Module 8
Audiences and Analytics
Intro Session: Get Inspired!
November 4, 2021

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3:11 Good afternoon or good morning wherever you are. Sorry for the delay in getting started but welcome to the introductory session for the audiences and analytics module. Get inspired for audiences and analytics. Brought to you by the Digital Empowerment Project for small museums a nationwide initiative organized by the six US regional museum associations dedicated to providing free self-paced training resources for small museums. This inaugural series of online training focuses on digital media and technology topics and is made possible by funding from the Institute of Museum and Library Services.

3:51 My name is Averie Shaughnessy-Comfort. My pronouns are she/her and I am your host for today's program. My visual description is I am a white female with short wavy brown hair. I am wearing red square-shaped glasses and a light blue short-sleeved top with a dark blue cardigan. I am located in my home office and there is an off-white wall behind me with two windows and a bookcase.

4:16 In this era of virtual meetings when digital spaces may substitute for our physical sense of place it is important to reflect on the land we each occupy and honor the indigenous people who have called it home. I am speaking to you today from my home office which is located in Erie, Pennsylvania, the historical homeland of the Erie and Seneca peoples. Wherever each of us are located let us acknowledge all indigenous nations as living communities, their elders both past and present as well as future generations. We the Digital Empowerment Project for small museums recognize that our organizations and those of our members were founded within a colonizing society which perpetuated the exclusions and erasures of many native peoples throughout the United States and beyond. We ask you to reflect on

the place where you reside and work and to respect the diversity of cultures and experiences that form the richness of our world and our profession.

5:15 And now for a few housekeeping notes before we introduce today's presenters. I would like to acknowledge today's American Sign Language or ASL interpreter who will be located on the left hand side of your screen. We are having some technical difficulties today with captioning for today's program and we do apologize for any inconvenience. We do hope to have that resolved soon. Captions are typically embedded in a box just below the Youtube player on our website with controls to adjust your experience. We will share any updates that we have with you on captioning in the chat area. The best way to continuously refine our craft is to listen to our attendees so we ask that you share your candid feedback with us. Following today's program, we will be sending a link to a satisfaction survey. Sharing your experiences through the survey will only take a few minutes and will greatly improve our work. During today's program we will address as many of your questions as time allows. However, sometimes we are unable to answer all of those questions during this time period so we have set up an online community for you. It's a forum for raising questions, posting answers, and connecting with your fellow museum practitioners located on our website. If you are looking for help in between programs please visit the forum on our website, create a login, and post your questions. A member of the community or one of our student technology fellows will get back to you. Lastly please be sure to follow us on social media and to be aware of future programs. Links will be posted in the chat area for you.

6:46 And now it is my pleasure to introduce today's presenters, Arturo Garcia and Emily Robertson. Emily Robertson will be going first. She is an independent consultant for Studio Robertson based in Boston, Massachusetts. She is the Marketing Manager for Gore Place in Waltham, Massachusetts as well as the founder of Studio Robertson, a creative project management studio based in Boston. For more than 20 years Emily has helped museums give voice to great ideas and bring life to their great projects with a focus on data and accessibility. Emily earned her MBA in Business Analytics at Babson College. Arturo Garcia is the manager of marketing and communications at the Museum of Photographic Arts in San Diego, California. He is the manager of marketing and communications at the museum and he is also a board member of the Public Relations Society of America, San Diego and Imperial Counties Chapter, serving under the professional development committee, in addition to supporting the board's efforts toward equity, inclusion, and diversity.

7:48 So as we get started let's please welcome Emily up to the screen and let's begin. Emily, take it away.

7:55 Thank you so much, Averie for that great introduction and hello everybody and I'm wishing you a warm hello here in Boston, Massachusetts. Let me get going on sharing my slides and we can begin this talk that I'm very excited about. Okay. Alright. And I'm just checking in, Averie you can see my beginning slide okay? (Averie: You're good to go.) Awesome! Thank you so much. Thanks again for that great introduction, Averie. Again my name is Emily Robertson. My pronouns are she/her and I'm coming to you from Boston, Massachusetts. I'm here in an office space. I've got a blue curtain behind me with a small set of shelves and I'm wearing a black blazer and a blue floral top. I'm absolutely thrilled to be

