

Connected journeys: Holistic audience measurement in the age of digital

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Who am I?



- Audience researcher with over a decade of experience specialised in qualitative and quantitative research at museums and galleries
 - UX Researcher at the British Museum
 - Senior Manager: Data & Insight at the National Gallery
 - Senior Manager of Audience Research and Insight at the Victoria & Albert Museum
- Founder and director of The Creative Researcher, a company dedicated to helping the cultural, heritage and charity sectors better understand their audiences
 - Worked with organisations such as:
 - Tate
 - Museum of London
 - Cooper Hewitt design Smithsonian Museum
 - Victoria & Albert Museum

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Connected Journeys - The Guide

Connected Journeys: Holistic Audience Measurement in the Age of Digital

Introduction: How to Use this Guide

This guide is intended to help you design and implement a holistic audience measurement strategy for your museum. It is designed to be used as a reference tool for your team, and to provide you with the knowledge and skills you need to succeed in this field.

When to Implement Digital Audience Measurement (DAM)

You need to know when to implement DAM. It is not a one-time exercise, but a continuous process. You should consider implementing DAM when you are planning a new project, or when you are evaluating your current audience measurement strategy.

How to Implement DAM

- ### 1. Purpose, objectives and key questions

What is the purpose of this project?

What types of audience are you trying to measure? Do you need to measure a specific segment of your audience, or the whole audience? Do you need to measure a specific activity, or all activities? Do you need to measure a specific location, or all locations?

What are the key questions you want to answer? What decisions will your organization will be based on? What data will you need to provide in order to support these decisions?
- ### 2. Type of project (monitor / measure / study)

Choose the path that best matches the answers to these questions:

 - Do you need to monitor a specific segment of your audience, or the whole audience?**
 - Yes: Digital audience monitoring
 - No: Digital audience measurement
 - Do you need to measure a specific activity, or all activities?**
 - Yes: Digital audience measurement
 - No: Digital audience monitoring
 - Do you need to measure a specific location, or all locations?**
 - Yes: Digital audience measurement
 - No: Digital audience monitoring
- ### 3. The right methodologies for your project from each other to grow

Use your key questions from step 1 to answer these questions:

 - What data do you already have that can be used to answer your key questions?
 - What data do you need to collect in order to answer your key questions?
 - What data do you need to collect in order to answer your key questions?

Once you have a clear understanding of what you will need to collect, there are two main categories of research methods to choose from:

 - Methods that provide breadth of data:** Online surveys, CRM / Ticketing data, Social and social media analytics.
 - Methods that provide depth of data:** Focus groups, Interviews, Ethnography.
- ### 4. Recruiting participants / Collecting data

Having chosen the best research method for your project, think about who you want to speak to and how to recruit them for your project - often the most difficult task, and one of the most critical things to get right.

Which audience are you trying to understand and one of the most critical things to get right?

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Sparkling Cases from European Museums

Perspective: An Audience Dashboard for a European Museum

Audience Measurement Strategy

The integration of online and offline audience data into one dashboard is a key challenge for museums. This report explores the challenges and opportunities of creating a holistic audience measurement strategy.

Overview

The support of the European Commission, through the Creative Europe programme, has enabled the development of this report. The report is a result of a project funded by the European Commission, which aims to improve the digital skills of museum staff and to promote the use of digital technologies in museums.

Key findings

The report identifies several key findings, including the need for a holistic approach to audience measurement, the importance of data integration, and the need for a clear strategy and governance framework.

Conclusion

The report concludes that a holistic audience measurement strategy is essential for museums to understand their audience and to improve their services. It provides a framework for developing such a strategy, and offers practical advice on how to implement it.

"It's about making sure the data quality in Perspective is top of the line."

What is the size of the organisation you are representing today?

Which country is your organisation based?

An orange brushstroke graphic with a rough, hand-painted edge, containing the word 'Agenda' in white text.

Agenda

1. Background and methodology of this report
2. Understanding the landscape of digital audience measurement in museums
3. Considerations for measuring digital audiences
4. Monitoring / Measurement / Research Study deep-dives
5. Creating a digital audience data collection and measurement strategy
6. Conclusions and looking to the future
7. Q&A (15 minutes)

About This Publication

This paper has three main objectives:

1. To bring a deeper understanding of the needs, motivations, decision-making processes and expectations of digital audiences.
2. To lay out a systematic approach to measuring digital and physical audiences that museums and cultural institutions can use to develop their own meaningful research practices.
3. To provide more detailed methodological information from good practice examples of museums in different EU countries that implement and use the joint measurement of digital and physical audiences in meaningful ways.

