

Tourism and marketing

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Marketing Plan on Pointe-à-Callière museum

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Executive summary

Pointe-à-Callière, founded in May 17 1992, is known as an archaeology and history museum located in Old Montreal, Quebec. As part of celebrations to mark Montreal's 350th birthday the Museum shows collections of artefacts from the First Nations of the Montreal region that illustrate how various cultures coexisted and interacted, and how the French and British regimes influenced the history of this territory over the years. Pointe-à-Callière has also been recognized as a national historic site since 1998 and honored with more than fifty national and international awards. The museum is structured in 6 main sections:

-The Éperon, is a modern building that has won many architectural awards; Function as the main entrance of the Museum, the Éperon building is an inspiring piece of architecture, rising from the foundations of the Royal Insurance Company building. The Éperon shape is triangular and boasts a tower that looks out over the Port of Montréal. It include the reception desk, the Hydro-Québec multimedia theatre, a temporary exhibition hall, a restaurant and, in the basement, part of the permanent exhibition Where Montréal Was Born.

-Place Royale and the archaeological crypt, is located between the Éperon and Ancienne-Douane buildings. It links the Éperon, the mariner's house and the Ancienne-Douane buildings from underground. The archaeological remains and artifacts in the crypt are part of the permanent exhibition Where Montréal Was Born.-Ancienne-Douane Building, or how it was called the Old custom house, was born in 1836 and designed by architect John Ostell, It was expanded in 1881 and today its home of the exhibition "Pirates or Privateers?"

-Mariners' House – National Bank Building. As part of Pointe-à-Callière's expansion plans, this building was inaugurated on March 6, 2013. We find in there the new exhibition rooms, the Museum Shop, new room rentals facility, and the Pointe-à-Callière's Foundation's offices, including a new meeting place for Members of the Museum.

-Youville Pumping Station, it was Montréal's first electrically operated wastewater pumping station. With its Victorian façade and lovely Scottish brick, it represented a great step forward in the city's technological and civic development in the early 20th century.

-Archaeological Field School. Bought in 2000, since 2002 this has been the home of Pointe-à-Callière's Archaeological Field School. The Museum's research there has turned up traces of Callière's Residence and Fort Ville-Marie.

Until the Museum opened, only historians knew about the "Pointe à Callière," so named because it was here that Chevalier Louis Hector de Callière, third governor of Montréal, had a home built in 1688. Today, the point has actually become part of the shoreline of the Island of Montréal, but its name lives on and is better known than ever, thanks to the Museum. Rising above evidence of more than 1,000 years of human activity, it houses remarkable architectural remains, displayed in situ with absolute respect for their integrity. Two tributes were given to the museum as formal recognition of the heritage significance of these sites and of the Museum itself. First On May 17, 1998, to mark the 6th anniversary of Pointe-à-Callière, the Historic Sites and Monuments Board of Canada unveiled a plaque commemorating "the site which gave birth to Montréal." This tribute to the national historic importance of the Pointe à Callière site also saluted the restoration and development work done by the Museum. For this "little island" of land holds symbols that tell of the growth and development of a city that for many years was Canada's metropolis. The second, on May 17, 1999, was also an opportunity for the Quebec Department of Culture et des Communications (MCCQ) to officially classify the Pointe à Callière site as an important historic and archaeological site for all of Quebec.

Company and product profile

Name: Pointe-à-Callière, Montréal Museum of Archaeology and History



References: are geographic (point, uneven shoreline), architectural (triangular footprint of the Éperon building, tower and elevator) and museological (stratigraphy, vertical dimension)

Open since: May 17, 1992

Average number of visitors: More than 400,000, of all ages, from all over

Total area: 14 417 m2 (exhibition space: 6 720 m2)

Exhibitions: 4 permanent and 3 temporary each year

Project owner: Ville de Montréal

Partner: Communications Canada, Federal Office of Regional Development (Québec), Ministère des Affaires culturelles du Québec , City of Montréal

Project management: Director: Francine Lelièvre, Processus Inc.