speaking to you about one of my favorite subjects which is data analytics. So this is a session that I'm hoping you will get inspired about this topic how museums can use data analytics to understand their audiences better, meet business goals, and have an overall improved experience on their day-to-day work. I'll introduce myself again. Here I'm going to give an audio description of my slides. I have a white block on the left side of the slide that says "Meet the Presenter" and on the right side you can see my photograph and below that text about myself. I'll read it. It says Emily Robertson Owner and Founder, Studio Robertson and my website which is studiorobertson.net. Topics to be discussed, on this slide I have a list of the topics I'm going to discuss today. We'll spend about twenty minutes total my first topic will cover what makes a great analytics project. The next one on the list will be data analytics in museums. The next two on the list are two data case studies and I'm going to talk about Gore Place specifically. We'll talk first about understanding audiences and then the next case study will be about reducing expenses in a particular area of the museum. And finally I will wrap up my talk by sharing my tips for great analytics projects.

10:01 So let's start and get down to basics on this slide. It's a blue background with white blocks of text. At the top is a title that says Defining Data Analytics so for this part of my talk I want to get down to basics and talk about what does this term mean. Beneath that title I have a very simple definition of data analytics: The process of number one learning insights from data, and number two using those insights to make decisions. Now I often feel like a lot of people focus with data analytics, if you were to Google it you probably would see the first item on this process list being where people tend to focus, learning insights from data. I always like to follow it with that step two using those insights to make decisions because otherwise why are we bothering going through the motions of collecting data and analyzing it and learning insights if we're not going to do anything with them. So it's really this two-part process in my mind. And I'll repeat that again. The first part being learning insights from data and number two using those insights to make decisions. And I learned this process primarily when I was in business school.

I actually studied data analytics as my primary concentration in business school. I did that because it was a thing that I knew the least about and I wanted to go to school to learn something I didn't know anything about. I had worked in data projects in museums for many years, going back all the way back to the beginning of my time in museums in 1999. I worked at the Museum of Science in Boston in the early 2000's to mid 2000's. Doing visitor studies, and working in temporary travel exhibits and analyzing data to improve the business from that perspective. I always loved working with data but I was always a little bit nervous and afraid of it. When I went to Babson and really threw myself into data, it was a crash course of really understanding analytics from the perspective of many different kinds, not just museums.

I learned to shed a lot of my fears and come to enjoy it. For my audience today, if you get nothing else out of what I'm saying to you today, I hope that you will feel empowered to learn more about how you can use data in your day-to-day work, and have fun doing it and actually use it to make great improvements. That's my big hope for you. And I've really designed this talk for a small museum audience. Perhaps you're coming from an all-volunteer organization where no one is paid at all with a

relatively small operating budget. I am speaking to you today. I know you can use data and have a lot of success with it just like I do. So let's keep going. So the data analytics project, I like to think of data analytics as a project basis and we can do it with small projects, I know that my co-presenter Arturo is going to talk more about how he does day-to-day data analytics with social media. You can also do it weekly, monthly or annually. The projects can be any size but they all have the same steps. And that's something that I learned at Babson that data analytics projects can have a lot of similarities across industries. We don't need to be a big Fortune 500 company to do data analytics and we can all follow the same project steps.

So the slide on the screen right now has a title at the top that says Data Analytics Project Steps and a graphic I made that is like a cycle graphic. It has four arrows and they're pointing all in the same direction counterclockwise in a circle with each goal step, sorry each step, along the process within that circle.

So the very first step at the upper right corner of the circle is number 1, set goals. This is absolutely the most important step. It is the foundation of any data analytics project. If you don't have a goal, it is impossible to know what data you should be looking at in order to make decisions at any of the steps. So you should absolutely start out with a goal.

Your second step along this cycle is to collect your data. Finally, the third step would be analyzing the data and the fourth step would be to make decisions. It's an iterative process, so it just keeps going over and over. As you learn more about what it means. There's a little asterisk here, there is a step that can occur before the first one of setting goals and that's where maybe you don't know what your goal is, and you want to investigate. That say for example, you are budgeting for the next fiscal year, and you are not really sure what specific goals you want to work on within that budget. You would use data mining, where you're looking for trends in a set of data but you're kinda looking at it in an unbiased manner. You would investigate what the data might be telling you before setting any goals and doing further analysis. Data mining is a term that is often used in big data, AI tools, artificial intelligence tools that help us to understand very large sets of data. But the principles can be applied to small sets as well.

