CHALLENGE TO CHANGE
A CASE STUDY OF BRANDING OF THE
TOKYO NATIONAL MUSEUM

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Chief Officer of the Business
Development
Tokyo National Museum
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1. INTRODUCTION
TOKYO NATIONAL MUSEUM
SUMMARY

- Established in 1872
- Royal to National in 1947
- Independent Governmental Body in 2001
- Housing Japanese Art, Asian Art, and Archeological Objects
COLLECTION

Buddha protected by the Naga

Dogu (clay figurine)

Armor of domaru type

Writing box

Beauty looking back
1. INTRODUCTION: TOKYO NATIONAL MUSEUM

FIGURES

- 150-200M Visitors a Year
- 5-8 Special Exhibitions a Year
- 70% of 200Bn Yen Income from the Government

Long Line of the Special Exhibition “Treasures of the National Palace Museum, Taipei”
## Income (2001-2013 F/Y)

**Government Subsidy**

- 2001: 2,282 M JPY
- 2002: 2,269 M JPY
- 2003: 2,463 M JPY
- 2004: 2,191 M JPY
- 2005: 2,110 M JPY
- 2006: 1,891 M JPY
- 2007: 2,118 M JPY
- 2008: 1,995 M JPY
- 2009: 1,967 M JPY
- 2010: 1,764 M JPY
- 2011: 1,594 M JPY
- 2012: 1,460 M JPY
- 2013: 1,445 M JPY

**Own Income**

- 2001: 337 M JPY
- 2002: 407 M JPY
- 2003: 473 M JPY
- 2004: 635 M JPY
- 2005: 605 M JPY
- 2006: 635 M JPY
- 2007: 769 M JPY
- 2008: 904 M JPY
- 2009: 967 M JPY
- 2010: 539 M JPY
- 2011: 719 M JPY
- 2012: 728 M JPY
- 2013: 630 M JPY

**Amount of Subsidy**

- 2001: 87%
- 2002: 85%
- 2003: 84%
- 2004: 78%
- 2005: 78%
- 2006: 75%
- 2007: 73%
- 2008: 69%
- 2009: 67%
- 2010: 77%
- 2011: 69%
- 2012: 67%
- 2013: 70%

*Donation and Facility Subsidy are not included*
2. AUDIENCE RESEARCH
## SUMMARY

<table>
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<tr>
<th>F/Y</th>
<th>Visitors Survey</th>
<th>Internet Survey</th>
<th>Focus Group Interview</th>
<th>Visitors Survey Project</th>
<th>“1M” Project</th>
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</thead>
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<tr>
<td>2007</td>
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<td>2013</td>
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<td>“Road to 2020” Strategy</td>
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CASE STUDY: VISITORS’ SURVEY 2009

- 1 OCT 2008 to 31 MAR 2009 (152 days)
- 522 Samples (0.3% of Total Visitors)
- Japanese, English, Chinese (Simplified, Traditional), Korean
VISITORS' PROFILE

Male, 52%
Female, 48%

Ages
- 19, 16%
- 20-29, 17%
- 30-39, 12%
- 40-49, 15%
- 50-59, 16%
- 60-69, 13%
- 70-, 11%
- 50-59, 16%
- 60-69, 13%
- 70-, 11%
VISITORS’ PROFILE

Regions

- Overseas: 23%
- Tokyo: 25%
- Kanagawa: 8%
- Saitama: 14%
- Chiba: 10%
- Other Kanto Regions: 7%
- Other Japan Regions: 13%

Frequency

- First-time visit: 50%
- 1/2-3 years: 12%
- 1-2/a year: 12%
- 3-5/a year: 16%
- over 6/a year: 10%
VISITORS’ SATISFACTION

<table>
<thead>
<tr>
<th>Category</th>
<th>Score</th>
<th>Percentage</th>
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</thead>
<tbody>
<tr>
<td>Artworks</td>
<td>4.4</td>
<td>50%</td>
</tr>
<tr>
<td>Displays</td>
<td>4.3</td>
<td>60%</td>
</tr>
<tr>
<td>Discriptions</td>
<td>3.9</td>
<td>30%</td>
</tr>
<tr>
<td>Signs</td>
<td>3.9</td>
<td>30%</td>
</tr>
<tr>
<td>Hospitality</td>
<td>4.2</td>
<td>40%</td>
</tr>
<tr>
<td>Cleanliness</td>
<td>4.5</td>
<td>50%</td>
</tr>
<tr>
<td>Overall</td>
<td>4.2</td>
<td>60%</td>
</tr>
</tbody>
</table>

