currently intertwined within the City of Kamloops website (<http://www.city.kamloops.bc.ca/museum/index.shtml>). Although the information that KMA would like to have on the site is updated in a timely fashion by City staff (Baker, 2012), there could be advantages to changing to a dedicated website for KMA (example: <https://www.kamloopsmuseumandarchives.ca/>, or <https://www.kamloopsmuseum.ca/>). Baker has mentioned that a dedicated website has been discussed in the past and that this option is definitely available to KMA. While the City could retain the control over the KMA domain, some basic functionality could be provided to the staff at KMA to do

updates directly, therefore saving them time from making a phone call and then waiting for the update to take place.

Thompson Rivers University (TRU) has a projects course (COMP 4910) as part of the Computer Science degree program. In this course, students partner up with a local business to work on a project that the business is in need of. Dr. Faheem Ahmed will be supervising this course in the Winter 2014 semester (January 6 - April 28) and has said that a website for KMA is something that could be done for the projects course. But before approval could be provided, the requirements would need to be discussed to ensure that the appropriate number of students are working on the project, and that the needs are within the scope of the course.

The website would be developed by the student(s) using the technology available to them. The data in the website could entail all of the data that currently exists, but then can also include additional functionality. A virtual tour of the Museum could be added, linking the artifacts to places on a map where the items actually came from. Direct links to social media sites, and online trip recommendation sites would be provided so that visitors could easily link to relevant places for KMA.

KMA has the only fly fishing exhibit in Canada (Oomen, 2013). This exhibit takes up a large part of the 3rd floor of the Museum, yet this information is not shown anywhere on the website. A search in Google for “fly fishing exhibits Canada” does not even show KMA in the first five pages of the search results. Using Search Engine Optimization (SEO) this data can be made readily available for users that are looking for fly fishing information.

Since the Archives provide copies and digital images for a fee, the images on the site would need to be locked, or restricted, so that downloading of images would be limited to a certain size so that by increasing the image would result in poor pixilation and therefore the inability for a visitor to obtain the image without providing the required fee. Direct feedback to the archivist could be added so that a visitor would not be required to open their email client to send a request for certain data.

A link to the City's website could be added so as to ensure that there is still linkage between the organizations. Additional links can also be added for the other organizations that KMA has partnerships with.

Gap Analysis

The following gap analysis will outline the requirements needed to implement this proposal and that the proposal is still in line with KMA's management preferences, organizational capabilities, and resources. In order for this proposal to be implemented, KMA, TRU, and possibly the city, would need to agree on the requirements, ensure that they are achievable, and that they are within the scope of the TRU course requirements.

With regards to KMA management preferences, the gaps that can be identified are with staff and finance. With TRU students taking over the development process, this would free up monies as Contract assistance (7.2) would no longer be required. Weekly or bi-weekly meetings would be required to ensure that the project would be following the timeframe. Other than those meetings, KMA and City employees would be freed up so their time could be spent on other matters.

The capabilities required of KMA would be with clearly outlining the initial requirements of the website and timeframe, thus that the TRU project member(s) could have clear targets for the project. The contents of the website could be adjusted as the project progresses, as long as the requirements are not increased to a point where the project could not be completed on time. The gap identified here would be with providing development control to non-City employees. This gap can easily be closed through strong communication between all involved parties, as well as through flexibility (limited) to the development schedule.

The resources required for developing a website are time, staff, and funding. With providing the development to TRU, this would free up the staff of the City to concentrate on other projects. And since

the project would be done through TRU's projects course, there would be no development costs other than the registration of a domain name (\$9.99 through godaddy.ca).

Improved Organizational Capabilities: Marketing and Communications

Although KMA has been operating since 1937, they do not have strong public exposure in the community. This could be resulting from a lack of advertising and only concentrating on the local community. Currently their target market is the locals of Kamloops and students of the surrounding school district (S.D. 73).

KMA should expand their target market by attracting more tourists to the museum. Advertising at places where tourists tend to arrive or stay at would be a great way to get the name of the museum out there. Locations such as Hotels, the airport, and the bus depot would be excellent places to provide brochures. They could be well placed, at either the front desk or inside the rooms of hotels, as well as in the lobbying/waiting areas of the airport or bus depots. This additional advertising will increase the exposure of the museum to potential customers arriving to Kamloops.

Partnering up with other organizations can be very beneficial to all organizations involved. For example, offering joint passes for KMA, the Art Gallery, and the Secwepemc Museum would allow the customers to choose among the three attractions, or go to each one. This would expose all three organizations and also give incentive to the customers to buy the passes. Joint passes could provide all three organizations involved additional exposure, as well as possibly increasing the number of visitors to their facilities. Offering a discount on the joint passes is a very attractive option for customers, as reducing the price on the guided tours at the art gallery to the membership rate or a reduced rate, would be a good way of showing the customer that there is a potential savings benefit. Currently the Art Gallery charges \$5.25 for adult, \$3.15 for students and seniors, and free for children under 5. The Secwepemc Museum charges General (18 yrs +) \$6.00, Youth (7-17 yrs) \$3.00, College/University

(students) \$4.00, Elder (60 +) \$4.00, Family (2 adults, 2 youth) \$12.00. A marked down rate will be very appealing when introducing the passes.

