A Survey for Identification of the Main Training Themes for the SKIVRE Training Scheme -

Analysis of the Results

Angela Ivanova, INI-Novation GmbH Wolfgang Kniejski, INI-Novation GmbH





What is SKIVRE?

- SKIVRE is an European funded project in the Erasmus+ programme.
- SKIVRE means "Skills Development for the Valorisation of European Religious Heritage".
- Partnership: a multidisciplinary European team representing religious heritage stakeholders and expertise needed for training development: monasteries, local actors in close collaboration with monasteries, training developers and digital training tools developers.
- Goal: SKIVRE creates a new training scheme for monasteries in order to qualify the workforce (staff, monks and nuns) at European monasteries to develop and sell high-quality monastic products in order to gain income for the preservation of religious heritage.







Why we need a survey?

- Our first step is to conduct a survey targeting European monasteries.
- Our goal: to collect valuable information about the way how monasteries are organizing their production and trading, what skills they need to be successful in development of monastery shop or in selling their monastic products.
- In return, we will be able to create valuable tailored made training program covering their needs.







Methodology

- The survey was conducted online via SurveyMonkey in one month duration, finalized on January 31st, 2019.
- The questionnaires were prepared in 4 languages: German, Greek, Bulgarian and English.
- 20 monasteries participated in our survey:
 - 9 monasteries from Germany
 - 4 monasteries from Bulgaria
 - 3 monasteries from Greece
 - 4 monasteries from other European countries.
- Respondents monks, employed staff, volunteers in monasteries, managers, owners of the monasteries







Our analysis in 4 themes



How monasteries organize their production and trade activities



What value they create via production and/or trade activities



SWOT analysis



Needs for training







How monasteries organize their production and trade activities

Cooperation overview

35% of the monasteries do not have any cooperation in their production and trade activities.

Cooperation in production

- 25% do not have their own production.
- 53% of the monasteries with production, do not cooperate with anybody. They produce all in-house.
- Monasteries with own production:

27% cooperate with Material providers

20% cooperate with different suppliers

40 % purchase mainly from local sources.

20% purchase from regional sources.

Only 6% purchase from trans-regional sources.

Trade cooperation

- Almost all responded monasteries have their own shop or trading activity.
- 25% of all monasteries cooperate with nobody in their trading activities.
- Monasteries with trade and cooperation:

Monasteries rely on each other and almost 60% of the monasteries cooperate with other monasteries.

Almost two-third of the monasteries prefer to cooperate with local suppliers. Around 35 % work with regional suppliers, and 14 % cooperate on national level.

Monasteries do not cooperate on trans-national level.

Only 7% of the monasteries cooperate with touristic agencies on local, regional or national level.

Other cooperation: with exhibitors, book traders, gastronomy







How monasteries organize their production and trade activities

Satisfaction form cooperation

- Two-third of the monasteries are satisfied with their current cooperation: 46% are satisfied and 15% - very satisfied.
- 30% of the monasteries are neither satisfied nor dissatisfied.
- Only 8% of the monasteries answered that they are dissatisfied with their current cooperation.

Future needs for intensified cooperation

- More than 50% of the responding monasteries need to intensify their cooperation with touristic agencies.
- On second place, monasteries need intensified cooperation with distributors (35%), marketing/sales experts (35%), and other resellers as online portals (25%).
- Another group of monasteries (20%) prefer to intensify their cooperation with the local municipalities.
- Every fifth monastery needs cooperation with communication experts.
- Cooperation with investors need 10% of the monasteries.







What value they create via production and/or trade activities

Value creation

- 70 % of the monasteries answered that their production and trade activities contribute to the monastery financing.
- Most of the monasteries (70%) are sure that their production and sales activities contribute to the popularity and advertising of the monastery.
- 45 % answered that they have contribution to the local employment.
- 40% answered that their products have spiritual value.

Monasteries are spiritual places. Monks production or trade only to cover basic needs of the monastery or of the people that visit the monasteries. not production enterprises. Many of them do not accept the trade as something normal in their activities. This is valid especially for the orthodox monasteries, where the word trade is unacceptable.

Monasteries' production is mainly cost effective. They do not have high sales margin because of their nature – places for spirituality and religion.







SWOT analysis

Strengths

SWOT analysis

Most of the monasteries have clear vision about the strengths and weaknesses of their productions or trade activities.