Methodology of this Publication

Literature Review

Literature review that focused on studies conducted within a European context

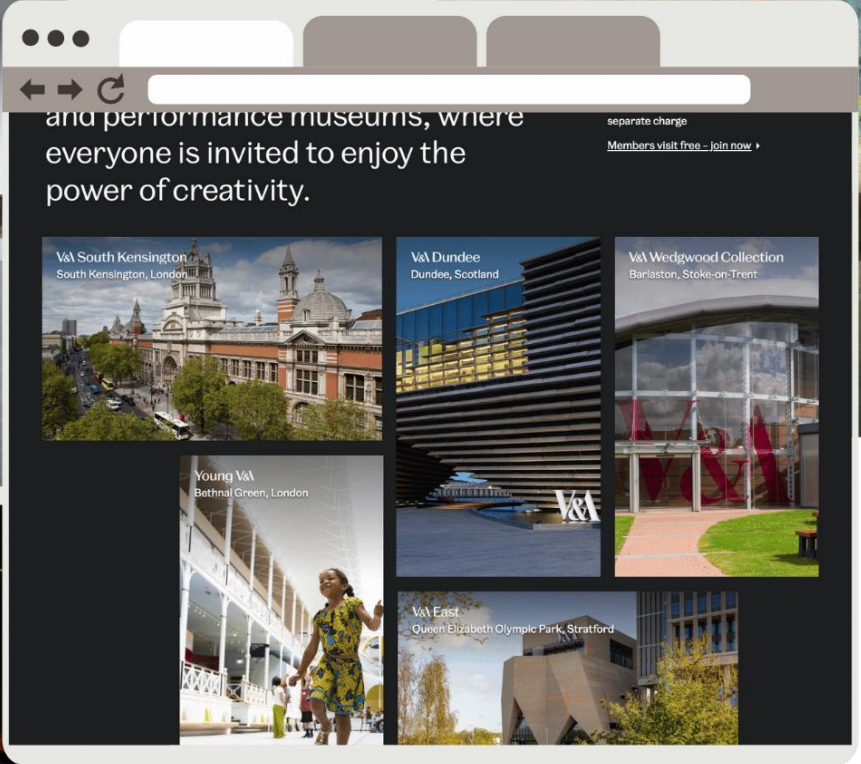
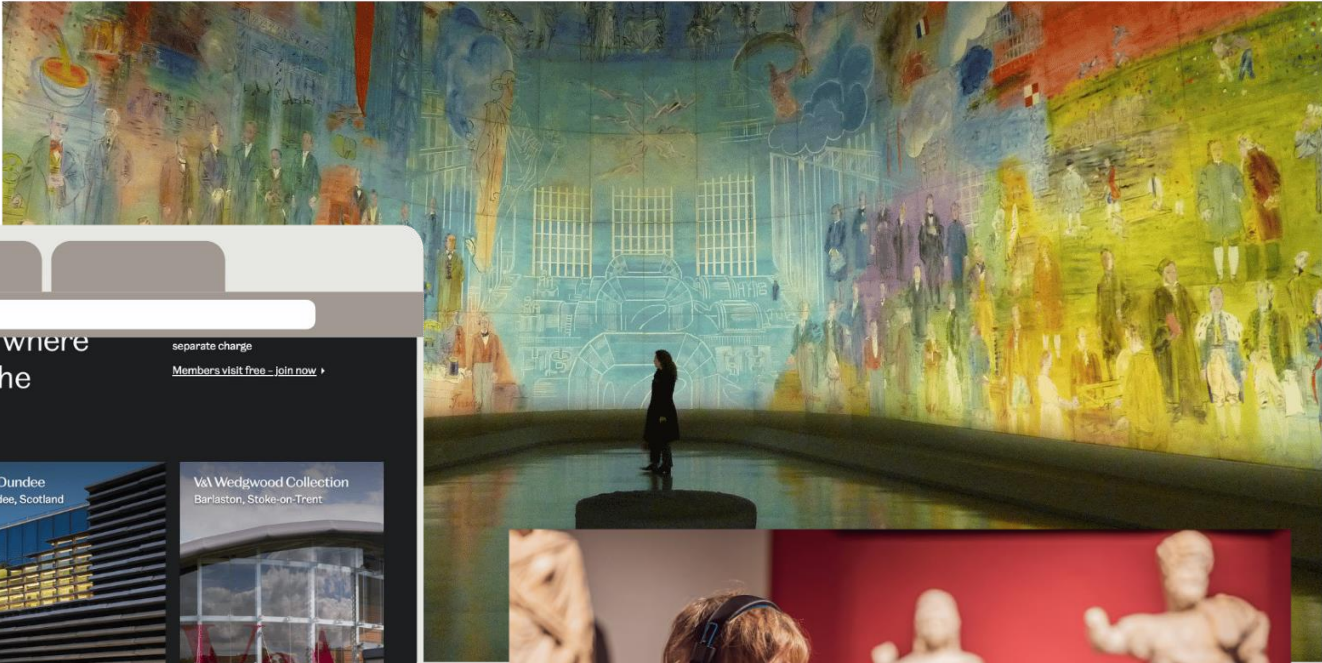
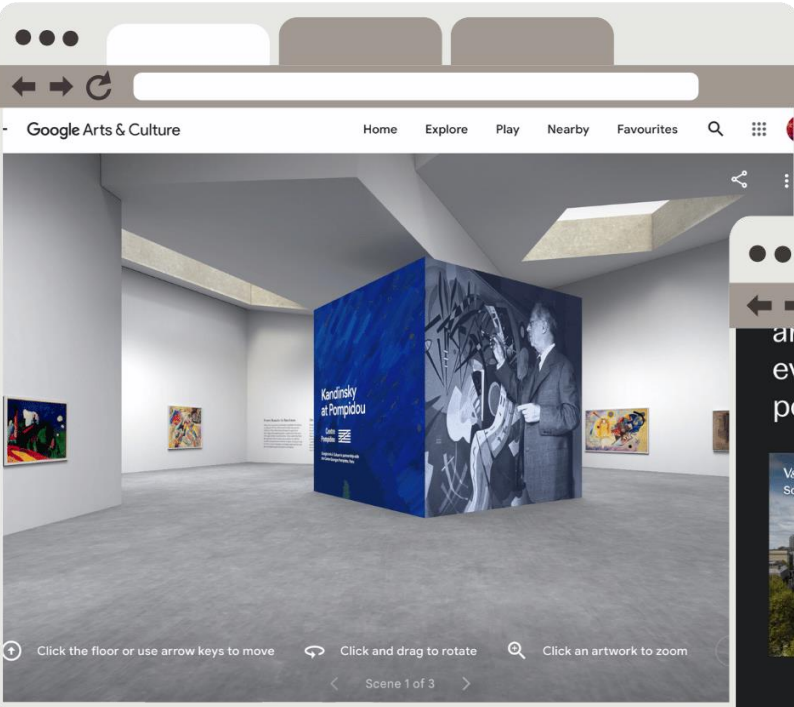
Sparkling Case Interviews

