Module 8
Audiences and Analytics
Technical Workshop 1:
Creating an Analytics Toolbox to Evaluate Museum Digital Experiences
November 11, 2021

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Good afternoon or good morning wherever you are. Welcome to the first technical workshop in our Audiences & Analytics module: Creating an Analytics Toolbox to Evaluate Museum Digital Experiences. This module is brought to you by the digital empowerment for small museums project, a nationwide initiative organized by the six U.S. regional museum associations, dedicated to providing free self paced resources for small museums. This inaugural series of trainings focuses on digital media and technology topics is made possible by funding from the Institute of Museum and Library Services. My name is Averie Shaughnessy Comfort, my pronouns are she/her, and I'm your host for today's program. My visual description is as follows. I'm a white female with short, brown wavy hair, wearing red square shaped glasses and a purple three quarter sleeve top. I typically located in my home office, but today I'm broadcasting to you from my kitchen. So behind me is a yellow wall, a tray full of keys, and a gray curtain.

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 from Erie Pennsylvania, the historical homelands of Eries and Saluda peoples.

Wherever we are each 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, recognizes 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. Thank you.

And now it is my pleasure to introduce today's presenter, Elena Villaespesa, Assistant Professor at the School of Information at the Pratt Institute in New York. Elena's research and teaching areas of interest include digital strategy, data analytics, and user experience research, and applied evaluation within the museum sector. Elena is a co-founder of the Museums + AI Network, which is funded through an AHRC Network Grant. She completed her Ph.D. in Digital Heritage at the School of Museum Studies, University of Leicester, U.K. and a master's in arts management from Universidad Carlos III in Madrid, Spain. She has previously worked as a Digital Analyst at the Metropolitan Museum of Art and Tate. In these roles she was in charge of establishing and overseeing an analytics program to monitor and assess museum digital channels, platforms, and programs.

So let's please pass the mic over to Elena. Welcome Elena and take it away.

ELENA VILLAESPESA:
Thank you for inviting me to today's webinar, and for the nice introduction. So, today I am going to be talking about how you can create your analytics toolbox. The reason I selected this topic is that I get asked that question many times. I do presentations about some of the user research work that I've done, and everyone is asking me what tools do I use. My idea with this presentation is to give you an overview of the range of tools available on the market. I talk about the pros and cons of each one, and I will also show you some examples from my experience, from some of the student work from my classes at Pratt, hopefully we are able to illustrate the opportunities to collect data from users and understand them better, and optimize your digital products. So I am going to share my slides here.

Alright. So this is the agenda for today, we are going to start with an introduction about the analytics process and then we are going to go right into the different analytics tools available. I am going to be covering here analytics tools for digital products like websites. I know social media analytics will be covered in the next webinar.

AVERIE S-C:

Hi Elena it looks like we cannot see your screen, would you mind trying to share it one more time. We will get up there for you.

ELENA VILLAESPESA:
Sorry about that. Let me find out. OK, let us see now. Is it working now?

ELENA VILLAESPESA:
Perfect. Yes I was seeing the agenda for today is going to be starting with the analytics process, then we are going to be seeing different analytics tools that you can use to evaluate your digital products. Then I will show you a couple of case studies, where I use a combination of these tools to improve the digital offering. Finally, I will also talk about tools that you can use, not only to gather analytics and data but also to communicate your findings and your insights to the rest of the team.

So, museums have more and more data from users especially in the digital environment. Visitors they can book their ticket online, they connect to the Wi-Fi during the visit, they share their experience on social media, they purchase souvenirs and online shop, they visit the website, they use the mobile app audio guide. All these user interactions with the Museum generates a ton of data. More and more analytics tools allow you to be very granular and better understand user journeys behaviors and attitudes in these experiences.

This data can be used in many different ways. It can be used to improve the user experience, it can help to optimize your products. You can do some experiments for that purpose. You can do audience research to better understand your users. Increasing a need to use data to generate revenue, you can personalize as well for users experience. Finally, data can be used to optimize your marketing and promotional campaigns. It seems like there are a lot of opportunities of using data, but having analytics in place can be challenging sometimes.