Museums use data all the time. This is a new slide on the screen with an orange background, and a title Museums Filled with Data. Museums may be filled with collection objects, that's absolutely true, but they are also filled with data in every nook and cranny in the museum.

On the left-hand side I have a list of museum operation areas. Things like financial systems, collections management, security and safety, fundraising and much more. On the right side, audience engagement. We can find data in exhibition planning and programs, digital outreach, advertising and so much more. Just an example here with collections management, your museum might be tracking the environment in the galleries or even in an individual vitrine. You may have a relative humidity monitor or temperature monitor. The information that is coming out of those monitors might help you look ahead and decide, does my new (inaudible) need to make an upgrade on our HVAC system? Maybe the relative humidity

hasn't been stable. That data might help make decisions about the overall operation of the museum HVAC system.

Let's get into talking about Gore Place specifically. I do assist with marketing initiatives for Gore Place, and I would like to tell you a little bit about it. Gore Place is a wonderful museum. It's owned and operated by the Gore Place Society. It's a private nonprofit museum and farm. This photograph on the screen is an aerial photo taken a few years ago showing the property and its 50 acres amongst the suburban sprawl of suburban Boston. We could see along the skylines here, the horizon line, we see the Boston skyline. It's located 9 miles west of downtown Boston, it's like a little jewel box. It has three historic buildings, they interpret early 19th century history, from decorative art, to agricultural history. It has a working farm that raises a heritage breed of sheep called Leicester Longwool. It's open every day of the year. Visitors can visit for free, and there are programs all year round. It has an operating budget of about a million dollars. There's a little bit more than 15 full and part-time staff members, more than 60 volunteers, and a 21 member board of governors. I think they like to think of themselves as a small and mighty organization. They get a lot done and I am very proud to be associated with them. Little bit more about Gore Place, you can see one of the historic buildings, the 1806 Gore Mansion, here on this photograph. Surrounded by a field of clover and the brick mansion in the background. This is an interior photograph that shows one of the spaces inside the mansion. It is the great stairs. It is a beautiful spiral staircase.

This is one of the Leicester Longwool sheep. This is a photographs of some of the ewes in the background and we can see in the foreground a really adorable baby lambs that was recently born. Getting into a little bit more on Gore Place's digital landscape, I'm going to talk about these case studies from a marketing perspectives. We are going to be able to see hopefully a little bit more about how Gore Place uses sources of data, both digital and analog to make better marketing decisions. Within the digital landscape, the absolute keystone, the thing everything else surrounds would be goreplace.org which is Gore Place's website. Everything leads to the website, it's really the core of the marketing and digital business here. Underneath it on this graphic we have little boxes and each one has a label and I'll read them from left to right. First we have email marketing, social media, followed by the online shop, so e-commerce, next we have our donor database or CRM, which stands for customer relationship management, a tool that allows the museum to track donor/member information and engage with these constituents. The next is the ticket CRM, an online tool that allows the museum to sell tickets online and in the in-person box office. Finally we have, further to the right, visitor surveys, both pen and paper and digital, and the last one on the list will be other sites. So other sites where visitors might be interacting with us such as review websites that link back to goreplace.org. so within this, there's each data silo has its own data collection that it's doing. Getting information in and storing it, and then allowing us to look at it within stored analytics software.

For example, within goreplace.org, we connect our website to Google Analytics which is a free tool that is supplied by Google. You can also connect your website for free if you haven't already. I highly recommend it. It gives all sorts of information about what's going on with how our audiences are interacting with our website. For example, it tracks traffic sources. How do people find goreplace.org on

the web? It tracks a list that's ongoing so we can look each month and see how our traffic sources are changing over time. I'm going to come back to this a little bit further.