Project manager, architecture: Yves Roy

Project Manager, research/museology: Sylvie Dufresne

Funding: Project cost: \$27,500,000

Government of Canada (Communications Canada and Federal Office of Regional Development – Quebec): \$12,000,000

Ministère des Affaires culturelles du Québec: \$9,000,000

City of Montréal: \$6,500,000

Mission and vision

The Museum's principal mission is to bring visitors to learn and appreciate the contrast between the Montréal of yesterday and the one of today. All this through outreach, education, conservation and research activities revolving around Montréal's archaeological and historical heritage; Also is important to build links with regional, national and international networks to benefit more our visitors. An independent non-profit corporation, the Société du Musée d'archéologie et d'histoire de Montréal, Pointe-à-Callière, oversees the management of the Museum in keeping with this mission. Its 15-member Board, representing various Montréal communities and the City of Montréal, is responsible for deciding on the general orientation and policies of the institution.

Product offering

Pointe-à-Callière has a vast numbers of products, offers and activities which visitors can benefit:

1) Services:

-Coat Check

There is a self-service coatroom in the main building. If you need to store any valuables, you can rent a locker for \$1.

-Tickets

There is no need to buy tickets in advance, nor do you need to reserve a specific time for your visit.

Rates:

Adult: \$20

Children (0-5): Free (maximum 4 children per family)

Youths (6-12): \$7

Students (13-17): \$9.50

Students (18-30): \$12

Seniors (65 +): \$16

Members of the Museum: Free

Families rates

1 adult - 3 children (17 and under): \$42

2 adult - 2 children (17 and under): \$42

2 adult - 1 child (17 and under): \$42

-multimedia show, which you can watch from balconies suspended over the remains themselves (there are 6 choices of languages during the show).

2) Guided tours and activities

Every day, interpreter guides are waiting to lead you on tours or offer free and fascinating info-sessions on the Where Montréal Was Born exhibition, Lives and Times of the Plateau, Pirates or Privateers? and The Youville Pumping Station exhibition. During the year interpreted tours, Archaeo-adventure workshop, annual events like the Port Symphonies, A Cultural Feast and the 18th-Century Public Market, seasonal activities like Jack O'Lantern, Halloween at Pointe-à-Callière and "Who Is the Real Santa Claus?" are offered.

3) Packages and discounts

The last package offered includes:

- 1 night accommodation

- Full buffet breakfast for 2
- 2 tickets for the Museum Pointe-à-Callière for 184\$ no tax included

4) L'Arrivage restaurant

A beautiful glass-walled restaurant that offers an exceptional view of the Old Port.

5) Museum shop

The museum shop is collocated in the Mariner's house where you can buy souvenirs correlated to the exhibitions.

6) School program and day camps summer depending by years

7) Activities and exhibitions for daycares

8) Children's birthdays

9) Game zone with fun and educational interactive games

10) Group visits and Room rental

Business challenges

We know today every business must face many challenges to survive and have an economic growth. In pointe a Callière we mainly find 4. The first one is uncertainty; it's hard to guarantee a stable future but at same time it's important that the museum builds a strategic long-term plan so we have a clear vision of how we want to progress. The second one is competition; looking at competition will help you to choose a better market segment and increase your market standard. The third one is technology: It's true that museum is principally historical and built on ruins, but its necessary the use of technology to be step by step with times. Introduction of multimedia shows are good examples. The fourth is Balancing Quality with Growth; we have to ensure that the business plan matches our standards and criteria, previously established. If the business begins to grow faster than expected and we don't follow up with it, the effects can be catastrophic for the future.

Marketing objectives

It's important for the museum to increase the visitor numbers and make the brand well known. Increase also public awareness on services, events and exhibitions offered. Of course the main purpose is to raise the revenues and attract new people. The Museum also shows commercial

objectives raising the revenues through a variety of different sources, including the museum shops, publications, events, donations and room rentals.

Situation Analysis (Where are we now?)

Nowadays, if we want our business or organization to have success in the big market we have to follow determinate steps. The first most important one is the situation analysis where we are going to focus our attention principally on the SWOT (strength, weaknesses, opportunities and threats analysis). Before looking at it we have to say that the situation analysis varies by the different business. In our market plan we will start with an environmental analysis. Those are external factors that affects our organization and can be summarize in the PESTLE (Political, environmental, social, technological, legal and economic analysis):

P for political: There is a law in Quebec that establishes a corporation to be called the Canadian Museum of History. In this fact Pointe a Callière is an archeology and history museum. The purpose of the Canadian Museum of History is to enhance Canadians' knowledge, understanding and appreciation of events, experiences, people and objects that reflect and have shaped Canada's history and identity, and also to enhance their awareness of world history and cultures.