Mostly mentioned strengths are:

- Authentic products
- Natural and organic ingredients, eco and bio products
- Healthy products
- High quality
- Unique and special products that can not be bought everywhere
- Purity and emotional value
- Sustainable production

Other strengths:

- Thematic products (ex. garden),
- Relation to the place, regional products
- Low-costs for production
- Advertising effect identification of product and monastery, self-marketing
- Reasonable prices







SWOT analysis

Weaknesses

SWOT analysis

Most of the monasteries have clear vision about the strengths and weaknesses of their productions or trade activities.

Mostly mentioned weaknesses are:

- Small production, not regular production
- High production and development costs for small volumes
- Labour-intensive, thereby cost-intensive
- Lack of working force, difficult access to working capital
- No trademark, no label, lack of promotion
- No good design, packaging
- No own products, products advertise for other monasteries but not for ours
- Trade is contrary to our religion (Orthodox)

Other weaknesses:

- Lack of knowledge
- Limited space for stock
- Limited expiration date
- Some overpriced, Low quality display







SWOT analysis

Opportunities

SWOT analysis

Most of the monasteries have clear vision about the opportunities and threads that can influence – positive or negative – the future productivity and sales.

Mostly mentioned opportunities are:

- There is increasing demand for natural products
- Existing expectations people expect them to find such products in the monastery
- Existing market tourists and visitors of the monastery with variety of tastes, high customer loyalty, sustainable experience for the customer
- Employment opportunities
- Existing support people want to support us, souvenirs for visitors

Other opportunities:

- Increasing productivity
- The monastery can also represent / promote outside the catchment unique design,
- Sale in own conference centre
- Conservation endangered species
- Regionality







SWOT analysis

Threads

SWOT analysis

Most of the monasteries have clear vision about the opportunities and threads that can influence – positive or negative – the future productivity and sales.

Mostly mentioned threads are:

- Lack of working force
- Bureaucratic hurdles, legal uncertainties, lack of legal supervision
- IPR issues copy rights, IPR, easy to copy
- There is no tradition in the monasteries to produce as enterprises
- Weather can affect the quality and quantity of agricultural products - the main ingredients of our products

Other threads:

- District Main-Tauber
- Competition from mass production,
- High advertising costs
- Lack of transportation possibilities
- No sales channels
- Lack of support from the local tourist board
- Touristic season related







Needs for training

Identified lack of knowledge

- How to sell the products (55 %)
- How to use internet/social media to support sales (40%)
- What products to sell (35%)
- How to find the right price for my product (35%)
- How to label my product and develop a brand name (30%)
- How to represent my monastery shop to local and regional partners (30%)
- How to collaborate beyond regional borders (30%)
- How to collaborate with sales supporters (25%)
- How to improve marketing and public relations How to collaborate with sales supporters (20%)

Expressed needs for training

- Categorisation of product portfolio (45%)
- Creating a strong brand (45%)
- Use local/regional networks (45%)
- Marketing Instruments (Marketing communication, Marketing plan) (45 %)
- Benefits of using social media (45%)
- Distribution alternatives (different ways of selling your monastic products) (30%)
- Use (trans)national networks (30%)
- Communication plan (20%)

Additional pointed themes:

- Which legal framework exists for sale of food.
- How to negotiate with artisans.