So now I'm going to talk about two case studies. The first one will be how we use data analytics at Gore Place's sheep shearing festival. This is a slide that has on the left a very cute, I hope you think it's cute, lamb born on the farm at Gore Place, it's a marketers dream for sure. And on the right I have text that says data analytics at the sheep shearing festival followed by goal number one, improve the visitor experience and goal number two, maximize net income. These would be the two goals I set up from a marketing perspective whenever we run the sheep shearing festival which is an event the museum runs in the spring. It's been running since 1987. When it started then it had 100 people and today on a beautiful day it gets 10,000 visitors. It's really like a fundraising gala for Gore Place. Because there are so many visitors it is important for us to use sources of data to help us to meet these goals. Improving the visitor experience. I will talk about that first. That typically involves, for example, improving the visitor experience when they come in through the ticket gate. There's data that we're collecting through credit card machines, from our online ticket sales, and other sources like that that help us improve the operation of the ticket gate and we can track these data overtime so each year we run the festival we'll improve the experience at the ticket gate in that iterative process. Goal number two being maximizing that net income and that's actually typically I look at market expense from the perspective of being able to refine where we are ~~very~~ spending our paid advertisement dollars. A few years ago I recommended that the museum should start doing radio advertising so they started to do paid advertising on radio stations and then at the festival, we ran a visitors survey to ask people a lot of different questions but one of them was, how did you hear about the event? That information helps us understand which paid advertising channels were actually working for us. We found in that year that we took that leap into radio advertising and we found that radio was one of the key places that people had heard about the event. That showed us that was a good decision to make and we kept doing that each year. The next case study I would like to focus on is within the private event rentals business at Gore Place. On the left we see a photograph of Gore Place's tent which is a seasonal century tent. There is a beautiful wooded area in front of it. On the right we see data analytics with private event rentals and more text that give us two goals that we focus on. Goal number one is reducing advertising expenses. And goal number two reallocating advertising funds. This is a little bit similar to the sheep shearing story where we looked at our advertising expenses. Where were we spending money? We noticed that we were spending money with a particular advertising channel that I had a feeling wasn't performing well. We went to Google analytics, and looked at the data there and we can see the advertising channel was not in the rankings of our top traffic sources.

We decided to reallocate the funding to another area of our marketing business. These goals are really linked together. We were actually able to cut the advertising expenses in half and reallocate that funding. I'm going to wrap up my talk by sharing my tips for successful data analytics projects. This is a blue slide with white title at the top which I've just read. I will read the tips first before explaining. Tip number one, get to know your data sources. Tip number two, set your goals, tip number three, start small. Tip number four, trust your gut. Let's look at tip number one. Get to know your data sources before you do any goal setting, any working with data at all. If your website is not connected to Google

analytics, you can set that up and look at the Google analytic dashboard and understand a little bit more about what information you can receive out of the dashboard. You might look at your traffic sources.

You are getting to know things before you jump in too far. Tip number two is set your goals. I feel like I've been talking a lot about that today. Goal setting is really the ~~full~~ foundation of data analytics work and once you've gotten to know your data sources, you can set your goals. Tip number three, start small. With that example of Google analytics you might start with how many website visitors did you have this month as compared to last month and track this over time, and see what trends are coming up before making any decisions about those insights. Tip number four is actually my favorite one. Trust your gut. Sometimes we just have a hunch about something. We know our gut is telling us, maybe spending money in a particular area for paid advertising just isn't working. We just know anecdotally that it's not working, maybe we should transition that spend. Data studies can really back up what your gut is telling you. Sometimes your gut says one thing and the data says something else. It's really up to you on what to do and how to make those decisions. That's the end of my talk. Again my name is Emily Robertson you can reach out to me at studiorobertson.net and I want to thank you for watching and my final slide I want to thank the Museum Learning Hub and the Institute of Museum and Library Services for funding the Digital Empowerment project. Thanks much, and I'm happy to take questions at the end of the talk. It looks like I'm going to pass the microphone over to my co-presenter Arturo and I'm really excited to hear what he's going to say.

22:03 Hi everyone! Are you all ready to zoom into social media? Okay, let's get started. My name is Arturo Garcia. My pronouns are he/him/his. A visual description: I'm a person with brown hair sitting in my living room with a plant behind me, some curtains, I'm wearing a light brown jacket and a white button-up shirt. A little bit of what I do. I am the marketing manager of the Museum of Photographic Arts. I handle day-to-day social media. Implementation of content, listening, I also do strategic communications for the museum. Planning what our campaigns are going to look like and then how social media can be a tactic of those. I get support for media relations, I also handle email marketing so all the tactics in communications, I supervise and oversee. My museum is the Museum of Photographic Arts we are in San Diego's Balboa Park we are a pay what you wish museum. It means that we are donation based at the entrance, the public gets to choose their price point to enter into our galleries. In addition to that being our venue, we also have programs throughout the county of San Diego, youth programs in schools and also some programs for older adults throughout our different communities in San Diego. I want to do our land acknowledgment as well. The Museum of Photographic Arts acknowledges its presence in Kumeyaay land. The Museum respects the ancestral tie of the Kumeyaay people to this region and seeks to honor these connections to both past and present. Lastly the size of our museum is a midsize museum according to the American Alliance of Museums.