Series of interviews with practitioners that examine the current DAM practices in European museums. The examples cover a range of different museum sizes, different regions in the EU and different approaches to DAM

Developing a Roadmap

Development of a workable roadmap for museums of all sizes to help them to plan and integrate DAM into their operational and knowledge practices

History of digital audience measurement in museums



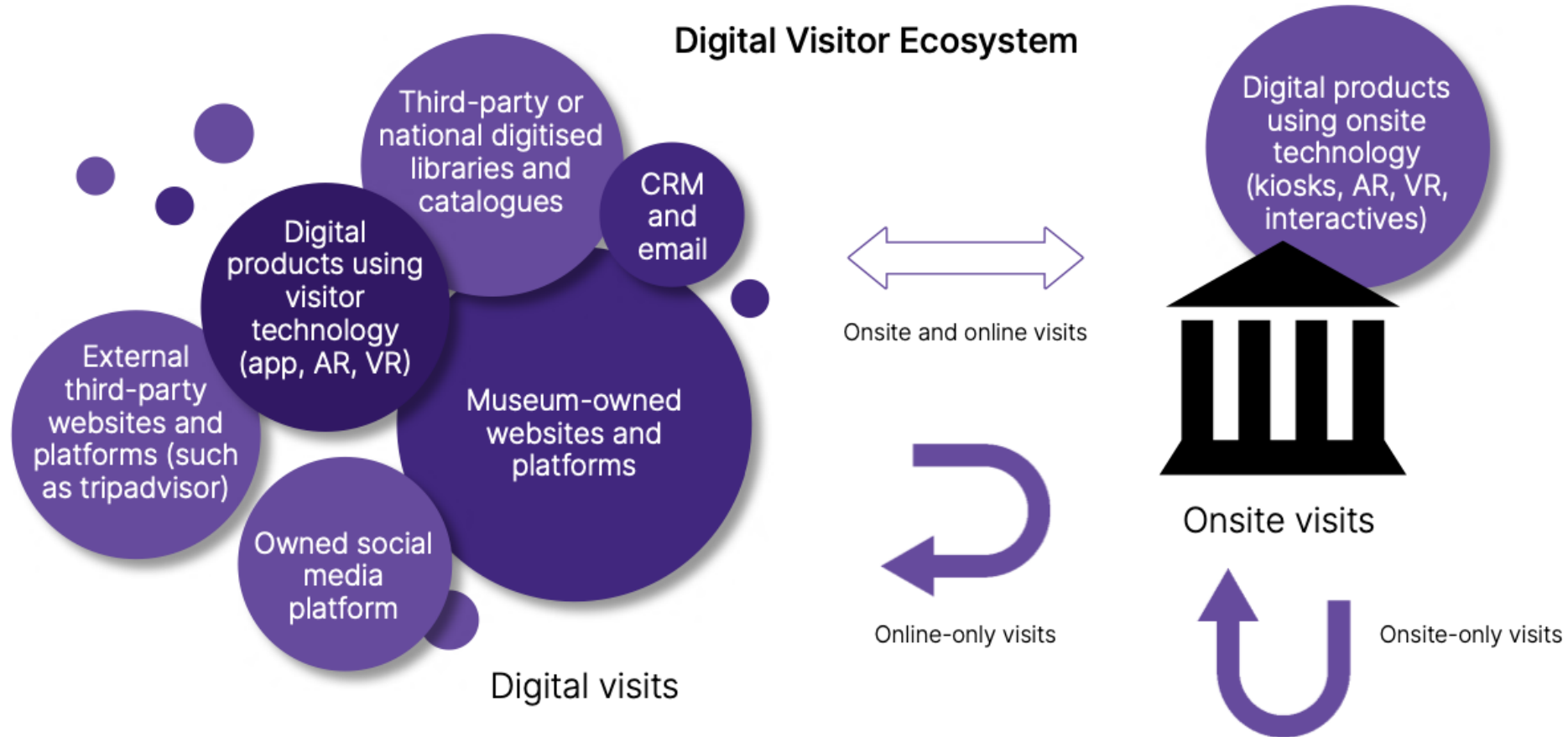
While 93 per cent of the museums who responded had increased or started online services, 75 per cent had increased or started social media, and 53 per cent had increased or begun to create video content during the pandemic, this did not necessarily translate into digital audience measurement, given that almost 40 per cent said they either did not track or did not know their online visitor numbers.

Follow-up survey on the impact of the Covid-19 pandemic on museums in Europe, 2021
commissioned by NEMO

“Museums with prior digital infrastructure and strategy were in a more advantageous position to deal with the effects of the pandemic than less digitally mature museums. This brought to the fore persisting problems in the digital transformation of museums, including the ‘digital divide’ in terms of inequality and access to digital infrastructure among visitors and museums alike, differences in revenue streams and in digital capacity, as well as the need for museums to adapt to the new paradigm of digital-only visits. As Ross Parry and Vince Dziekan argue, this was the moment that showed “how critical the integration of ‘digital’ is to the future of the museum”.

Polina Nikolaou. “Museums and the Post-Digital: Revisiting Challenges in the Digital Transformation of Museums”.

Defining digital audiences



In the toolkit: visitor journey mapping



Figure 4. Example of one of the maps produced during the workshop.