Needs for training

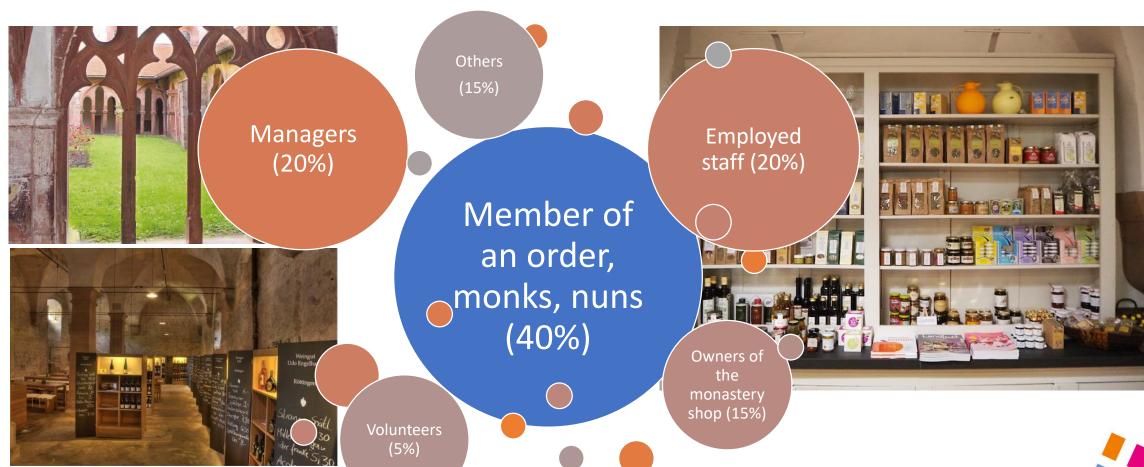
Communication and promotion

- Most of the monasteries would like to use own website (80%) and social media channels (65%) for promotion.
- Almost half of the monasteries prefer "word of mouth" as effective communication channel for them.
- Brochures/printed materials are preferred by every third monastery.
- Newsletter (30%), press releases (30%), gadgets /objects (30%)
- Promotion via online shop is also pointed as a desired variant.





Who are our respondents?







Conclusions (1)

- Monasteries are active in production and sales. They experience growing interest in their products.
- Monasteries define their products as authentic, natural and healthy products, made with organic ingredients and high quality. Their uniqueness makes them special products that cannot be bought everywhere. The products are strongly related to the local place or region.
- Monasteries prefer to collaborate on local and regional level. Collaboration on national and transnational levels are not interesting for them. The reason is in their nature as places of spirituality and religion.
- Monasteries do not accept themselves as production enterprises and very often, in the orthodox monasteries, the words "sales" and "trade" are not acceptable.



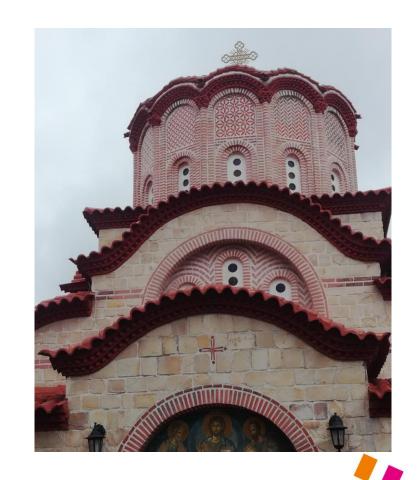




Conclusions (2)

With this survey, we proved that:

- Monasteries usually are not interested in "big business", but in small quantity production and social entrepreneurship, which also convey Christian values.
- Monastic products are highly valued by their customers because of their authenticity but monasteries have lack of enough knowledge in marketing, branding, networking and promotion.
- All incomes that monasteries earn from their activities support the sustainable development of the buildings and monastic life. Therefore, they need basic knowledge to sustain their production and trade activities. Mostly the need to know how to sell their products, how to use internet/social media to support sales, how to make the product portfolio in the shops and how to build a strong brand.





Topics for the units of the training schemes

Modul 1. The monastic products. : Making a monastic product portfolio a soul of the monastery (economic vs. spiritual vs. tradition)

Modul 2. Design of a product: What are product categories and what are their specifics (supply view vs. demand view including requirements, barriers etc.).

Modul 3. Creating a strong brand. Design and labelling.

Modul 4. Marketing instruments. Marketing communication. Powerful presentation. Marketing plan. SWOT analysis.

Modul 5. Value adding through networks: Inclusion of local, regional and trans-regional partners. Collaboration and negotiation.

Modul 6. Social media and communication strategies: How can social media marketing contribute to sales.

Modul 7. How to sell a monastic product authentically.

Modul 8. Distribution strategies. Target buyers. Sales channels. Inbound/outbound reach.

Modul 9. Financing strategies. How to finance my production and sales processes.

Modul 10. Sustainable operation of monastery shop. Pricing. Aspects of organisational, personnel and financial sustainability and value-adding elements.