23:53 Have you ever been asked how social media is doing? Though you spent a lot of time posting, drafting creative content for these platforms, you freeze and you cannot seem to answer this question. What does success look like there anyway? During the summer of 2020, our board at the museum got really curious about our social media content. We were locked in our homes, the museum had been closed for a few months and we had no idea when it would be open, this is summer of last year. The

only glimpse of MOPA was really our social media channels in our posts, Instagram stories, tweets, I sat in multiple meetings with different board members both listening to their content ideas while trying to make a case for the ideas of our public, the community that we had built online. When I say our public's ideas I mean, the stuff that they were constantly voting for each day with each like, comment, direct message, the stuff that had bright green percentage points next to them under our insights tab. I told them, I think our public likes vertical images of skies. The more clouds, the better. That's what my analytics were telling me. It stuck with them and I think they found some humor in that. It was that simple. I have an example of what I mean. This is a work from one of our youth artists.

25:32 I forgot to mention this at the beginning. We host an annual juried youth competition and all the work goes in our galleries. Anyway, I don't think I was using analytics right at that time. I was looking at what had worked, but I had set no intention for success had I gone through deep planning to find out that the best way to do marketing for the Museum of Photographic Arts was that my public would like in love vertical images of skies? No, I had no engagement intention. This goes back to what Emily was bringing up during her presentation goal setting. I'm sure many of you have found yourselves in similar situations whether you do marketing or produce digital content or in-venue content, that is exhibitions, for your organization. How do I want my public to react? How will I know if they are reacting in such a way? My family and friends often say I repeat jokes too many times. My colleagues at work have also started noticing. The other day in the galleries a group of sixth graders toured one of our new shows which features portraits of celebrities, musicians, actors, changemakers, all from the 70s, there's a portrait of John Travolta another one of Mick Jagger to name a few. For a couple of weeks I joked that we were getting close to getting the Olivia Rodrigo portraits but we did not get them in time so they are not up on the wall. For those of you, like many of my colleagues, who don't know who Olivia Rodrigo is, she's a current teen pop/grunge sensation who rose to fame last summer with music hits like Driver's License and Good for You. Fun fact, she's also from Temecula a few miles north of San Diego. Anyway, I've gotten a chuckle at most with that joke, why? My audience never seems to know who she is or why the joke is funny. The sixth-graders knew. They knew her greatness and how a portrait of Olivia could be more intriguing for someone their age and how it's also kind of silly that it would come from a 30 year old marketer in San Diego. That's the joke. As for Olivia, as the kids would say, I'm also a stan. Now I know that I will make the Olivia Rodrigo joke when we get more youth tours. For my colleagues, friends and family maybe I'll reference 90s starts like Brittany or Gwen. I listened, I learned and in marketing jargon, I'm optimizing my sense of humor. That's why I repeat my jokes. If my goal is to make folks think I'm funny then I need to listen and I need to adapt my jokes. The laughter will indicate which joke will stick. The laughter is guiding me to my true Northstar for telling jokes altogether. The hope that people think that I'm funny. How do you move the needle on social media? How do you know where you want to go and how to get there? For us at MOPA, we define the average engagement rate as an indicator of success. It tells us our audience is reacting to our content. It's simple and results in follower growth which is what we want at this moment. What I mean by average engagement rate is the likes, comments, the shares that our posts get. It's an average based on the reach that the post will get. I average each post but I also average per quarter. It allows me to see within that quarter, which ones get higher engagement and which ones do not. I will talk about that more toward the end, because I'm

giving you all some templated resources that I use. Exactly the same spreadsheet and process that I use. Anyway, back to how we use average engagement. When we read through it, it tells us our content is good. The folks that follow are staying and they are sharing the content that's exposing us to new followers. Our goal is to grow our channel and our indicator is to keep engagement at a standard say 200 likes per post but there can be other ways to measure success. If you're a content producer that wants to push content about art that engages your public in a meaningful way, say you want to teach something, you are producing learning content.