Gap Analysis

The following gap analysis will show whether or not the proposals are attainable given KMA's current situation. For this proposal to be successful the management has to change their approach on their target market to include tourists. Furthermore, the management would be required to change their strategy as the current target market is limited to the locals of Kamloops. . The museum has been operating the same way for a few years and in order to attract tourists, new marketing strategies would need to be explored. One gap identified is the advertising expense that is required to attract tourists. This gap can be closed by using funds out of the advertising budget. This year's budget for Advertising is \$12,000, or which only \$3,821.66 has been used as of June 30, 2013 (Kamloops Museum & Archives Strategic Plan, 2012). Brochure costs can be budgeted into this expense.

Another gap that is identified is the communications between the different organizations for introducing joint discounted passes. Also, how each organization will benefit from the suggested passes? In order to close this gap, KMA has to use their relationships with the many organizations of the area, to develop a meeting for members that will be interested.

Capabilities required include efficient advertising options, distribution and implementing the new marketing plan that is proposed above. The gaps recognized are lack of advertising, as well as the lack of packages available to customers, causing the customer to choose between the many attractions around the city. These gaps can be closed firstly by, advertising to tourists and other visitors of Kamloops, expanding the target market of KMA. This can be done by advertising brochures around the city where tourists tend to visit. The gap concerning the lack of packages can be closed by introducing a value/discounted pass that would provide the customers a much better experience. This can be done by

forming a joint strategic partnership with the other organizations around the city, such as the Art Gallery and/or the Secwepemc Museum, and providing discounted rates to visitors.

Resources necessary to implement these marketing and communication proposals are finances (advertising budget), and the support of management and staff. Funding is essential to the printing of brochures or any type of advertising that will be directed towards the expanded target market. KMA has an Advertising budget which it also uses for radio ads and television commercials. In the long run, a larger target market will only increase the number of visitors to KMA. Support of management and staff is crucial to implement the new proposal, as it could result in an increased workload and larger groups to work with. The gap identified regarding the resources is that there is limited exposure at hotels, bus depots, or airports. This gap can be closed by management establishing relationships with management of each location. As there is already a budget set in place for advertising, the advertising expense gap would be eliminated by using the available funds in the budget.

Decision and Execution

Reviewing the proposals and gap analyses shown above, it is suggested that KMA implements an in house feedback system, creates their own website that is separate from the city of Kamloops, and also expand their marketing and communication capabilities so that they are targeting a larger market. These proposals are highly recommended as the gaps identified in each scenario can easily be adjusted. Acting upon these recommendations, KMA will improve public exposure and will also be able to attract a larger target market, which will ultimately result in increased number of visitors over the years.

Regarding the website, there would be an urgency to make a decision, as the projects course at TRU is only offered once a year in the winter semester (January through April).

Recommended New Strategy

Goals

As mentioned by Elizabeth Duckworth (Duckworth, 2012) all of the current goals that are in place are all important to the running of the organization.

KMA's hard goals are Specific, Measurable, Attainable, Realistic, and have a Time frame (SMART).

Hard Goals:

1. Obtain a 15% increase in the number of program visitations per year.
2. Increase museum revenue by 10% per year
3. Increase Social media followers by 15% per year

As slight additions have been made to the strategy of KMA the soft goals would be as follows:

1. Continued support of Management and the City to ensure the success of KMA.
2. To continue build strong relationships with the community.
3. That the knowledge of the staff is passed on through education and exhibits.

Target Market

KMA's target market will remain the same with the proposals mentioned above although the Museum could attract a new service target market which are the tourists. Once the changes are implemented in the organization, more locals and tourists will be reached. Thus increasing the numbers of visitors and building stronger relationships in the community with not only the locals, but also with tourists.

Target Service/ Product

Overall the target service and product at the Museum will remain the same. However, the proposals are trying to upgrade the service without changing its vision. By implementing a personal website the Museum will have more control over their services and promotions.

Core Activities

The core activities outlined in the base case remain the same. These are:

- Restoration
- Conservation
- Education

Value Proposition

As stated in the base case, the value proposition of KMA is to provide an excellent learning experience about the history of Kamloops for the customer. By implementing the proposals above they will be able to build a stronger brand name and raise awareness in the Kamloops community as well as to the tourists.