Results – general data

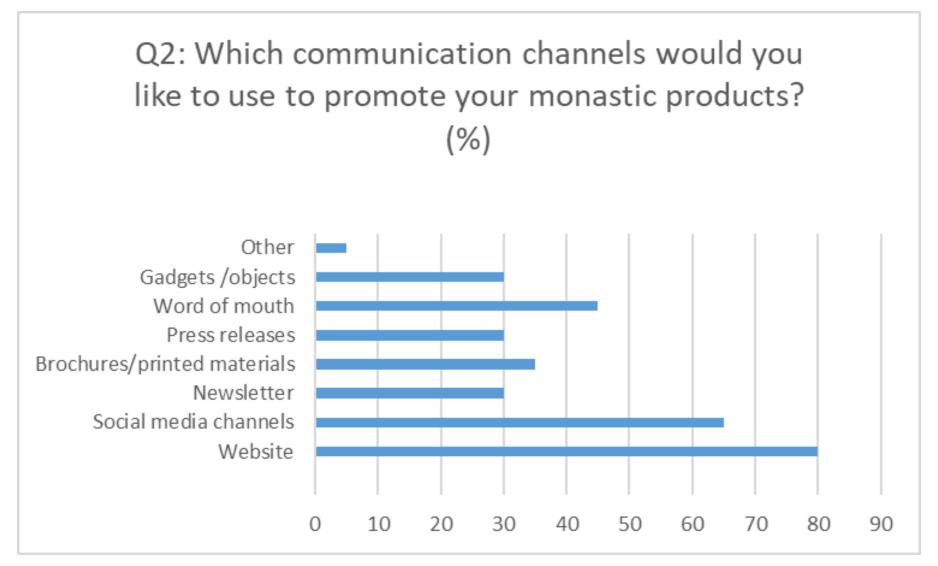


















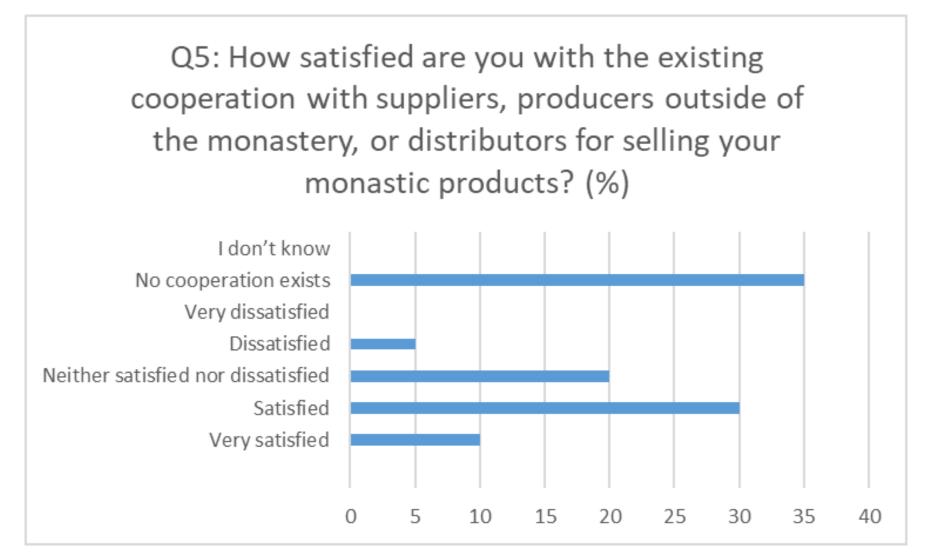






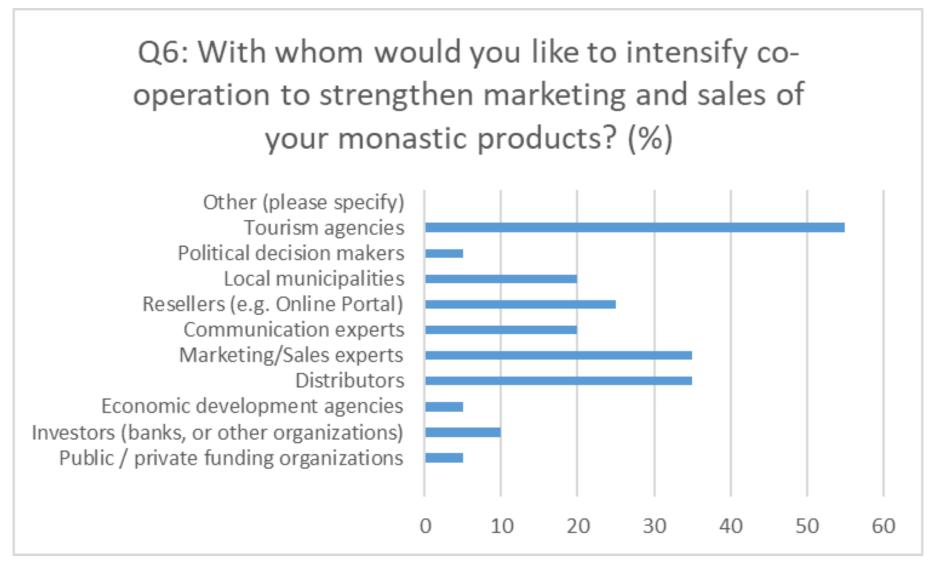






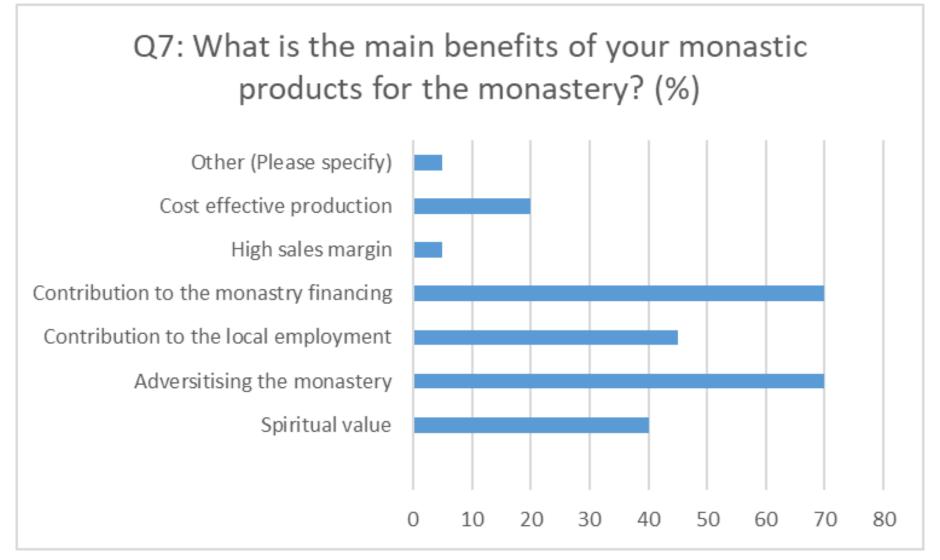






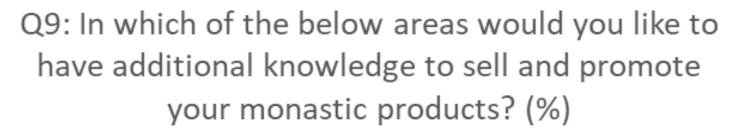


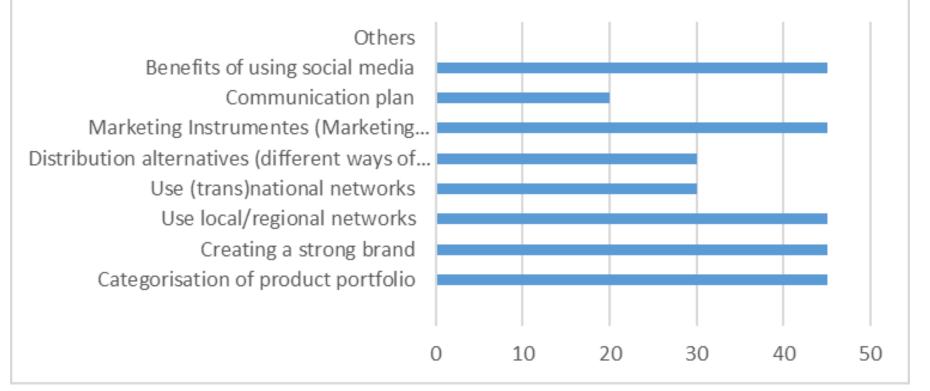






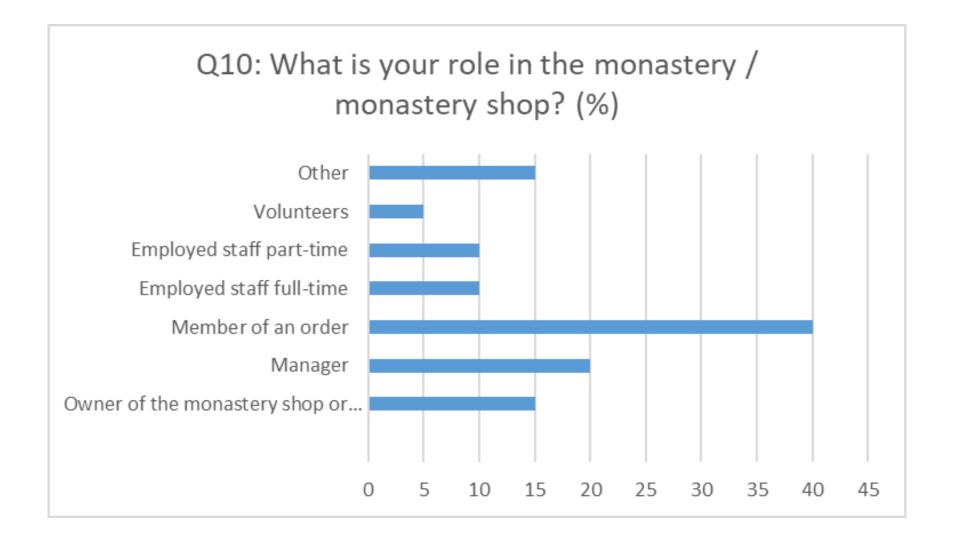
















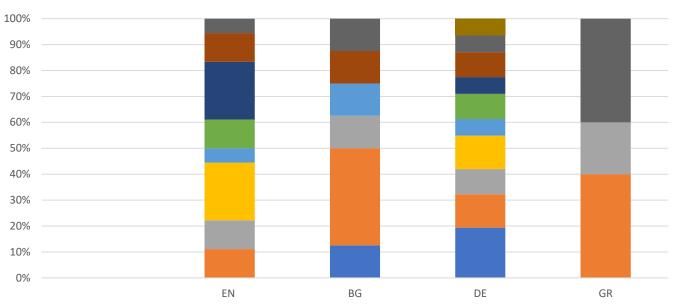
Results, including data by region





Table 10