Maybe try measuring how many questions you get per post. That's a good indicator of value meaning your content is giving value to those consuming it. Your goal is providing value. What indicates if you are meeting this is the number of questions you get per post.

30:37 If you want to be regarded as an organization that's breaking the mold of museums, maybe post some memes and track how many laughing emojis you get per post or LOL. Track these reactions. Mark these notes on a spreadsheet. Whenever I have a set goal and am looking through analytics, I pull everything out from those platforms. Those platforms can be very intimidating. At the start of my analytics journey, those platforms are what were causing me much anxiety, and much fear. Just to see all of those numbers and columns or tabs having even more numbers coming on you. Now I have a goal, I know what number I'm looking for. I go in the wilderness of numbers and I pull what I want. And I take that and put it away in a spreadsheet cleaning it up so I only look at what I need. The other day I was telling my partner that it's kind of like when you go grocery shopping and the difference between going in there with a recipe in mind so you know what ingredients you need. And the difference between when you go in and you don't know what you need so everything is looking at you and you maybe end up getting more than you need because you went in without an intention or goal. Back to the LOLs and laughing emojis. Track these in a spreadsheet, your goal then is to influence how your audience sees you in this example. How you do this is by posting memes, that's your implementation and content strategy and how you track this is with emojis or LOLs. How I would do this is at the end of each quarter, I assess which memes get the most LOLs et cetera. I would find commonalities in the top four and I would produce more of the like. I would see what those four had in common. Then I would look at the bottom four as well, I would find commonalities make those assessments and do fewer of those, or remove those altogether. I mentioned at the beginning of the chat, that there will be sources that will be emailed to all attendees. One is a spreadsheet where I track average engagement, so I see which posts average higher, and the second one is where I conduct my assessments. That's a four step process that will help you assess your content which is pretty simple. I call it the better at being better process. Because it's really for you. Just another side note, the template has questions at each step. I left questions there for you, which are the questions that I ask myself when I'm making the assessments. Analytics can be seen as journaling. It's a very intimate process were you self reflect. It's not to show the world or board how well you're doing, at least not at this point. It's to show yourself what's working and what's not to adapt. It's where you go in at night, pull out your diary and write out, maybe that joke isn't funny after all. Thank you all for your time with me today. My name is Arturo Garcia I am the marketing

manager of the Museum of Photographic Arts in San Diego and thank you for your time and thank you for the Museum Learning Hub for organizing. I appreciate you all.

34:41 Give us just a moment and we will get Emily back on screen. Thank you both for fascinating conversations on how widely we use analytics in museums and how widely those pertain to our audiences. We have quite a few questions so let's get started. This is a question perhaps for the both of you to think about. It's more of a comment actually that I would love to hear your thoughts on. Sometimes in museums we have more than one person analyzing data or analytics. Sometimes that happens where people come up with different conclusions. What are ways that we can come up with common ways to think about your data, and how do you address that in your institution and place of work?

35:42 Yeah that is a really interesting question Arturo do you want to jump in or…
I don't have a lot of experience doing cross department analytics in sight. I've been an in-house marketing person of one. We are about to ~~some~~ hire a part-time apprentice who would be doing a lot of listening interpreting and assessing. I would say at some points, there might be conflict and there might be different assessments of what it means, maybe find a resolution and make the decision. So make sure that you get there. Whenever there is conflict. Maybe you both don't agree, but agree on what the decision will be and continue listening to see if it was right or wrong and go from there. That's what I would say.

36:46 I love that answer, Arturo. I was gonna say, I would say certainly that I didn't talk about it in my talk, I had that cycle graphic with the arrows and the four steps of a data analytics project the making decisions portion, the last step includes in there which is the reporting. I think that's the key to getting everyone on the team on the same page. If there are multiple people collecting data about the same thing, I would probably try to get together and talk about that and just try to see if you could actually collaborate on it. If you can't, if you are one person collecting data about a particular initiative, in your report you would include not only the decision that you came to but you would also walk through how you got there. So in the team meeting, you could get everyone on board on how this is how you got to this decision. My report always includes my conclusions, my executive level takeaways for the information, and the actual raw data that was collected. So that everyone can see the raw data. That can help back up how you got to that decision and hopefully you'll be able to get on the same page.