I'm going to be talking about that. I wanted to do a quick survey here for the audience. I would like to know what are your main challenges to implement analytics in your museum? There are two ways you can respond to the survey. You can grab your phone, scan this QR code and you will be directed to the survey. Or, you can go to this website slido.com and enter this number here 448121 and access the survey. I'm going to give you a minute to respond here and we can comment on these responses.

OK so we are seeing some of the responses coming in. There is definitely a clear winner so far. One of the main challenges is that you are unsure about how to choose the right metrics. Which is the thing that I have encountered many times. Naturally one of the things I wanted to

show you in this presentation is that it is not only about the tools, but it is also about the process. Sometimes starting from the tools is not the right approach. That is why sometimes you end up with these evaluation challenges, because I will show you on the next slide, the process of analytics starts with your strategy.

I'm going to give you a few more seconds, and we will go to the next one. It seems now that lack of time is another challenge. It is interesting that you know tools we have here at the top which is great, so let's see. Tools actually should be something that comes at the end of the process. The main challenge that I have encountered when creating a dashboard, whenever we are doing a project is to have the team agree on the metrics that we want to track. First we have to think about the requirements, what you want to achieve, and then you will define the metrics. Once you know what you want to track and measure, then you will select the tools that will help you to evaluate that user experience.

Then once you have the data you do the analysis and communicate the findings to your team. That is the starting point. If you are unsure about the metrics that you need to select, go back to your strategy, make sure those objectives are well-defined. Think about your strategy. That will help you to define the metrics and think as well about the targets. What is the metric that you are aiming to have once you launch a digital project? And then practical implications of the process will be thinking about frequency of reporting, actions that can be taken, tactics that will influence those results, and finally the topic of today's presentation, what are the tools that you need to gather data, analyze it, and record it.

There are different types of analytics tools. There are those that are more quantitative and those that are more qualitative. Then you have another type of classification, those analytics tools that track user behaviour, what the user is actually doing versus those who are more like attitudinal, like user testing or survey. This is what people are saying they will do. Sometimes, you are going to see through this presentation, you're going to need a combination of these tools to gather a holistic view of the user experience.

Here are some of the examples in these tools. I talk about analytics tools you can also call it the UX research method. There is some overlap. An example is behavioral and quantitative is Google Analytics, web analytics, testing. The complete opposite side of this chart you will have attitudinal and qualitative research methods like a focus group or interview. Then something in between, you will have surveys, quantitative as you get a lot of data but you can also capture some qualitative information with some feedback. Then you have behavioral tools or methods like user testing or eye tracking. The combination of this will really help you to evaluate a particular product.

We are now going to do an overview of the different methods and tools and I will show you some examples. Before going into that, second question here what are the analytics tools that you are currently using? Similar processes as before, you can put in this QR code or go to slido.com enter this number and enter your responses. You can have multiple ones, so if you're using Google Analytics, Facebook Insights, email analytics. You can enter three instead of one. I'm curious to know what are the most common tools this audience is using.

If you do not have tools, you can mention none, zero. That is fine too. It will be good to see. Also those museums that are starting the process, that is why you are attending these sessions. We see Google Analytics, Facebook Insights, Mailchimp. Some survey tools like SurveyMonkey. Twitter Analytics. A mix of web and social media analytics tools. Jotform, constant contact. OK so it seems many of you are using Google Analytics and social media tools, as well as some survey tools like that's a minority of you. Excellent. Some of you are not using analytics at yet which is fine. Hopefully after this you're going to start thinking about what you would like to do with your products in the future. How analytics can help you in that process, and which analytics tools you can use for that.

Thank you to those who responded. I'm going to do an overview of the different methods and tools. There are many. From digital analytics to heatmaps and scrollmaps, A/B testing, surveys, user testing and tracking. Here are other examples, like card sorting, interviews, and user journey maps. So I am going to talk about some of those. I will show you some examples. What I included in the slides, which I hope will help you to create your toolbox, are some examples of those tools. I am not affiliated with any of these brands or tools.