Survey results:
- 0% Very unsatisfactory
- 10% A little unsatisfactory
- 20% ok
- 30% Quite satisfactory
- 40% Very satisfactory

Graph showing the distribution of satisfaction levels for different categories.
VISITORS’ DESIRE TO RETURN

2. AUDIENCE RESEARCH
VISITORS’ FREQUENCY

- First-time (58%)
- 1/2-3 years (18%)
- 1-2/a year (18%)
- 3-5/a year (29%)
- over 6/a year (29%)

- Regular Exhibition Visitors
- Special Exhibition Visitors
VISITORS’ AGES

2. AUDIENCE RESEARCH
VISITORS SURVEY ANALYSIS

- Special Exhibitions: old, Frequent
- Regular Exhibitions: young, First-time
- Low Satisfaction: signs, captions
- Low Desire to Return in the first-time visitors

First-time Young Visitors Oriented Regular Exhibitions Required!
INTERNET SURVEY (2009)

- 752 Samples
- 21 JAN 2009 - 27 JAN 2009
- AGES: 20s-40s
- RESIDENCE: TOKYO METROPOLITAN REGION
- People interested in Arts and Culture
MUSEUM EXPERIENCES

<table>
<thead>
<tr>
<th>Museum</th>
<th>Want to go</th>
<th>Visited</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tokyo National Museum (Ueno)</td>
<td>48%</td>
<td>86%</td>
</tr>
<tr>
<td>National Science Museum (Ueno)</td>
<td>43%</td>
<td>66%</td>
</tr>
<tr>
<td>The National Museum of Western Art (Ueno)</td>
<td>42%</td>
<td>56%</td>
</tr>
<tr>
<td>Edo Tokyo Museum (Ryogoku)</td>
<td>34%</td>
<td>41%</td>
</tr>
<tr>
<td>Museum of Modern Art of Tokyo (Takebashi)</td>
<td>33%</td>
<td>30%</td>
</tr>
<tr>
<td>Mori Art Museum (Roppongi)</td>
<td>22%</td>
<td>29%</td>
</tr>
<tr>
<td>National Art Center (Roppongi)</td>
<td>34%</td>
<td>34%</td>
</tr>
<tr>
<td>British Museum (London)</td>
<td>18%</td>
<td>20%</td>
</tr>
<tr>
<td>Louvre Museum (Paris)</td>
<td>15%</td>
<td>33%</td>
</tr>
</tbody>
</table>

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

Want to go  Visited
2. AUDIENCE RESEARCH

TNM PERCEPTION

(Multi-Answers/n=752)
FOCUS GROUP INTERVIEWS (2009)

- 21 FEB 2009
- 2 Groups 14 Samples (7 males and 7 females)
- People who have never come to TNM but were interested
- First Visit to TNM: 5 FEB 2009-18 FEB 2009

2. AUDIENCE RESEARCH
# FOCUS GROUP INTERVIEWS (2009)

- People interested in Arts and Culture (but museums were not their preference)

<table>
<thead>
<tr>
<th></th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>30s</td>
<td>Single</td>
<td>20s</td>
</tr>
<tr>
<td>30s</td>
<td>Married with a child (6 m/o)</td>
<td>30s</td>
</tr>
<tr>
<td>20s</td>
<td>Single</td>
<td>30s</td>
</tr>
<tr>
<td>30s</td>
<td>Married with two childs (7, 4 y/o)</td>
<td>30s</td>
</tr>
<tr>
<td>30s</td>
<td>Married</td>
<td>40s</td>
</tr>
<tr>
<td>40s</td>
<td>Married with a child (17 y/o)</td>
<td>40s</td>
</tr>
<tr>
<td>40s</td>
<td>Married with two childs (21, 17 y/o)</td>
<td>30s</td>
</tr>
<tr>
<td>20s</td>
<td>Single</td>
<td>30s</td>
</tr>
<tr>
<td>30s</td>
<td>Married with two childs (6, 5 y/o)</td>
<td>30s</td>
</tr>
<tr>
<td>30s</td>
<td>Married with two childs (13, 11 y/o)</td>
<td>40s</td>
</tr>
<tr>
<td>40s</td>
<td>Married with a child (11 y/o)</td>
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<tr>
<td>40s</td>
<td>Married with a child (16 y/o)</td>
<td>30s</td>
</tr>
<tr>
<td>30s</td>
<td>Married</td>
<td>40s</td>
</tr>
</tbody>
</table>

