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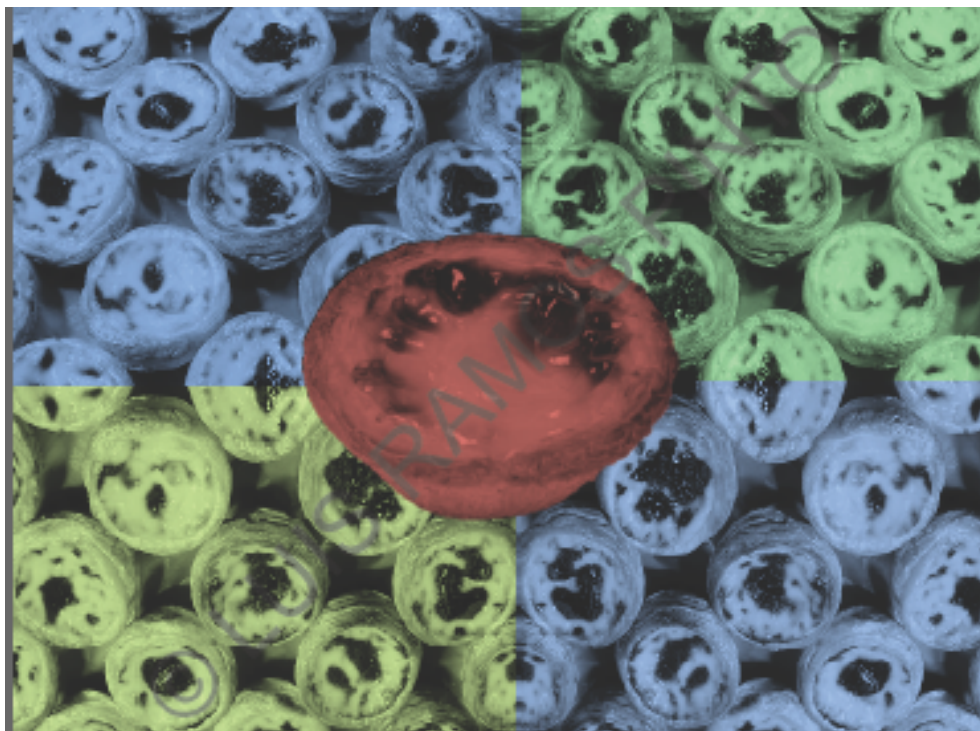


DOLLAR SIGN (1981-1982)
ANDY WARHOL

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**HOW CAN GREATER
FINANCIAL
SUTAINABILITY BE
ACHIEVED FOR THE IMC?**



**CALOUSTE
GULBENKIAN
FOUNDATION**

imc

INSTITUTO
DOS MUSEUS
E DA CONSERVAÇÃO

encatc

**WHAT IS THE POINT
OF THIS SOMEWHAT TEDIOUS
PRESENTATION?**

- NEW TECHNOLOGIES/DIGITAL CONTENT
- ACCESS TO LOANS
- AUDIENCE DEVELOPMENT
- ECONOMIC POTENTIAL
- STATISTICS

**CAN WE PLEASE, PLEASE,
GET TO THE RESEARCH, I
WANT TO **EAT** MY LUNCH
MMM LUNCH!!**

YES, BUT FIRST.....

**THE CONSTITUTIONAL RESPONSIBILITIES OF THE
PORTUGUESE STATE TOWARDS THE FIELD OF CULTURE**

- ALL SHOULD HAVE **ACCESS** TO EDUCATION AND CULTURE.
- THE STATE SHOULD **PROMOTE** THE DEMOCRATIZATION OF CULTURE, ENCOURAGING AND ENSURING THAT ALL ITS CITIZENS GAIN ACCESS TO AND BENEFIT FROM CULTURAL GOODS.
- PROMOTE **SAFEGUARD AND IMPROVE THE CULTURAL PATRIMONY**, ENSURING THAT IT IS AN ELEMENT OF COLLECTIVE CULTURAL IDENTITY.