Q1: As someone involved in purchasing, developing, producing or selling monastic products, about what would you like to learn more to improve your professional skills?



- Other
- How to collaborate beyond regional borders
- How to represent my monastery shop to local and regional partners
- How to label my product and develop a brand name
- How to collaborate with sales supporters (e.g. reseller)
- How to improve marketing and public relations
- How to use internet/social media to support sales
- How to find the right price for my product
- How to sell the products
- What products to sell





Table 11

Q2: Which communication channels would you like to use to promote your monastic products?

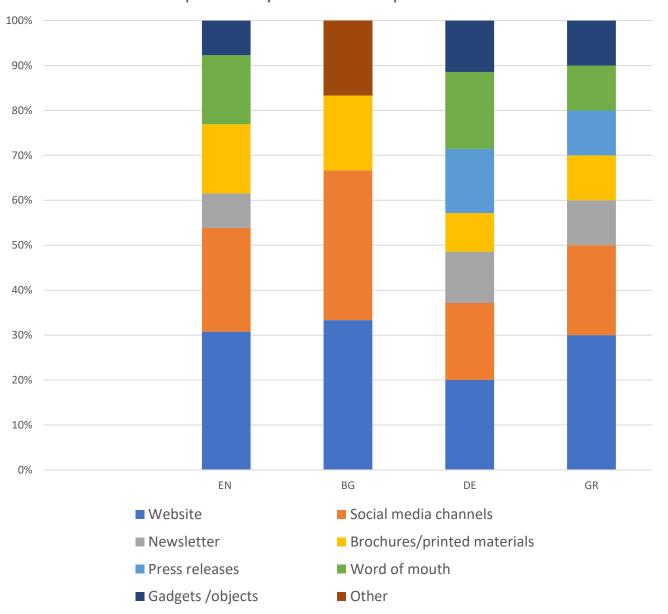






Table 12

Q3: With whom do you cooperate to produce your products?

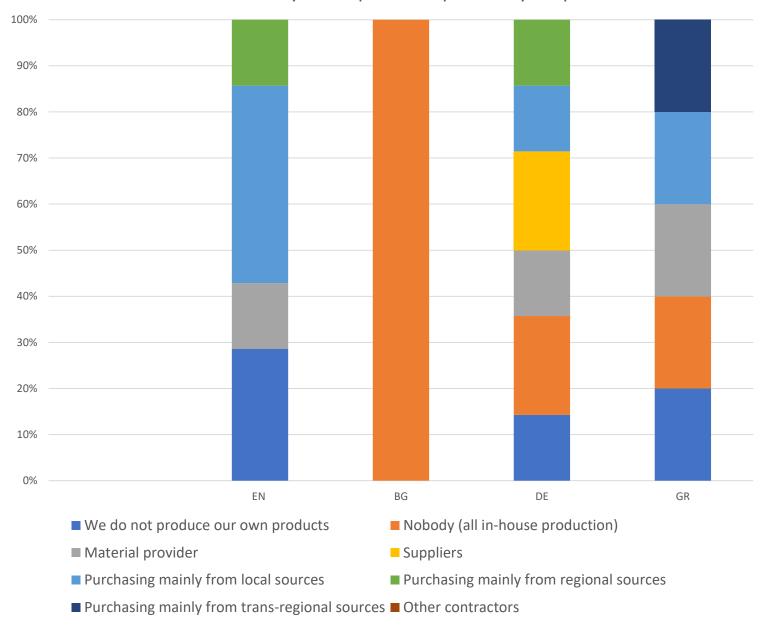






Table 13

Q4: With whom do you cooperate to sell or promote your products?