This is based on my experience and knowledge. Let us start with web analytics. This is the one that it seems most of you are familiar with. You will be collecting data from your website. Analytics, Google Analytics is the most well-known tool in the sector. It is free. The good thing about this tool is you can get 100% behavioral data from your users. Things like in your native environment, it has low investment because the basic implementation is just to include a tracking code on the template of your site. It has very good features to segment your users. The only challenge is that, you know, you cannot ask users why they did a specific action. It cannot be used with prototypes. The site needs to be live.

With digital analytics that allows you to get data about who comes to the website, where they are coming from, where they are visiting, and if they are converting. It will be based on your own goals. Starting with who is your audience? Digital analytics tools give you data about how many people come to your website, which device are they using, where they are located. If

they are coming frequently or not. Then you get data about acquisition, what are the referrals? People searching on Google, social media, is it from your email campaigns. Once they are on your website you are able to see things like pages they visited, the user journey, where they clicked, what were they searching internally. Finally, you can set up your own goals. So you can set some e-commerce goals, like donations or ticket sales or membership sales as well. Then you can also have some non-e-commerce goals. For example if someone downloaded a learning resource. If they commented on your blog. This is where you can customize the tool based on your strategic objectives. Here are some examples. This is from a study conducted by Spellerberg and associates, from all these museums here using Google Analytics. To track the impact of the pandemic on website visitation. They were able to see the drop when museums closed and then how in some cases because of high visitation to online collections learning resources traffic to those specific sections increased.

Here is an example from the Met's online connection, we gather data about how many people came. If they are returning or new visitors, the device they're using, if they are from the US or international visitors. Something that was very useful to make decisions about changes on the website is to know from these tools that 70% of the users who visit the collection start their journey on an object page. That was a very important number for the team, to realize that you know sometimes we get obsessed with homepages and landing pages, but actually the landing page for most of our users was the object page.

This is one of my favorite reports, this is the search report. You can see what people are entering in your internal search box. It helps you to gather ideas about content creation, as well as you can optimize your search to offer better results. You can customize your Google Analytics settings, and one thing that we did at the Met was to create a specific view on Google Analytics to filter the data from our Wi-Fi users. That is something you could do, and then you are able to analyze the behavior of those who are visiting a museum. You can see the mobile device they're using, the collection of objects they are checking during their visit, and also again what they are internally searching. In this case, they were searching for the audio guide and the map. As well some random artist names.

Let us move to the next analytics tool, heatmaps and scrollmaps. Those are very good visual reports that aggregate all the different clicks of the different elements on a page. What is very nice about these tools is they are very visual, as you can see on the right. Very quickly you can see the top image where people click on the landing page. Or, you know, how far people scroll down on a page. If it is yellow, bright it means people's attention was there for a long period of time. If you have cooler areas, like green and blue it means people stopped looking at the page there.

Here you have some examples of these tools. There are many more, some of them offer free, unlimited number of views that you can get data from. It is a good starting point, you may need to have the tool to gather the data for a long period of time. Some of the tools offer some free plans. It is interesting to check those. A good thing about implementation is similar to Google Analytics, you copy the code they give you and put it in your template. Then you decide which pages on your site you want to track. The advantages, as I was saying, it's very effective in terms of visual reporting and behavioral data, but again the site needs to be live.

Those sites offer heatmaps and scrollmaps also give you something called recordings. Those are videos to show you how the user is interacting with your website. It is good to combine with heatmaps but you need a lot of time to do the analysis. You need to watch many videos from users to understand patterns and behaviors. These analytics tools I've talked about so far are very good at quantitative data. Behavioral data. The challenge that we have though is you do not know why they're doing those actions. Sometimes you have to combine it with things like user testing. User testing consists of recruiting participants, put them in front of a digital device, and then asking them to do a series of tasks. Like check the opening time for the museum. Or search for a specific artist in the collection. This can be done remotely, there's been a lot of remote user testing in the past couple of years. You can do them as well in person.