In furtherance of its purpose, the Canadian Museum of History has, subject to this Act, the capacity of a natural person and, elsewhere than in Quebec, the rights, powers and privileges of a natural person. But it may deal with property only in accordance with the terms on which it was acquired or is held. So if the museum wants to maintain its image in years it must follow these rules and take precaution on the architectural and historical side. (Maintenance of the ruins and conservation of the site).

L for legal: Further the Government of Canada announced a series of new measures to promote Canadian history. For the Museums Assistance Program, priority is now given to history-related projects, and the requirement that travelling history exhibits must circulate beyond their province or territory of origin is eliminated. Also, the program supports museums, including small museums, in borrowing artefacts from the national collection of the Canadian Museum of History and the Canadian War Museum. A total amount of up to \$1 million per year is available for history-related projects.

E for economic: On the last annual report conducted by the "Canadian museums associations" we have witnessed more changes for both the Association and the museum community. On the funding side, the Association continued receiving federal assistance, albeit at a reduced and more focused

level. While they no longer receive core operating support, they have been successful in obtaining multi-year funding which provides more stability and reassurance. To make up for this gap, they have reduced operating costs and have undertaken successful fundraising and sponsorship efforts.

S for social: Canada's heritage institutions, excluding nature parks and archives, generated operating revenues of \$1.3 billion in 2010, up 3.4% from the previous year. Heritage institutions' operating revenues come from government and private contributions, admission receipts, membership dues and sales, and other sources. History and science museums, community museums, planetariums and observatories generated 50.1% of total operating revenues. Non-commercial art galleries and museums generated 22.6% of total operating revenues. Botanical gardens, conservatories, aquariums and zoos accounted for 20.2%. Historic sites, buildings and communities generated the remaining 7.2% of operating revenues. The data produced for Canada's heritage institutions industry fall into two categories: for-profit organizations and not-for-profit organizations. The latter accounted for 91.9% of total operating revenues. As in previous years, heritage institutions located in Ontario (40.4%), Quebec (26.7%) and British Columbia (13.0%) generated most of the industry's revenues. The industry's total operating expenses rose 2.8% from the previous year to \$1.2 billion while salaries, wages and benefits increased by 4.5% in 2010. They made up 46.4% of the industry's total operating costs, up slightly from 2009 (45.6%). The overall operating profit margin for heritage institutions was 3.1% in 2010.

T for Technology:

Technologies are considered the force that helps organizations continually preserve their core values and beliefs while reconceptualising their environments of learning, discovery and transaction. If cultural institutions are to succeed in taking advantage of new technologies, it is crucial to identify correctly what needs to remain stable, their essence, and what can change, because it is a means of achieving that goal. Technology today is everywhere and it helps on a growth of a museum. It support functions related to planning and managing events, as well as ticket sales and registering event goers. It automates the ticketing process, and supports retail point of sale, online membership renewal, and Print Home tickets. It also helps museums to collect geographic and demographic data, and manages membership information.

Location and community analysis

Montreal seasonably could bring bad impacts on the market. We know how the problem of construction can affect a big or small business. Noises, closed roads, broken pipes can damage local business. On the other hand Montreal, especially in the summer time, attracts a lot of tourist with its music festivals, museums, the old port heritage, entertainments like the casino and the formula 1 grand prix and other sports events.

Primary competitor analysis

Montreal is a mix of several museums. We find Art, History, architectural, wax, technology, military and science museums. We know there is a lot of competition like in all businesses, but if we want to define our closest competitors we might want to cite 2 important ones:

-The Montreal science Centre is home to interactive exhibitions on science and technology as well as an IMAX theatre. One of his strength is the modern design which was built and the location situated right near the water in Old Port.

-and the Centre d'histoire de Montréal: also this one is located in old port Montreal near our museum. It is our principal competitor because it also treats and dedicates itself in the history of Montreal. They focus their activities on tours and exhibition (recently creating a cultural heritage project for Haitian refugees who fled to Montréal after the earthquake in January 2010) and will increase the use of virtual exhibitions.