38:04 Those are some great suggestions on how to be transparent and to be open about the data you're receiving. Another one of our questions: When it comes to advertising it often seems like the data is just not there sometimes. You may see that you are not getting clicks but you don't know what impact on brand awareness, you are just seeing ads as they are. Any thoughts on that? Maybe Arturo you want to jump in on that?

38:35 I have not conducted these, but when you do a follow-up question it's called ad recall. So that you are assessing if the public remembers your ad or your message which is where the brand awareness is coming from. You can do that on paid social. I know that.

39:08 That's very helpful to know. This one is probably for Emily thinking back on the cute little lamb you shared. What is the best way to draw an audience's attention to an organization and what type of data should we be paying attention to for engagement purposes?

39:29 I would look at the goal. Making sure that you are honing in on exactly what you are focused on. For the sheep shearing festival, I think that at Gore Place we are really focused on the visitor and giving them a great experience. Really tracking over time, as the festival changes over the years, we are actually looking back at historical information to understand we know for that festival visitors love to see live demonstrations of sheep shearing it's a key part of the event. We know that because we've asked people. We listen to what they have to say and we've done that through various kinds of visitor surveys. In-person surveys, online surveys, we might even consider doing focus groups to get at what are things that are really drawing them to come to that particular festival and we store that information and analyze it and keep looking at it year after year. It doesn't really go on the shelf and get ignored, but we look back to make sure that we are meeting the needs and continuing to attract them to come to Gore Place and the lambs help a lot because they are very attractive anyway.

40:47 The cute little lambs definitely help. Arturo I'm thinking of when you were talking about the sky and what people really like to see. What are your thoughts on the best way to draw an audience's attention to your organization and the data that you pay attention to?

41:07 What I said can be complicated. Those are attractive images and that's what my public was saying. I did not have an intention to use them at that point. In marketing, you are used to influencing a public whether it's perception or it's a harder conversion where you want them to buy a ticket or something. On Instagram, vertical images work and beautiful images work to grab attention. But in addition to that, that's a tactic. You have to have a strategy. You have to have a goal as to why you are using them.

41:53 Very helpful. This is an interesting question for both of you. For communicating with board members, how can this data be useful and how do we convey those analytics' utility to people like the board in a very digestible way but recognizing how important it is in the process.

42:17 I can jump into that one. That's something I'm very focused on. Particularly in marketing, it's often seen as a spending sinkhole in organizations. I'm constantly trying to perhaps show people that it doesn't have to be that way. At Gore Place with that budgeting, any time we are spending money, I make sure that our board members are clear on what it is that we are going to be spending those dollars on. I actually work closely with them to make those decisions. Gore Place has a marketing committee that I work closely with and we work on the budget together every spring. We decide together what we are going to spend dollars on as the budget goes through I work with the team to help them stick to that budget, reallocate it where we need to but also stick to the bottom line. Having that clear communication with board members is obviously very good and data analytics can help us even further with that. Because every time I'm coming to them with a decision or recommendation that I would like

them to pursue or follow with me, I come armed with information from data analytics to support my case.

43:32 I want to answer that one as well. Sorry for nodding aggressively, I love analytics. But I was going to say that… In my talk I mentioned that analytics is a process of yourself for the purpose of optimizing. For those spreadsheets that have all the numbers, that can be for you, but when you set your annual big goals on how you will move the needle on digital marketing for example, yes, present those. What you are going to reach during the year. Present those few numbers and recap in your annual report. I would say that. To share the bigger stuff.

44:31 It's a great idea to share that in your annual report too not just for your board members but for your general public. People like me also think analytics are fascinating. I'm curious for both of you, some of your comments here on active versus passive visitor feedback. This person is saying, what are some ways that you've seen that are really successful in gaining active versus passive feedback. Is it surveys? Proxy sensors? Something like button logging? To generate data? What have you seen that works?

45:12 Active meaning, like the visitor comment? Something directly in their own words versus passive being a credit card transaction? Is that what they mean by active versus passive?

They did not clarify but I'm going to guess that active is that you are in the space itself and currently in that mode and passive might be something more like that feedback later on perhaps if that makes sense.