There are different tools, of course you can do it remotely, you can take advantage of tools like Zoom or Google Meet. Some of them are free. For more advanced implementation and analysis there are other tools available in the market. The good thing is this gives you a lot of data to identify usability problems. Sometimes, it seems that to do user testing you need a lab or it can be challenging as you need a lot of space and protocols. However, something that I've done a lot is gorilla user testing or hallway user testing. Where you do not need as many resources as with traditional user testing in a lab. Here you can take your prototype, grab an iPad, and just grab people at the exit of the museum maybe in the cafe or another public space. You can test with target users of your site or non-users and that is the advantage of this you combine some feedback from people not familiar with your brand. This is very useful to use with prototypes and it's very cheap and quick. I used to do this a lot at the Met, just for example like navigation. Or the layout of a specific page. I would go with a mockup and an iPad and ask people questions about it.

The good thing about user testing, as I was saying, you can gather a lot of qualitative data. Here is a common example of a usability problem in many museum websites which is language and nomenclature. Many times we use museum internal language and that creates a lot of challenging experiences for users. This was from a study we did at Pratt for the Art Institute of

Chicago where people were interested in using filters, to drill down into the collection however they found the names including the filters a bit difficult. Like the word classifications or departments. They were not sure about what they were going to find there.

Another analytics tool, more quantitative is A/B testing. I like this tool because it helps to confirm what we think may work on our website before we put it live. A/B testing consists of providing two or more versions of a page to users. You have version A version B, and maybe some other versions and you may change something like an image or the action button, or the colour of your buttons. You see which one is working better for your purpose. There are different tools on the market, one that is free is Google Optimize. The good thing about these tools is they're integrated with Google Analytics and other analytics tools. You get a good picture of the whole experience.

The advantage is that you can validate your hypothesis, people have different opinions, so this would be a very good way to test them. It is challenging, again going back to the first question. How do you define the metrics of success? This is the main thing that takes a lot of time in A/B testing. Another tool I wanted to mention is online surveys. These can be long or short. On the right-hand side here, in the image, you have an example from a survey we did with the museum in one of our courses. Where users would ask one question, what motivated you to come to the website today?

You just have these options. The good thing about short surveys, is response rates. Otherwise sometimes your data might be biased to only people who are familiar with your brand or tend to engage more with it. Advantage of this as well is that some of these tools allow you to connect your responses to your analytics data. Google Analytics for example. After this overview of the tools, what I'm going to do now is to show you a couple of examples of how to use these tools. I'll drink a little bit of water and we will continue.

So, the first example I wanted to show you is how analytics helped us at the Met to better understand our users for the online collection. So, for this, we used a combination of tools. We asked a survey and then we linked those responses to Google Analytics. This way we could find out about people's motivations, and then link that to where they are coming from, the device they're using, what they were interested to see on the site and so on. Here are the responses. You had people with an intellectual motivation doing research. Some who wanted to learn about art. Other users came with more of an inspirational goal, like trying to find an inspiration for their own creativity. Or they stumbled upon our visual content on Pinterest or other social media platforms.

Then you also had users who wanted to plan their visit to the museum. We also asked them about how they would describe themselves and their knowledge of art. You can see here the breakdowns. Using that, what we did was to connect motivations with the connection to the sector. But also the online behaviour. Based on that, we define six types of users. Professional researchers, student researchers, and those coming with a personal interest. In the inspiration section we had inspiration seekers, those coming to find inspiration but they knew about the Met and had a very specific focus on what they were searching for. Then we had those casual browsers who had a more unfocused visit. And then the planners like I was talking about before.

Here's where we combined the data from the survey, and also from Google Analytics to create these user descriptions. Where you had the motivation, traffic sources, device they were using. I'm not going to talk much about the details, I prefer to talk about the tools in the process. This is published, you have the link in the slides, you can find more details about the segments. The idea I wanted to talk about here is the combination of qualitative and quantitative data was very useful to create an overview of the user type.

Following the analytics process, this was used to inform how we were planning content and thinking about our digital products. We did different workshops, with these types of users for user stories. Thinking about the different types of users, what they wanted or expected to have on the website. The next example I wanted to show you is one project that we did about redesigning the object page. It was not something we did in one day, it actually took months. Again, here we used a combination of analytics tools to understand our users, verify our hypothesis, and test some of our ideas.