Market potential analysis

Since our target market from 2 years apart provided more activities and gave more importance to the baby boomers generation and the x one, today is studying the different changes of trends and wants to expand its target market on the generation y. To reach this goal the museum implemented it activities introducing group tours, family's tours, school programs and even interactions like games and birthday parties. As we know technology plays a big role in today's life and the use of social Medias is almost essential, especially if you want your business to be known. Through phones, tablets, laptops and other devices, anybody could carry a "virtual museum" in their pocket, examining its galleries, learning about its history and artefacts, and viewing educational content from websites. Museums can encourage those visitors to download apps that allows them to view invisible objects or compare what a place used to look like in the past and the present. Also the concept of travelling exhibitions, for example, helps to reach millions of visitors who may otherwise not have stepped into museums. In order to find out more they will have to travel to visit it. This because the new generation

doesn't like to spend as much money as baby boomers does and would like to be sure of the product before investing on it.

Services analysis

In order to improve our organization services the museum is working on an expansion of the buildings. We want to create an eleven-part museum and tourism complex on the Pointe-à-Callière site. In addition to the existing museum components, this will include upgrading the Mariners' House – National Bank Building, showcasing the remains of St. Ann's Market and the Parliament of the United Province of Canada, Fort Ville-Marie and Callière's Residence, opening the William collector sewer along a distance of 375 meters, creating a world-class exhibition space in the basement of the Customs Canada building, converting the Central Fire Station into a visitor service center, and showcasing the original Hôpital général de Montréal. This ambitious expansion will give the city of Montréal a museological complex of national and international scope for 2017, year of the 375th anniversary of Montréal. Marketing positioning and plan analysis

Pointe-à-Callière, Montreal's Museum of Archaeology and History, is known as a museum built on the exact location where Montreal was founded in 1642. Plans for the museum make possible that the area where now is built is recognized to be the city's actual birthplace. The latest project involved also the interior design of the administrative offices and restaurant, and the integration of archaeological artefacts in all public spaces. The result is a unique museum that rises above evidence of more than 1000 years of human activity, housing remarkable remains displayed in situ with absolute respect for their integrity. The star attraction of the museum is a large-scale theatrical multimedia show, originally known as Tales of a City and now called Yours Truly, Montreal.

SWOT analysis

The SWOT analysis will help us to understand better which strength, weaknesses, opportunities and threats our museum is exposed to.

Strength: The pointe a Callière is one of the most remarkable historical and architectural museum and is the only sizeable archeology museum in all Canada. Starting from his location, positioned in the Old port, one of the most visited area in Montreal , and his design, it attracts several numbers of tourist .The tower allows a wonderful view of the port. Moreover is take in consideration the large variety of products offered; from activities to group tours and special events and constant exhibitions.

The fact that the museum is expanding its complex is also a plus in our analysis because it could attract and bring more curiosity in visitors. Lastly the museum collaborates with many partnerships that are very helpful with researches, collections and conservations.

Weaknesses: finding park in Montreal for visitors who decide to take a trip with their cars is not easy, plus the museum doesn't have a private parking spot and this could affect some of the costumers. There is a lack in tourist guides that could explain better the structure of the museum and in some times of the year construction makes a lot of noise and could ruin your visit. Indications in the museum are not very helpful and is quite easy to get lost or mess up your tour, plus there is no logical sequence on the different location and you almost access randomly.

Threats: Competition is one of the most threat of every business, especially in Montreal Old Port. Weather and seasons could also affect the sales since winter is a very low season in profits.

Opportunities: Expansion and innovation could be an opportunity to increase the number of visits. Expand and create new activities and exhibitions in the market and enlarge the online market through social media, will generate a new audience in different generations. Montreal is place of innumerable events such as Jazz Festival, Grand Prix, and Montreal a la carte; all this events are good opportunities for the museum to attract clientele and increase its position on a global market.

Marketing Strategy (Where would we like to be?)

Market segmentation, target markets and marketing strategy

Before describing the segmentation we will use for our marketing plan, we have to define which approach we are going to fit in. For our activity it is better to choose a multi stage segmentation where to divide our market in primarily Geographic and then purpose of trip and distribution channel segmentation. As we know Canada welcomed 2,670,261 international visitors in August, an increase of 3.5% over August 2013. Of these visitors, 90% were from CTC markets. Year-to-date August 2014, Canada received approximately 12.2 million international visitors, up 2.7% compared to the same period last year. The visitor peak on record during the month of August occurred in 2002 with about 3.25 million international visitors to Canada. Overnight arrivals from CTC's Core markets increased 8.6%, with all four markets showing healthy gains. Year-to-date August 2014, arrivals from Core markets were up 4.7% over the same period last year to 1,220,377. Arrivals from Asian and Latin