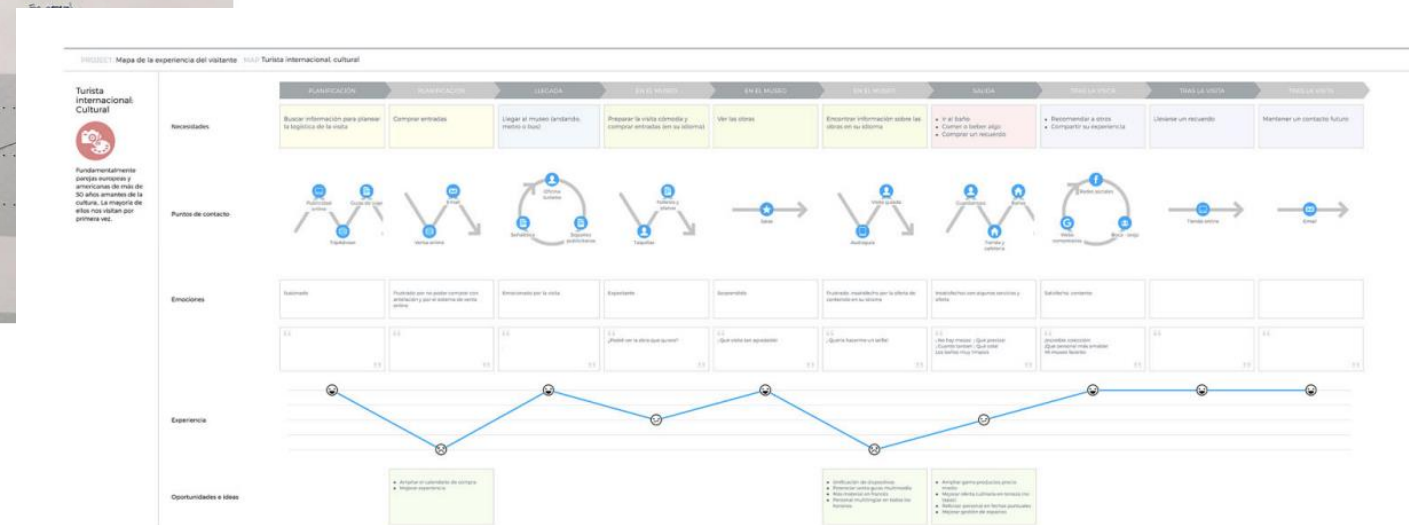


Figure 5. Visitor journey map for International Tourist: Cultural visitor.

Elena Villaespesa & Ana Álvarez Visitor journey mapping at the Museo Nacional Thyssen-Bornemisza: bringing cross-departmental collaboration to build a holistic and integrated visitor experience

Benefits of digital audience measurement

1. Expanding potential onsite audiences and engaging with audiences who could not otherwise engage with a museum (potentially worldwide reach)

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2. Reducing access barriers through individualisation, where digital technologies enable online visitors to personalise their experience in a way that is accessible to them
3. Providing greater potential for interaction between the museum and audiences, as well as shifting from passive to more active engagement through participatory practices and user-generated content