BEST PRACTICES

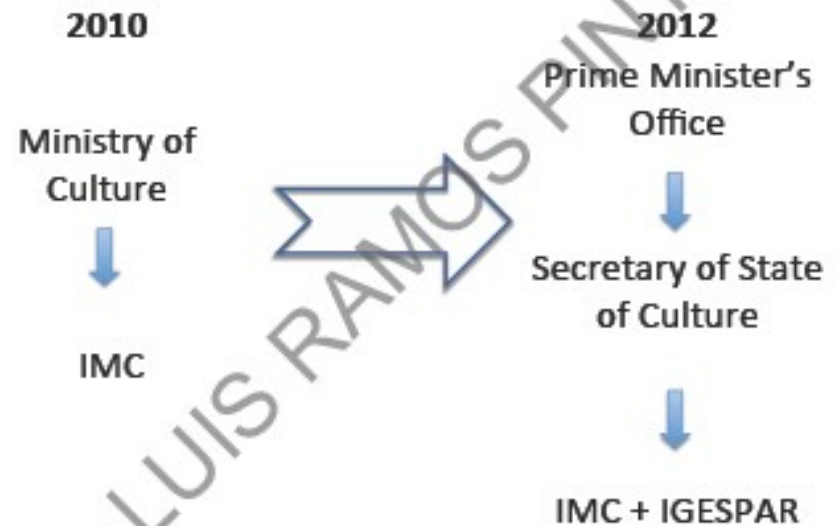
- **RELEVANT**
- **HAVE A MISSION**
- **INTERACTIVE/PARTICIPATORY**
- **FAMILY ORIENTATED**
- **FUN**
- **ACCESSIBLE**

AND FINALLY!!

**HOW CAN GREATER
FINANCIAL
SUTAINABILITY BE
ACHIEVED
FOR THE IMC?**

**INTRODUCTION AND
BACKGROUND
INFORMATION ON THE IMC**

**IN 2010 FINANCIAL OVERSIGHT,
MAINTENANCE, CONSERVATION AND
PROMOTION OF 28 MUSEUMS AND 4
NATIONAL PALACES.**



MAFRA NATIONAL PALACE



AJUDA NATIONAL PALACE



ANCIENT ART MUSEUM



WHAT WERE THE FINANCIAL DIFFICULTIES THAT THE IMC FACED IN 2010?

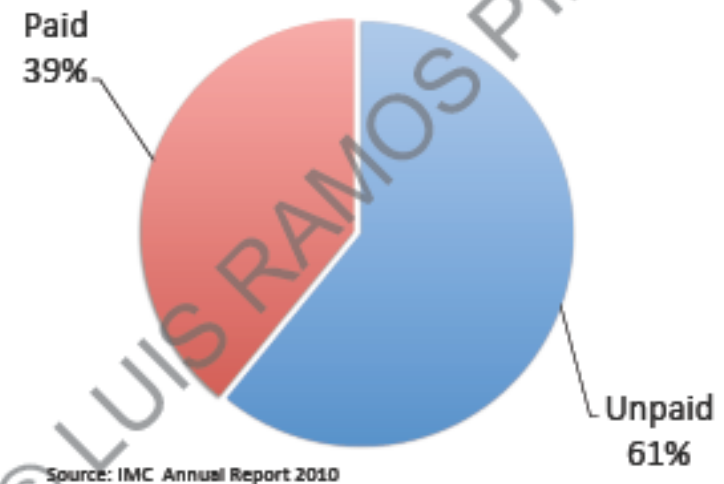
- IN PORTUGAL **SINCE 2003** THERE HAS BEEN A **CONSECUTIVE REDUCTION** IN THE NATIONAL BUDGET ASSIGNED TO THE **MINISTRY OF CULTURE**. SOURCE: THE EUROPEAN HERITAGE NETWORK
- IN 2010 THE IMC HAD AN OUTSTANDING **DEBT OF AROUND 1.837.008 EUROS** OWED PRIMARILY TO SERVICE PROVIDERS SECURITY AND CLEANING. SOURCE: IMC ANNUAL ACTIVITY REPORT FOR 2010
- GOVERNMENT FUNDING AND EARNED INCOMES USED ALMOST EXCLUSIVELY TO **PAY RUNNING COST AND SALARIES**.

TICKET REVENUE EXAMINED

TICKET REVENUE WAS THE HIGHEST SOURCE OF EARNED INCOME FOR THE IMC IN 2010 WITH TICKET SALES REPRESENTING **58% OF THE TOTAL EARNED INCOME** IN THE SAME YEAR.

SOURCE: IMC ANNUAL REPORT 2010

NUMBER OF PAID/UNPAID VISITS TO IMC MUSEUMS/PALACES IN 2010



IF $\frac{2}{3}$ OF THE VISITORS WHO DID NOT PAY IN 2010 PAID 3 EUROS FOR THEIR ENTRY, THIS WOULD EQUATE TO AN INCREASE IN TICKET SALES OF **2,885,751 EUROS** WHICH WOULD INCREASE THE TOTAL TICKET SALES EARNED BY THE IMC BY **70%**.