American markets grew 22.5%, thanks to double-digit increases from Brazil (+40.6%), China (+31.2%), Mexico (+20.9%) and India (+20.2%). Japan and South Korea also experienced strong growth (both +9.9%). US air arrivals also had strong growth (+6.4%) but was counterbalanced by contractions in arrivals by automobiles (-0.1%) and other modes of transport (-7.4%). Overall, US overnight arrivals edged up 0.5% .We chose this type of segmentation because of the trends that affects our market. We see that the specific assessment of the general economic conditions for each source travel market is derived from the degree to which economic conditions are changing (becoming more favorable or less favorable). The Exchange rates between markets play a significant role in price competitiveness. Other factors considered in the assessment include gas prices, fuel surcharges, security-related charges, or other costs that affect Canada's price competitiveness compared with other competing destinations. Travelers' trends are changing continuously, more people today are affected by economy and the purpose of the trips is an important aspect whether leisure or business is. To not less care is about the media in modern life. By some statistic in 2009, there were 2.5 billion connected devices, most of these were personal devices such as cell phones and PCs. In 2020, there will be up to 30 billion connected devices, most of which will be products. One of the biggest problem our world is facing is that the ratio of children to older citizens is declining. It stands at about 3:1 for now but by around 2040, there will be older citizens than children. By 2050, there will be twice as many older citizens as there are children. Some exceptions to this however are China and Russia. Also the number of over-60s in the rich world is predicted to rise by 2.5 times by 2050 to 418 million, but the trajectory starts to level off in about 20 years' time. Within this cohort, the number of people aged over 80 will rise six times to about a 120 million. In conclusion, the number of over 60s will grow by more than 7 times to over 1.5 billion by 2050.The concept is to use an undifferentiated marketing strategy so our organizations can develop our product and services with a general appeal. We remember that the museum in some way oriented it target market on all generations.

Marketing mixes

Product: Pointe a Callière has a large variety of products that differentiate it from other museums in Montreal.

Price: The price is accessible for everyone and there are discounts for families, students and seniors, while children under 5 and members of the museum have free access.

Promotion: The museum offers packages and part of the sale comes from the shop, restaurant and special offers.

Place: The sales mostly comes from the museum itself but also online and through intermediaries.

People: The Museum offers positions in many different areas, from management to the Foundation, administration, marketing, communications, services to the public, exhibitions, conservation, public programs, property management and security.

Packaging: Tickets are readily available.

Programming: Tours and exhibitions are programmed every day and tour guides waits you to lead you in the museum.

Partnership: the museum has a lot of partnership and sponsorship especially with Hydro Quebec, Air Canada Cargo and Intercontinental Montreal.

Positioning approaches

What Pointe a Callière Is trying to achieve is to positioning itself by product class dissociation. We want to appear different from our competitors trying to offer a different and exclusive product. This is not just an historical site but also an opportunity to show people and let them appreciate the modern day of Montreal.

Marketing objectives

The Pointe a Callière museum has several marketing objectives. Like every museum we want to increase the visitors' numbers. Approximately 45% on individuals, 25% on families, 15% on school groups and room rental. We also want to build the brand image of the museum, increasing revenues and attracting new audiences. When we talk about raising revenues we mean commercial objectives through a variety of different sources; including the museum shops, admissions, events, sponsorships and donations. From our last year report we found a deficiency of 24,366 \$. This year we want to increase our revenues of 2 % in a year. The percentage will be divided in 1 % on Admission fees, 0.5 % on Museum Shop, 0.2 % on Sponsorships and Concessions and Museum evenings and 0.1 % on interest and other. More specifically sub-divided again in the section of winter of 0.2%, summer 0.9%, spring 0.6 % and fall 0.3%.

Implementation (How do we get there?)

The Implementation Plan describes how the information system will be deployed, installed and transitioned into an operational system. The plan contains an overview of the system, a brief description of the major tasks involved in the implementation, the overall resources needed to support the implementation effort. It includes all services, facilities, and packages and programs provided.