2. AUDIENCE RESEARCH
SUMMARY (MUSEUMS AND LEISURE)

- Museums = not a Leisurely Activity
- Not familiar, Little Recognition
- Low Priority, Not now, “Didactic”

After the Museum Experience

- (Unexpectedly) Enjoyable
- Not Realized what the Museum showed
NON-VISITORS’ FOUR “IGNORANCE”

- Existence
- Contents
- Values
- Atmosphere

Letting them know “what the museum is”, is Required!
3. MUSEUM BRANDING 2009
APPROACHES

Main Targets: YOUNG PEOPLE and FAMILY

① Making Regular Exhibitions “Special”
② Increasing Exposure
③ Softening its Images to Broaden Audiences
④ Enhancing Museum Experience
MAKING REGULAR EXHIBITIONS “SPECIAL”

- New Year Celebration Exhibition
- Hanami Exhibition
INCREASING EXPOSURE

● Changing PR Strategy
● 140 year Anniversary and Logo
INCREASING EXPOSURE

- Space Rent
- Magazines and CD Jackets

FIGARO Japon
The Gospellers (Japanese Artist)
Perfume (Japanese Artist)
INCREASING EXPOSURE

- Space Rent
- Films and TVs

GANTZ (Japanese Film)
TV Program “The Phantom Thief ROYAL”
SOFTEN ITS IMAGES TO BROADEN AUDIENCES

- Mascots
  - TOHAKU-Kun
  - YURINOKI-Chan
SOFTEN ITS IMAGES TO BROADEN AUDIENCES

Museum Events
ENHANCING MUSEUM EXPERIENCE

“TOHAKU Navi” (Museum Navigation App)
ENHANCING MUSEUM EXPERIENCE

- Museum Shop Renewal
- Original Museum Goods
ENHANCING MUSEUM EXPERIENCE

Museum Café
(UESHIMA Coffee Shop)
ENHANCING MUSEUM EXPERIENCE

Nursery
4. CONCLUSION: ROAD TO 2020
RATIO OF THE FIRST TIME VISITORS

*2006, 2007: Only in Japanese
*2011, 2012: Touch Screen Questionnaire
NUMBER OF VISITORS (2001-2013 F/Y)

<table>
<thead>
<tr>
<th>Year</th>
<th>Regular Exhibition</th>
<th>Special Exhibitions</th>
</tr>
</thead>
<tbody>
<tr>
<td>2001</td>
<td>244,240</td>
<td>719,793</td>
</tr>
<tr>
<td>2002</td>
<td>256,101</td>
<td>790,081</td>
</tr>
<tr>
<td>2003</td>
<td>328,617</td>
<td>867,791</td>
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<tr>
<td>2004</td>
<td>309,617</td>
<td>1,217,730</td>
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<tr>
<td>2005</td>
<td>340,989</td>
<td>1,102,730</td>
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<tr>
<td>2006</td>
<td>361,773</td>
<td>1,055,422</td>
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<td>2007</td>
<td>334,297</td>
<td>1,433,901</td>
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<td>2008</td>
<td>412,675</td>
<td>1,759,267</td>
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<tr>
<td>2009</td>
<td>330,536</td>
<td>2,085,745</td>
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<tr>
<td>2010</td>
<td>373,068</td>
<td>709,201</td>
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<tr>
<td>2011</td>
<td>324,597</td>
<td>1,431,993</td>
</tr>
<tr>
<td>2012</td>
<td>416,430</td>
<td>1,139,264</td>
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<td>2013</td>
<td>484,174</td>
<td>837,859</td>
</tr>
</tbody>
</table>

4. CONCLUSION: ROAD TO 2020
ROAD TO 2020

1 Million Regular Exhibition Visitors PROJECT (2012-13)
- 1 Million Visitors to the Regular Exhibition in 2020
- Continuation of the 2009 Branding Plan

ROAD TO 2020 STRATEGY

Focus on the First-time Visitors!
REFERENCES


THANK YOU!

ANY QUESTIONS: y-sekiya@tnm.jp