45:54 As museums get more sophisticated with the data analytics projects that they are running they might be looking at multiple sources of data across a single goal question. As an example just getting back to the sheep shearing festival, we are looking at data from multiple sources. Different kinds of visitor surveys, we are looking at where we are spending money, paid advertising, social media data, web traffic, to understand the whole picture of how people are coming to the festival. If we are looking at the goal of attracting visitors to the festival, we are looking across that data. I guess if I'm understanding active versus passive, I'm very interested in visitor comments. Directly from their own mouths, or what they type like in their own words, they are telling us what they think. Then, examining that against… That would really be qualitative data. Sentiment analysis, understanding the words that someone uses. And comparing that to quantitative sources. Things like web traffic, credit card transactions. These bits of data that are not necessarily from that person's actual words, and understanding that process. We might look at social media comments about the festival, and then examine them against quantitative information from other sources. I hope that that's helpful. Arturo do you have another take on it?

47:28 No but I have a tip for something else that has to do with it. I don't collect feedback for visitor experience because that's a bit outside my scope. But I do use it as another tactic for promotion. I ask for Google reviews in our email marketing and Google My Business has a link to the form. When I'm promoting an exhibition in my email marketing or when I'm talking about an exhibition I always have a

call to action that says have you visited leave us a Google review. So I'm using the people who are already in our circle to act as another tactic or touch point of our promotion. By giving that feedback, they leave us a Google review about the current exhibition which is one of the things that shows up when people are Googling a space like ours. I don't do it to collect feedback, I do it more as engaging on social media when folks tag themselves using the geo-tag. When they go on Instagram and tag that they are at the Museum of Photographic Arts I love replying and asking how their visit was. I do that to bring them closer to our digital ecosystem. Sometimes they are tagging the space and not the account and I'm messaging from the account so then they realize there is a MOPA Instagram account and they're asking me how my visit was. It's typically lovely comments.

49:02 It puts the person behind the account, right? Last question here and then we will do some closing remarks. I would love to hear from both of you. What can small museums do to track data with limited funding and resources?

49:21 I don't use any paid listening. I use my analytics from Google Analytics, Instagram Insights, Facebook and I pull it out into the spreadsheet template that I will be sharing. I guess, we do have Mailchimp for email marketing that is paid and comes with insights, but I don't spend on listening tools. Who knows, maybe as I learn more, I will get more interested in those.

50:00 I'm so hopeful that small museum professionals that are watching today will actually undertake some of this. I would be very excited if you would. My number one thing to do would actually be, remember how I had the slide about the digital landscape for Gore Place that mapped out Gore Place's website and all of the other silos of data where we are understanding where we are receiving information about our audiences, there are probably more than that that I did not include. We did that as an exercise on our team pretty recently and mapped it out and it was really eye-opening to see that there was so much information in a lot of different ways that we can slice and dice it. It can be overwhelming, my recommendation would be to draw that out and pick one thing to focus on. Let's say it's just your email marketing and try to move the needle on one point of your email marketing. You might try for example to increase your open rates or increase your click through rate. How many people are clicking on a piece in your email. These analytics should be free with most tools, you should not have to pay a lot of money to be able to get access to information about how these tools are performing for you. And you can just concentrate on one thing and you are going to see successes by just concentrating on that one thing. As you get used to that you can add another thing, and another thing. I think if you are an organization let's say that you're all volunteer run that has no budget, most of these tools have the ability to look at the data with no additional cost. That would be my number one thing.

51:43 These are fabulous suggestions and a lot of our viewers are in this boat where they have either no or limited resources so it's good to know these things are out there. Emily and Arturo thank you so much for today's program. I think we are definitely leaving inspired to look further into our audiences in analytics. Thank you for your presentations. Thank you for attending today's program, and thank you to our wonderful instructors. If you did enjoy today's program, share it with your networks. We really appreciate your participation and we hope to see your or future programs. Stay tuned to museum-

hub.org for more information on upcoming events. Remember to visit the forum on our website to ask questions. Follow us on social media to stay aware of future programs and lastly be sure to join us for the first of our technical workshops in this module Creating An Analytics Toolbox to Evaluate Museum Digital Experiences with Elena Villaespesa Assistant Professor of the School of Information at the Pratt Institute in New York. Thank you everyone for joining us and we hope to see you next week.

After each module concludes all four videos will be made available on the website as well as a complete toolkit of resources provided by our presenters. Stay tuned for more upcoming events. Remember to visit the forms, and complete our post event satisfaction survey, and lastly, bonus next week, November 11 at 2 PM for the first of our technical workshops creating analytics toolbox to... Thank you everyone for joining us and stay well and take care.