Summary

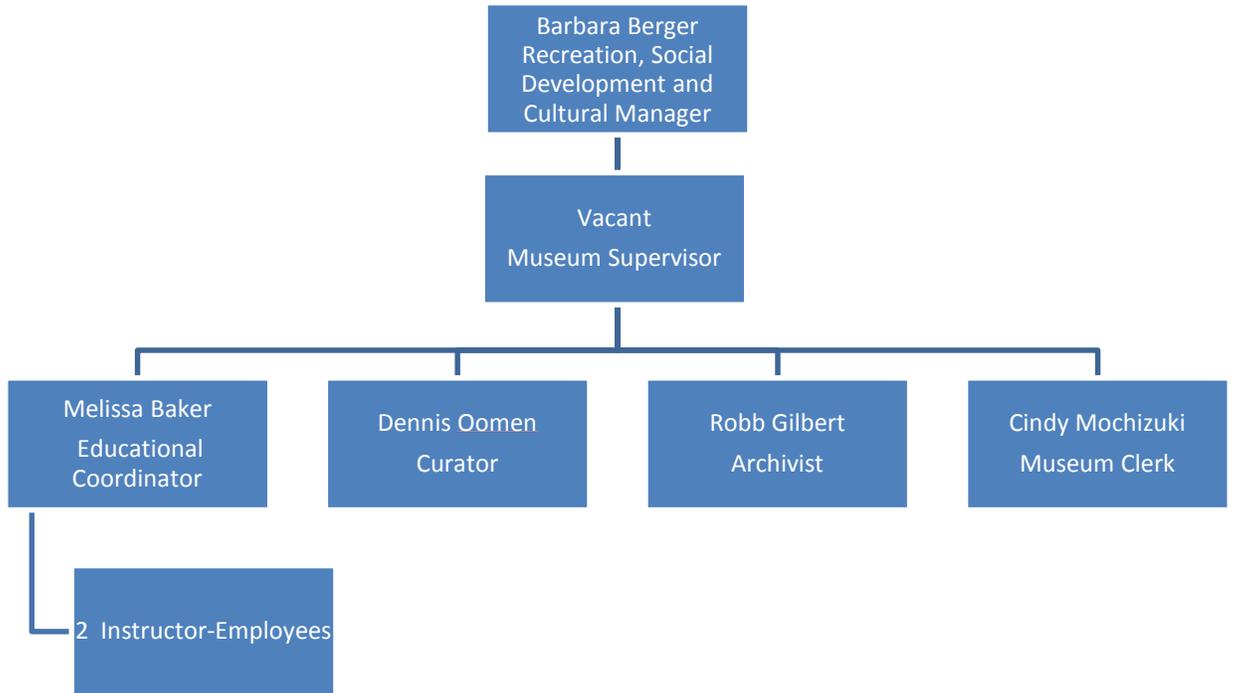
In conclusion, KMA is a well-run organization that utilizes their staff and their building to the full extent of their abilities.

With this in mind, our proposals are to improve existing exposure to a new target market (i.e. tourists), to provide historically relevant information through social media, provide a more interactive experience for the customer, and enable the promotion and exposure through a new website.

As outlined in the Diamond-E framework, these proposals are still in-line with the vision and current strategy of KMA. As the recommendations are not constrained by finances (except possibly the marcom), these proposals are realistic and could be implemented within the current structure of the organization.

Appendix 1 (Kamloops Museum & Archives Strategic Plan, 2012)

Organization Chart



Appendix 2

Competitors

- Kamloops Wildlife Park
- Kamloops Art Gallery
- Kamloops Heritage Railway
- Kamloops Symphony Orchestra
- Kamloops Courthouse Gallery
- Kamloops Art Council Galleries
- Western Canada Theatre
- Sun Peaks
- Secwepemc Museum & Heritage Park
- McArthur Island Park
- Riverside Park
- The Fun Factor Family Fun Centre
- Legends Indoor Golf
- Cliffside Climbing Gym
- Ruckers Fun & Games
- The Old Court House Cultural Centre
- Arnica
- The Art Collaboration Studio & Gallery
- The Art We Are Gallery
- The Bunkhouse Art Gallery
- The Hampton Gallery
- Sakred Skin & Studio – Modern Tattoo & Art Gallery

Appendix 3 (Kamloops Museum & Archives Strategic Plan, 2012)

Vision

The Kamloops Museum & Archives is a cultural centre dedicated to preserving the past, interpreting the present and informing the future in the Thompson-Nicola region.

Mission

The Kamloops Museum and Archives is committed to a more collaborative museological approach with our community. Visitors will be inspired to learn from our past in order to understand our unique identity and shape the future of our community by instilling a strong sense of place.

Mandate

The Kamloops Museum & Archives provides accessibility to the collection and research and an engaging environment for the interpretation and exhibition of the natural and diverse cultural histories of the Thompson-Nicola region. The KMA develops and preserves a permanent collection that is comprehensive yet focused on the history of the region.

Values

- Welcoming, accessible, safe venue
- Meaningful, educational experience
- Proactive leaders in community development
- Forum for community dialogue and debate
- Culturally sensitive, inclusive and tolerant
- Collaborative and responsive to the community
- Highest standards of museological excellence
- Respectful, professional team environment

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