*So how do we actually
measure digital
audiences?*

Understanding holistic audience experience

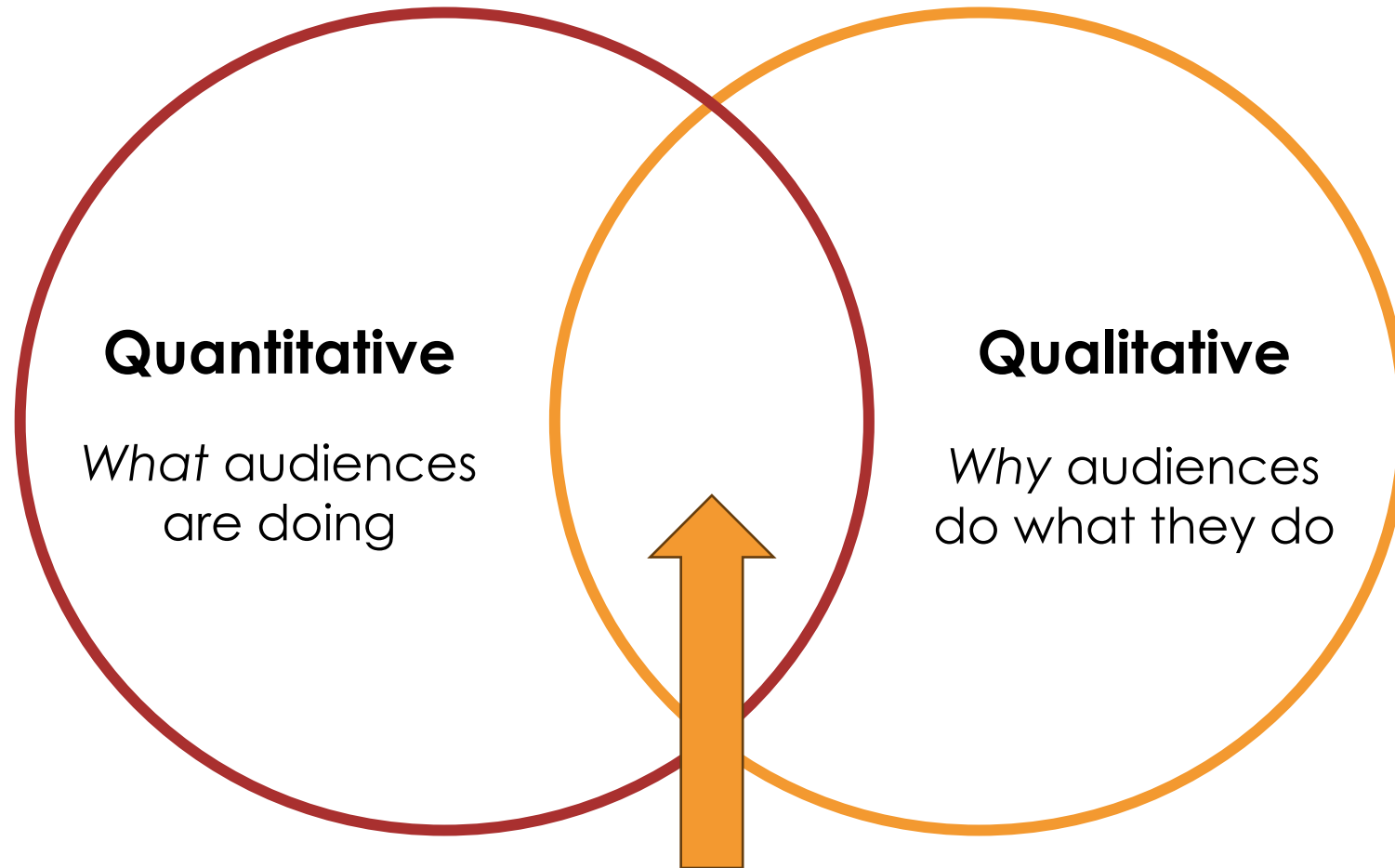
Quantitative

What audiences
are doing

Qualitative

Why audiences
do what they do

Understanding holistic audience experience



Measuring digital audiences

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Monitoring

an ongoing process that involves the continuous and systematic observation of a phenomenon or phenomena

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a specific action of data acquisition that involves the determination and description of a phenomenon or phenomena

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Research study

the creation of new knowledge and/or the use of existing knowledge in a new and creative way to generate new concepts, methodologies and understandings

Benefits

- Enables museums to determine if their programmes, events or activities (online or onsite) have had an impact on digital audiences.

Considerations

- Need to be clear why data is being collected and know how it can impact a decision within the museum

Digital audience monitoring

Typical metrics might include:

- Website visits
- First-time / repeat visits on the website
- Website or page dwell time
- Number of social media followers / subscribers
- Impressions / reach on social posts
- Likes / comments / shares on social media posts
- Ticket sales
- Number of app downloads
- Attendance numbers
- Number of digital products
- Number of users of a digital product
- Number of seen (clicks) or downloads

Digital audience monitoring

Key Performance Indicators (KPIs) may include:

- Engagement rate on social media
- Uptake of a digital product while visiting onsite
- Number of visitors who participated in a learning event (digital or in-person)
- Visitor satisfaction
- Engagement or attendance of specific target audiences

Digital audience monitoring

Sparkling Case: Perspective, An audience monitoring dashboard for the whole museum

Key Information

- The National Gallery
- London, UK
- 2,600 paintings dating from the mid-13th century to 1900
- 245 FTE staff

Audience measurement category

Digital Audience Monitoring

Key achievement

The integration of onsite and online audience data into daily decision-making practices across the organisation

Key takeaways