As I was talking before, we knew from analytics that 70% of our users were starting the journey on the object instead of on the homepage. That is why we were thinking, now this is a page that needs some attention and actually will increase pages per visit and create better user journeys from here. In this project, we wanted to understand personas, browsing patterns, points of frustrations. And make the page more accessible to different audiences and encourage deeper exploration of the collection. Some of the findings, and actually we have analytics supporting the findings, is that visual images are key in the experience. This is the old object page, as you can see there is a top image here, and then you have an area just below that says additional images and a +. If you click on that +, you will see multiple images. The heat map showed us there is quite a bit of interest from users to see those additional images. What we decided, what if we remove the expandable box and just show the images by default.

That is what we did and we looked again at the analytics to see the impact of this change. The number of clicks on those images increased by I don't know what it was, 300%. It was useful to use analytics to understand the behavior, but also to confirm that the changes we had applied had been successful. Here's an example in this case of a heat map on the object page. We can see here the version of the heat map for the desktop and the mobile phone. There is a huge vertical experience, one column, so the information will be one after the other. The thumbnail, then the tombstone data, the description, for the related objects below.

You could see based on this heat map that visitors will stop at the very top, and they would not see all the content we had. So layout of the information hierarchy really affects the visibility of content, and on mobile was even worse. So I don't know if you will hear this, but I added the captions. This is a user in the user testing session.

(Video plays) 34:40-34:50

So yeah, we also got qualitative feedback complaining about how long this page was. We did some changes, on the hierarchy and how we laid out the content. I'm going to show you the final page later. Again, talking about analytics and the process, it was a reiterative approach. We did a lot of A/B testing, to test things first before we implement it. In some of these content areas, there was some expandable boxes where you have the audio, catalog entry, provenance, links to other sections of the website. For audio, similar to the image example, we tested you know if showing it by default will increase clicks on audio content. Especially those in the galleries, looking for the audio guide and content. We tested these two versions, and definitely version B was more successful. We did not implement the exact change that you see on the screen. But here's the data from analytics that showed after the design change, both the audio plays and the percentage of users who use audio increased in the online collection.

So those are useful to implement changes. Here are the outcomes of this project. We made sure to surface key information about the full of the page. You can see the change in the right image. We created the images, the audio content, we also made sure the description of the object was next to the image. It was easier to read. We improved labeling. Also we try to build a narrative. Hopefully that illustrated to you how analytics can help in your process. To improve the user experience.

The last thing I wanted to really talk about, which I also get a lot of questions about, is how you communicate your analytics findings. How do you tell your team about your improvements, successes and failures and so on. The most common reporting tools in the field are reports and dashboards. Dashboards are these visual one pages where you can have multiple widgets, that

show you the key metrics, KPIs, key performance indicators and maybe some charts and further detail. Where you can really find the analytics data. There are different tools on the market, I'll mention two here Power BI, if your museum has Microsoft as the system for everything this is one you may want to consider. This is one that we used at the Met for a while. A tool that I use more and more is Google Data Studio. It's free and the good thing about it is that it allows you to connect to multiple data sources. If you want to put website data with social media data, email data in one place, this tool is pretty good at this.

It is also free and you can customize it significantly. So this is an example from a class project from that example before. However, the other method I was talking about is reports. From my experience, and from your experience as well, we are all very busy and we do not have time to read a 20 page report. So, more and more, using other communication methods to quickly share the findings with the team. So, something I did a lot at Tate and continued later is creating infographics. Those you can put on walls, this is actually a board that I had outside my office at the Met with some user insights. From projects that I had been working on. I would also post these ones in the kitchen, when people are putting things in the microwave they can learn about some of the user insights.

Another thing that you can use is Slack or the intranet. The Internet communication tools people use on a daily basis. Here's an example where you can see a specific channel about user insights. Also, big presentations. In meetings try to embed analytics in as many meetings as possible. Sometimes you have to use a mixed communications approach, because it takes time and it is not something that everyone knows about data or users. A significant amount of my work as a data analyst is about communicating the results. Maybe like 1/3 of my time.