CASE STUDY: PARQUES DE SINTRA MONTE DA LUA



PENA NATIONAL PALACE SINTRA

- **PUBLICLY OWNED PRIVATELY MANAGED ORGANIZATION THAT OVERSEAS 7 NATIONAL MONUMENTS IN A UNESCO WORLD HERITAGE SITE OF SINTRA.**
- **FINANCIALY SELF-SUSTAINABLE.**
- **TICKET INTAKE OF THE IMC 1/3 PER VISITOR OF PSML IN 2010.**
- **CEO PROF. ANTÓNIO LAMAS HIGHLIGHTS: NO FREE TICKETS, ROBUST TICKETING SYSTEM WITH OVER 300 TYPES OF TICKETS (IN INTERVIEW 2011). AT WHAT COST, NAT. DEM?**
- **VISITOR NUMBERS HAVE BEEN GOING UP AT SAME TIME AS TICKET PRICES. SOURCE: PSML FINANCIAL REPORTS 2007-10**
- **VERY IMPORTANT - NO ADEQUATE STATISTICS DETAILING NATIONALITY OF VISITORS.**

SOURCES: IMC ANNUAL REPORT 2010, PSML FINANCIAL REPORTS 2007-10

CASE STUDY: SÃO JORGE CASTLE



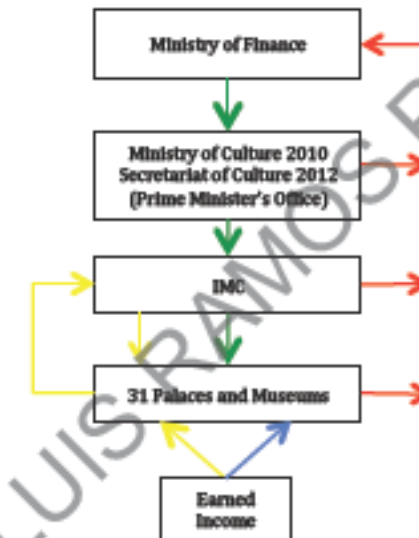
- **IN DEC. 2004 INTRODUCED TICKETING FARE.**
- **PRICE WENT FROM 3 EUROS IN 2004 TO 7 EUROS IN 2007.**
- **ATTENDANCE HAS REMAINED CONSTANT.**
- **IN 2007-2010 VISITORS WERE ASKED NATIONALITY, DURING THIS PERIOD THE NATIONAL VISITOR DEMOGRAPHIC WENT UP 5-12%.**
- **SOURCE PHONE INTERVIEW, AGAIN STATISTICS NOT 100%**

SOURCE: INTERVIEW WITH SONIA SANTOS DIRECTOR OF COMMUNICATIONS CASTELO DE SÃO JORGE

CONCLUSIONS

- **MORE TICKETS MUST BE PAID FOR.**
- **ONE DAY A WEEK OR ONE DAY A MONTH?**
- **PRICE ELASTICITY MONUMENTS VS. MUSEUMS, ISSUE OF SELECTIVE TICKETING AND THE ETHICAL DEBATE.**
- **DEVELOPMENT OF SOPHISTICATED TICKETING MANAGEMENT MODELS, DEVELOPING ADEQUATE STATISTICS.**
- **IN 2012 THREE MORE MONUMENTS WERE ADDED TO THE MANAGEMENT OF PSML.**

THE FLOW OF MONEY WITHIN THE IMC



SOURCE: IMC ANNUAL REPORT 2010

PROBLEMS WITH THIS MODEL

- **THIS MODEL DOES NOT ALLOW FOR CONTINGENCIES**, IN 2010 THE AMOUNT OF MONEY PROVIDED BY THE GOVERNMENT DID NOT COVER THE SALARIES.
- **NOR DID THE EARNED INCOME COVER THE RUNNING COSTS.**
- **FINANCES ARE CENTRALIZED** SO THERE IS A TIME LAG BETWEEN EXPENSES AND PAYMENT.
- **NO AUTONOMY OVER THE MANAGEMENT OF SHOPS.**
- **LIMITED FINANCIAL AUTONOMY OVER EARNED INCOME II**, DONATIONS ARE VERY SMALL IN 2010 NATIONAL COACH MUSEUM RECEIVED 12.000 EUROS ONLY.
- **NO ACCESS TO LOANS** FOR INVESTMENT.
- **NO WAY OF SAVING** FOR THE FUTURE.

HYBRID MODELS OF MUSEUM MANAGEMENT, CHANGES TO THE LAWS GOVERNING THE IMC COST CUTTING MEASURES

- CHANNELING INCOME THROUGH THE **FRIENDS OF THE MUSEUM**, NOT-FOR PROFIT STATUS WITH MUSEUM DIRECTOR ON THE BOARD.
- **CROWD-FUNDING.**
- **PUBLIC/PRIVATE PARTNERSHIPS LIKE PSML.**
- **CHANGES IN THE LAW** SO THAT MUSEUMS ARE ALLOWED TO KEEP EARNED INCOME FOR LONGER THAN ONE YEAR.
- EXPLORING **FIDUCIARY AGREEMENTS**, THE STEDELIJK
- **SIMPLIFYING THE DECISION MAKING** PROCESS SO NOT AS CENTRALIZED.
- STRICT **ENERGY EFFICIENCY MODELS**, REWARD BASED SYSTEM.
- **CLOSING** SOME MUSEUMS DURING **LOW-SEASON** TO CONDUCT RESEARCH.