Larger investment in data collection and monitoring systems at the beginning can lead to more efficient audience monitoring over time.

Developing dashboards that democratise access to audience data can help to drive organisational change towards implementing more data-driven decision-making across the entire organisation.

Keeping data simple and easy to understand helps to create a "single source of truth", which builds trust in the data among staff.



Children from London and the south of England at the National Gallery with the Keeper of Paintings app, which they helped to create. The children from left to right: Suri Koh-Cork, Holly Koh-Cork, Marnie Thompson, Charlie Monger, Edwin Lawson. Photo: © Malcolm Park

Sparkling Case: An audience-led approach for small museums

Key Information

- Museo della Ceramica di Savona, Savona, Italy
- Artworks from 1500 to the present day
- Owned by the Fondazione Museo della Ceramica di Savona, a private non-profit foundation
- 9 FTE + 3 part-time staff across four museums

Audience measurement category

Research Study, Digital Audience Monitoring

Key achievement

Using audience data to make key onsite and online programming decisions that increased onsite visitation by 500% within one year

Key takeaways

Top-down, audience-data-driven decision-making can result in significant attendance and engagement uplifts.

“For us, one of the main goals was to reach people who live in Savona.”



Museo della Ceramica di Savona staff working with BAM! Strategie Culturali on the development of the new segmentation

Benefits

- Focus on answering a specific question
- Can often be done with limited resources, staff or time

Considerations

- Requires tools and processes in place in order to be efficient with time and resources

Digital audience measurement

Some reasons why a museum might want to do a Digital Audience Measurement project:

- to investigate a change in a metric discovered during monitoring, so as to understand why a key metric or KPI has gone up or down
- to evaluate an event, product or exhibition that has a limited time frame
- to iterate on a product (such as an audio guide or website), in order to make small changes that increase user-friendliness, revenue potential or overall satisfaction with the product
- to understand the impact a recent change has made to a product
- to support the development of a new product, strategy or plan.