I will go to meetings, create infographics, share data in emails with the team. Over time, I was able to see how more and more people at the museum are using data in meetings to think about their audiences, about the impact. So, to conclude my presentation, hopefully you got an idea of the tools you can include in your toolbox. The key thing to highlight is that sometimes you need a combination of qualitative and quantitative methods to capture the whole user experience.

The other thing I want you to take away from this presentation is that there are many different tools available in the market, and some of them are not very expensive or free. Do a bit of research based on your needs, there are plenty of tools available on the market, some of them are open-source and some are provided by big companies and are free. Or they may offer, a free plan that is maybe not like a lot of data, but it will give you a good sample for your analysis.

The next thing, following the last thing I presented, is get creative on how you share insights. You do analytics, think about the amount of time you're going to be sharing your insights. No matter how good is your data, how beautiful is your charts, you need to share them with the team. And then make that analytics is integrated in your whole digital production process. So when you're thinking about a digital product, a new initiative, think about what you want to understand from users. What do you want to evaluate? They will help you to decide on the tools and maybe do some settings during production that will help you gather the right data.

And of course, once you launch the product, when it's live, and what is the tools available that will help you gather data and then integrate it into product's production, you make improvements based on that.

I also wanted to mention that you've seen some examples here from my courses, so another option that you have is that we from the Pratt and we have a digital experiences center, and we run analytics and usability evaluation projects every semester and we partner with many museums. So if you are interested, I have the link here for further information.

So, thank you a lot for attending this presentation. I will stop sharing my screen now and we can go to other questions.

all right thank you so much Elena lots of really useful tools for all of us. Before we dive into lots of questions, I do want to acknowledge that I have a bit of an environment change behind me. I did move to my home office so behind me is a white wall with two windows and a bookcase, so I just wanted to share that before we jump in.

Yea, I missed that part again I also have my home office and I have a bookcase behind me and in terms of my visual description and I am a Latino woman in my 30s and I have brown hair brown eyes and I'm wearing a black t-shirt. all right thank you.

AVERIE: so first question for you for somebody who is let's say either new to analytics or maybe hasn't used some of these tools before what's a good starting point? Maybe beginner tool isn't the right word, but what's a good way to get started?

ELENA: So, I know these tools provide a lot of data and sometimes that's where we want to start however, I will go back to one of my initial slides and think about your objectives and which data you actually need. Because it's better to have like just one source that gives you the right data. Maybe you have to invest a little bit on that one, then you know have this like

toolbox of all the analytics tools. I just mentioned today and so I actually didn't purchase all of the tools when I started working in one of these museums. This was something that based on our user research needs we will like purchase for maybe a year or implement based on a project that we had so really think about your objectives and how you want to use the data what you want to learn from your users and then decide on the tools.

AVERIE: that's very helpful. Okay. So next question we have is I mean you mentioned that there's a lot of free and open source software that's accessible and out there for small to mid-size museums. and i think you use quite a bit in your presentation too. Would you mind reiterating what some of those free or open source options are

ELENA: sure so of course google offers a lot of those tools like google analytics. For web analytics you have google optimized for a b testing. They have google data studio to create dashboards. But some of the other tools that I included offer you a free plan I know, for example hot yard for heat maps has like I don't know what is the lineage but maybe you have like 100 page views per day. it's a small but you know maybe the traffic of your site is not that huge and that's enough of a sample to make some decisions based on the data.

And for user testing I will advocate for where will I use testing, you know, get you a paper with your design and go and ask users. It's gonna be super valuable information more than you would ever think. Something really simple that perhaps we overthink sometimes.

absolutely

AVERIE: So a question related to google, actually google products. This person is wondering if google analytics feeds into power bi.

ELENA: yeah there is a specific connector for power bi that gets data from google analytics however because those are competitors so like different as we know and they are not as advanced as the one for from google you know from google data studio. But if you need something like total number of sessions, like top-level analytics data directly from the reports that is good for if you want to do more advanced segmentation filtering. Google data studio is much better for that.