ON-LINE CONTENT AND BRANDING

- **HOMOGENIZED EASILY RECOGNISABLE** NAME AND LOGO.
- **WEBSITES HOMOGENIZATION**, BIG DISCREPANCY IN STANDARDS OF THE WEB-SITES.
- **AVAILABILITY OF CONTENTS FOR RESEARCH** (MOSTLY MUSEUMS).
- **AVAILABLE IN ENGLISH.**
- **USER-FRIENDLY.**
- **GOOGLE SEARCH FRIENDLY** IS KEY.
- **EMBRACING NEW MEDIA** AND UNDERSTANDING THAT NEW MEDIA ENGAGE IN DIFFERENT WAYS.



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PALÁCIO NACIONAL DA AJUDA

Bem vindo ao artigo Real Paço da Noiva, Senhoras da Ajuda

Programa de Datas
Arquiteturas de (do) Interior
A Rainha D. Maria Pia e o seu Tempo

Palácio Real da Noiva

Museu Dr. Joaquim Manoel

Álvares Laborinho, O Mar da Nazaré. Uma mostra da colecção do Museu Dr. Joaquim Manoel

Exposição até 28 de Novembro

Abriu no dia 15 de Outubro um painel de exposições temporárias no Museu nazarino "O Mar da Nazaré, O Mar da Nazaré. Uma mostra da colecção do Museu Dr. Manoel".

Esta mostra apresenta uma preciosa seleção do valioso espólio fotografado de Álvares Laborinho, director do Museu Dr. Joaquim Manoel em 1940, e de outros espólios do catálogo "Álvares Laborinho, O Mar da Nazaré" (1940).

Álvares Laborinho (1879-1979), filho de pescadores, nasceu na Nazaré. Viveu a sua vida de comerciante no estabelecimento de "O Homem", e mais tarde, estabeleceu-se por conta própria com uma loja de óculos e atendeu na Praça S. João Ovelho. Entre as suas múltiplas atividades e activa participação no movimento social e político local, foi a fotografia que Álvares Laborinho mais se dedicou. Abre-se de

Apresentação

MUSEU DR. JOAQUIM MANOEL NAZARÉ, PORTUGAL

Localizado no Sítio de Nazaré, o Museu Dr. Joaquim Manoel é tutelado pelo Instituto das Nazaré e da Conservação e de

TOURISM INDUSTRY AND INFRASTRUCUTRE

- **BREAKDOWN OF VISITOR PROFILE THE STRUCTURE OF THE INDUSTRY, T.O.'S, DIRECT BOOKING.**
- **THINK REALISTICLY ABOUT ACCESS AND CAPACITY IS IT ADEQUATE OTHER LIMITATIONS KNOW THE COMPETITION.**
- **BRING TOURIST INDUSTRY INTO CULTURAL LOCATIONS SUCH AS HOTEL RECEPTIONISTS TO THE MUSEUMS AND BUILT HERITAGE.**
- **NICHE TOUR OPERATORS.**
- **ADEQUATE AND ACCESSIBLE WEB-SITE IN ENGLISH WITH INFO ON ACCESS AND OPENING TIMES.**
- **REGULAR INFORMATION ABOUT VISITORS SHOULD BE COMPILED FOR TICKETS AND SHOP.**

MUSEUM SHOP

- OFTEN MOST TACTILE AND INTERACTIVE PLACE IN MUSEUM - **DIDACTIC PURPOSE.**
- SITE, LOCATION, **MISSION SPECIFIC.**
- **UNDERSTAND YOUR VISITORS.**
- **MERCHANDISE PROMOTES.**

TRANSPARENCY

CULTURAL ORGANIZATIONS WHO RECEIVE TAX BENEFITS AND PUBLIC MONEY, SHOULD **MAKE FINANCES AVAILABLE ON-LINE.**

LISTEN TO THE STAKEHOLDERS AND ENCOURAGE THEIR PARTICIPATION

- LOCAL SHOP OWNERS.
- MUSEUM SHOP STAFF.
- SECURITY GUARDS MAKE **GOOD** CURATORS.



THE ZEN CIRCLE OF HERITAGE AND MUSEUM SUSTAINABILITY



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- RELEVANT
- MISSION STATEMENT
- INTERACTIVE/PARTICIPATORY
- FAMILY ORIENTED
- FUN
- ACCESSIBLE



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