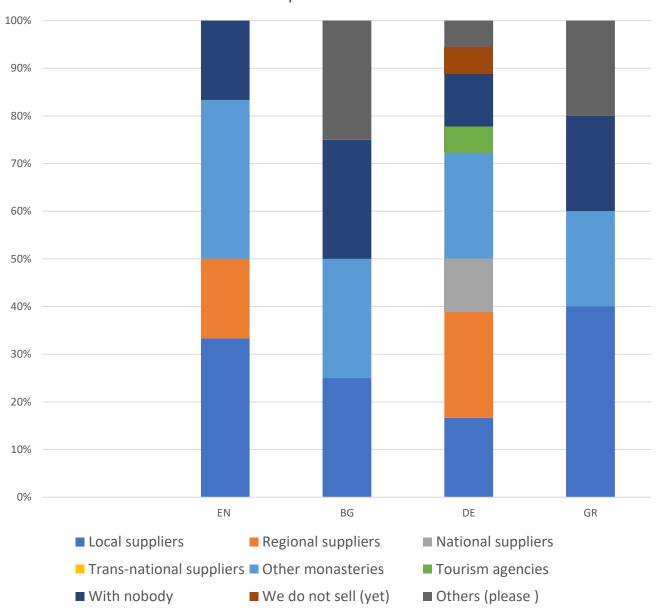






Table 14



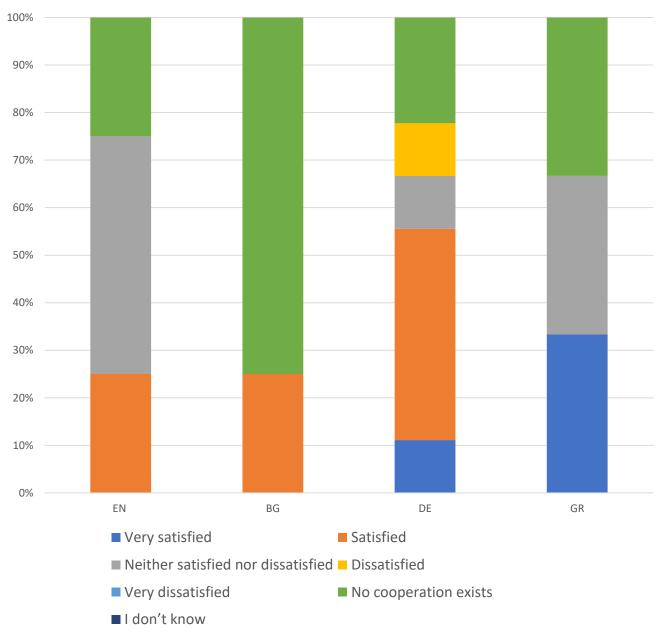






Table 15

Q6: With whom would you like to intensify co-operation to strengthen marketing and sales of your monastic products?

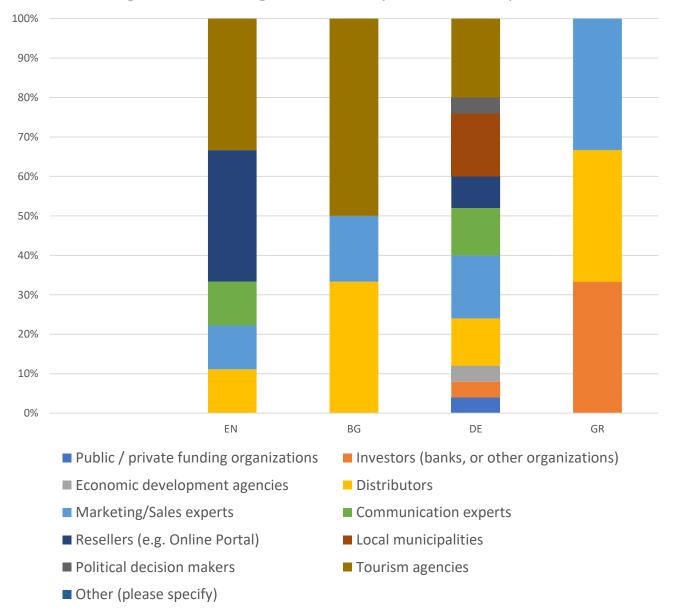






Table 16

Q7: What is the main benefits of your monastic products for the monasters?