Digital audience measurement

Sparkling Case: Developing museum-wide research tools at Klassik Stiftung Weimar

Key Information

- Klassik Stiftung Weimar
- Weimar, Germany
- 27 historic homes, castles, museums and parks
- 384 FTE Staff

Audience measurement category

Digital Audience Measurement

Key achievement

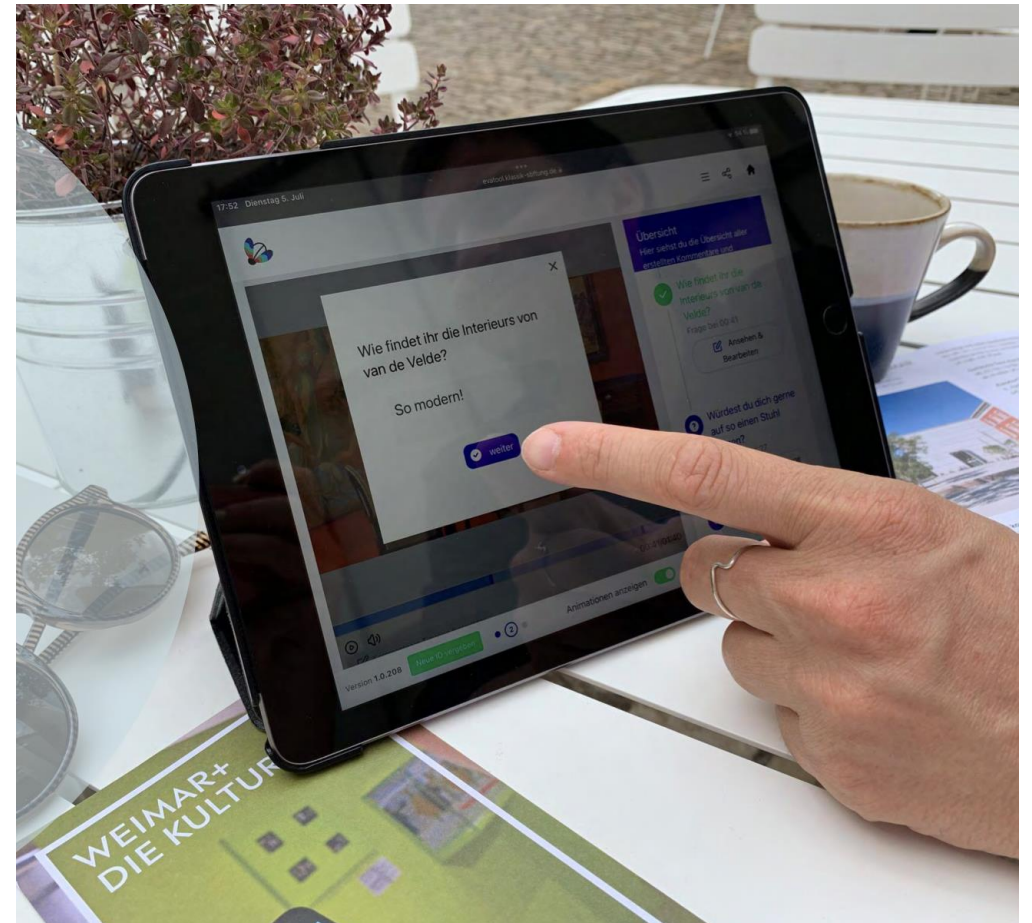
Democratising audience feedback practices through an easy-to-use survey tool that teams across the organisation can use

Key takeaways

Democratising audience research across the organisation helps to integrate audience-led decision-making and also spreads out the time required to design and execute research among more staff, meaning that less time is required overall per team member.

Reliable audience research tools can go a long way in helping staff to feel more confident about their own abilities to develop and execute monitoring, measurement and research practices.

For more information on the k:evatool or access to the open-source code, go to:
https://github.com/museum4punkt0/k_evatool



museum4punkt0: "k:evatool" of the Klassik Stiftung Weimar, photo: Nicolas Dittgen, Klassik Stiftung Weimar, CC BY 4.0

Benefits

- Can help unite an organisation around a particular audience
- Create meaningful and impactful outputs

Considerations

- Requires specialised support from research professionals with specific skill sets
- Can be time and resource intensive

Research study

Examples of digital audience research studies can include:

- creating a digital audience segmentation
- digital visitor journey mapping
- research to develop a new digital product, programme, event or exhibition
- deep dive on digital audience needs and motivations to inform marketing, communications, digital or audience strategies
- development of digital user requirements or stories to inform product development
- large-scale usability testing on digital products or websites.