People and partnership:

People are the most important element of any service. They buy from people that they like, so the attitude, skills and appearance of all staff need to be first class. Our staff must be welcoming and very polite, it's important the use of a dress code (which is going to include our colorful uniforms). The modern buildings are beautiful to watch but at the first impression on the outside they don't really look like an historical and archeological museum. Instead in the inside the climate and the temperature are optimal, equipment, furniture and fixtures are clean and made of a quality material. When we talk about product we talk about training, customer service and personal selling. There are two kinds of salesperson. The one that sells directly and the one that sells indirectly. In our museum we will use both direct and indirect sales in the main entrance of the museum and a part will be done online and by travel agencies. All customer facing personnel need to be trained and developed to maintain a high quality of personal service. Training will begin as soon as the individual starts working for our organization to make sure that the client's needs will be satisfied. When branding our target market is important to distinguish each target market. Baby boomers are the clientele that today travels mostly for leisure and because they can spend more money, so an accurate importance will be given to them and their services. Generation x and y will mostly interact with multimedia activities, that's why if we want to expand our market we will introduce more interactive games, videos, audios and 3D and 4D animation. We will make learn history in a different and in a more active way. Running a business alone is never easy but that's where partnerships take place. Have good contacts with Hotels and restaurants will increase our clients' happiness. By making a deal with them we can create new packages adapt to our target markets. Or we can even collaborate with other museums nearby and create a package that allows customers to visit two different heritages.

Packaging and Programming

It's here where the museum should give a bit more importance on programming and packaging. Since it has only one package disponible and clientele gives a lot of importance on packages and prices the museum should invent new products:

Comfort package :(for Baby boomers) at 450\$.

- Overnight accommodations
- Breakfast
- 2 adult admissions to the museum
- Overnight parking for one car (the museum is less than a five minute walk from the hotel)

Entertainment Package: (for generation x) at 200\$

- Tour guide for an hour tour
- Old port tour visit guide
- Deals on meals
- 1 night accommodation

Into History and science package: (in collaboration with "The science Centre museum") at 380 \$

- 2 nights' accommodation
- 2 tickets for the museums
- 2 meals included

Promotion:

Advertising is at the front of delivering the proper message to customers and prospective customers. The purpose of advertising is to convince customers that a company's services or products are the best, enhance the image of the company, point out and create a need for products or services, demonstrate new uses for established products, announce new products and programs, reinforce the salespeople's individual messages, draw customers to the business, and to hold existing customers. The one will be using are:

- Radio advertising. It is one of the most followed channel within music and publicity
- Online advertising. The new market is based on networks, the use of Facebook, Twitter, and Pinterest will allow clientele to know more information about our museum.

- Press advertising. Believe it or not the use of magazines and newspaper is still fortunately used, especially in leisure time. A nice page in one of the most well-known magazine in Montreal will help a lot. Inside coupons will be insert.
- Billboard advertising. Soon Digital screen will project the image of the museum in order to receive more attention of our visitors
- Mobile billboard advertising. Buses around the city will be covered on the outside with a picture and name of the museum. Also pictures and prices of tickets in the metro will be shown.

Pricing:

Quebec museums generally have moderate prices, which are higher than the low U.S. museums prices, 25% of which have free admission. Museums in both regions have special admission prices for members, groups, families, seniors, students, and kids. One third of Quebec museums have free admission for children. Other than these special rates, museums rarely accept coupons or do value packages. Ending prices with the number 9 is one of the oldest pricing methods and during times it seems to work. We will use a Psychological Pricing. This approach is used when the marketer wants the consumer to respond on an emotional, rather than rational basis. For example Price Point Perspective (PPP) 0.99 Cents not 1 \$. It's strange how consumers use price as an indicator of all sorts of factors, especially when they are in unfamiliar markets. Consumers might practice a decision avoidance approach when buying products in an unfamiliar setting, an example being when buying ice cream. What would you like, an ice cream at \$0.75, \$1.25 or \$2.00? The choice is yours. Maybe you're entering an entirely new market. Let's say that you're buying a lawnmower for the first time and know nothing about garden equipment. Would you automatically by the cheapest? Would you buy the most expensive? Or, would you go for a lawnmower somewhere in the middle? Price therefore may be an indication of quality or benefits in unfamiliar markets.

Control and evaluation (How do we make sure we got there?)

We would like to achieve our goals and objectives in maximum a year or two. We are expected to increase more partnership and admissions. A part of the donation will help also and we want to lower the prices of tickets in base of the target markets we choose. The revenues must be increased if we want our organization to profit.

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