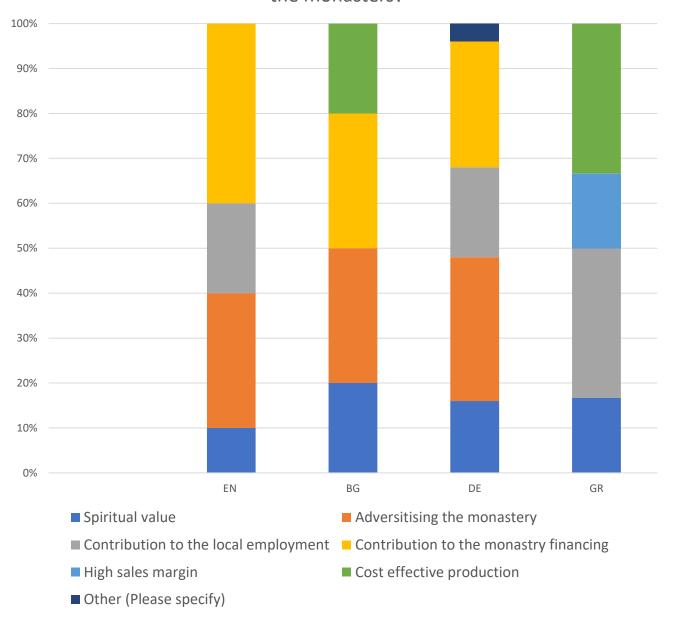
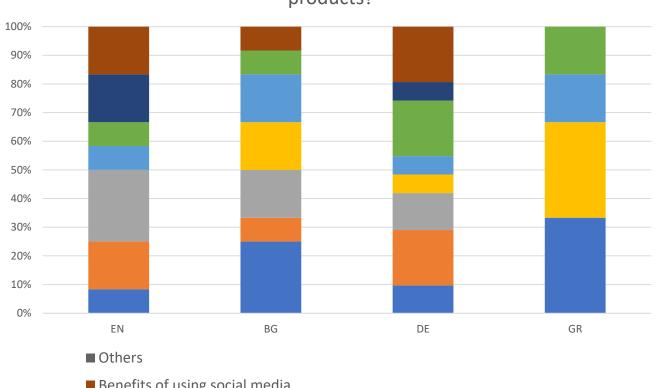






Table 17

Q9: In which of the below areas would you like to have additional knowledge to sell and promote your monastic products?



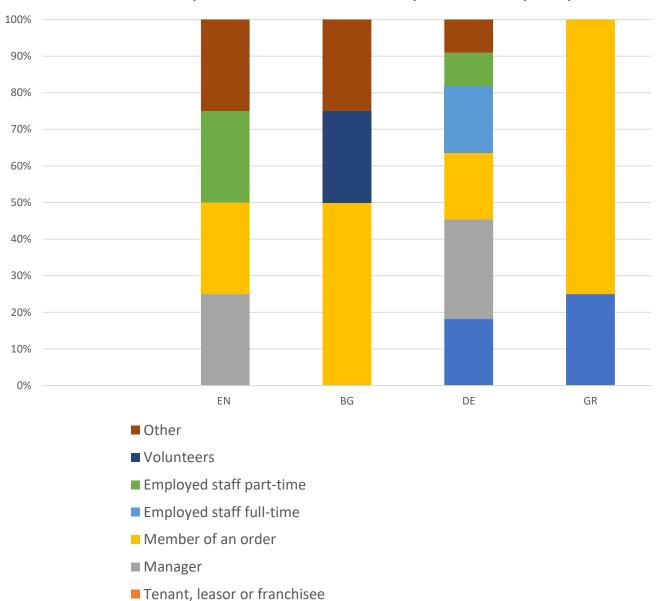
- Benefits of using social media
- Communication plan
- Marketing Instrumentes (Marketing communication, Marketing plan, etc.)
- Distribution alternatives (different ways of selling your monastic products)
- Use (trans)national networks
- Use local/regional networks
- Creating a strong brand
- Categorisation of product portfolio





Table 18

Q10: What is your role in the monastery / monastery shop?



Owner of the monastery shop or representative of an owner