Digital audience monitoring

Sparkling Case: Developing an audio-guide led museum

Key Information

- Muzeon
- Cluj-Napoca, Romania
- Opened in 2020
- Audio-guide-led, with supporting artefacts in a physical museum space
- 3.5 FTE Staff

Audience measurement category

Research study / Digital audience monitoring

Key achievement

"We managed to develop the web application into a product. This way, more museums will be using it, more visitors will be using it, and we can continue to improve it. Having other museums and more visitors using it will enable us to keep up with trends and offer a better experience in general."

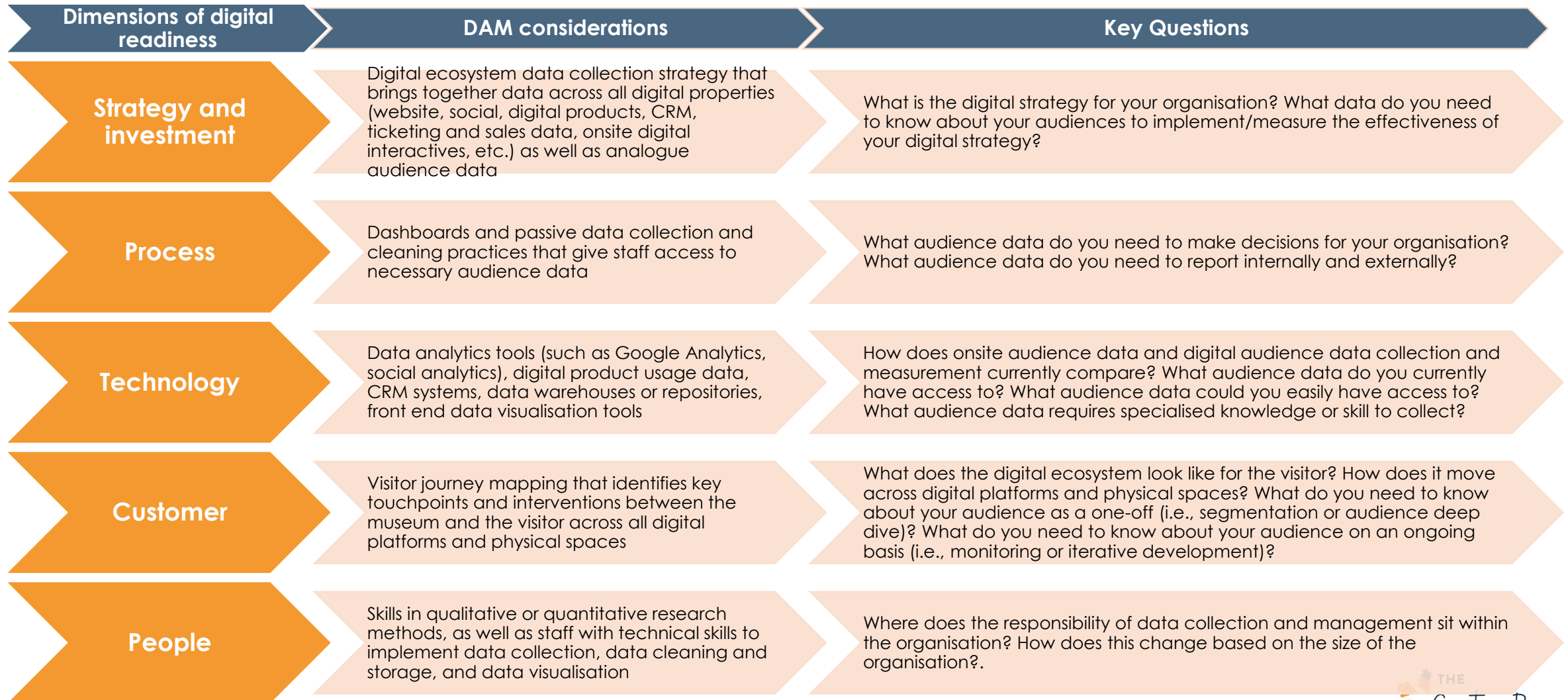
Key takeaways

Small teams can have the added advantage of being able to make decisions quickly and work iteratively and flexibly so as to create better audience experiences faster.

Developing digital first experiences can give museums an added advantage when trying to create effective and enjoyable experiences for audiences.



Creating a digital audience data collection and measurement strategy



Looking to the future: lessons learned

Looking to the future: lessons learned

1. Thinking about physical and digital audiences holistically

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2. Changing the way the digital project is conceived and funded

Looking to the future: lessons learned

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3. The importance of trained personnel, external advice and the right equipment

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4. The importance of data protection

Looking to the future: lessons learned

1. Thinking about physical and digital audiences holistically
2. Changing the way the digital project is conceived and funded
3. The importance of trained personnel, external advice and the right equipment
4. The importance of data protection
5. Data protection in the wake of AI

Questions?
&
Thank You!

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