AVERIE: very good to know. We also had somebody ask if you could repeat the dashboard apps that you mentioned, even if it's helpful to bring up your slides we can do that again for you.

ELENA: yeah for dashboards the names are Power Bi; this is a Microsoft product. And then you have google data studio and these are the ones that I've used the most but I know there are others in the sector and like another one I will quickly add here it's Pablo which is actually pretty good also for data analysis and something also to, regarding tools, to think about is that some of these tools they normally have a non-profit discount so always you know for survey tools I know some of them had it when I purchased them in the past so that's something also to consider like and to approach the organization and check if they have discounts for non profits.

AVERIE: Helpful advice for sure. I know some of those like um I don't know if SurveyMonkey does, but I know like JotForm has um nonprofit discounts so definitely something to look into to save a couple of bucks. Speaking of things like JotForm and perhaps surveys and evaluations, this person is wondering how is that possible with a limited or small staff in a small budget. So perhaps going back to your initial poll, how do you have effective evaluation when you have such a small staff and a small budget you know, what can you do?

ELENA: I know this is this is challenging but I start small with one project and then dedicate quite a lot of time to communicating that. I mean something that um you know happened for example at state was that I started more as a digital producer and I was doing analytics and that increased and then basically I was hired as a full-time digital analyst because we realized that more and more we needed that data and having those resources was actually a good investment. Because you know doing digital products is actually pretty expensive so having, I mean, you may spend on analytics but maybe we will be saving on production costs so I will start small maybe. Use one of these tools to do a short poll like one question survey and it could be about satisfaction, it could be about people's motivations, it could be about you know overall feedback about your content. And yeah try to grow from there. Start small and then maybe you know leadership and managers will see the importance of it, leading into that. So some of that data from evaluation.

AVERIE: One of our next questions talks about how that evaluation data can be shared with staff and boards and what kind of information is, do you find, is the most useful to share with staff and boards when it comes to insights or analytics?

ELENA: yeah that's a very good question. So something that many managers like is actually to have a dashboard. They are used to that you know from even finance, from the finance department, so thinking about a strategic dashboard where you have some of your key performance indicators could be very good starting point. But also I know I mean it depends on the manager and so on but I know many people also like to have that user stories that they can

like share with other departments and maybe with the director so trying to come up with this is something that I work a lot because in many museums you know people have different backgrounds. I work in art museums they are not familiar with the statistics so I'm not I'm not gonna plan to send like a spreadsheet with all the data so I try to become like very creative on how we will tell the stories about our users. And I think that was pretty effective and like thinking about you know you do a piece of research, and you have a couple of findings from that that you want to share so how you share that story so everything is in everyone's mind.

AVERIE: I really like that how do you tell the story of the user I think that's a good takeaway for today um that's really beautiful. All right so we have time for probably one or two more questions and then we'll wrap up here. So, this person asked about heat maps. The heat map seemed to show that the related assets were not viewed as much. Have you done any a/b testing to see if the placement on page changes that?

ELENA: We didn't do a specific a/b testing for related content and what we did I mean it was more like as you saw like one column with object after object, it was more than we have now like a carousel. But also, something that we learned about this was from user testing was the labeling. It was not clear and also users were confused about why these objects were related to the object page that they were in so we didn't do specific testing but that's definitely something and I would recommend. I know some students have like done small thumbnails bigger to see if that will bring more attention. Definitely visuals help and but we did some user testing to understand why people did not click those.

AVERIE: Very interesting and then our last question here is about audio pages. So this person is wondering if you use images on those audio pages and if you do, did they affect time on the page?

ELENA: So, imagine this refers to this audio piece of content that was on the object page. So that one didn't have an image and it was only this, our light play bottom symbol and yeah it may actually, because we had sometimes like multiple audio files for the object that confused users. Why you have you know because maybe one is the director talking about the artwork and maybe it's a one is more for kids comes from the learning department so maybe I mean we didn't do it so maybe the images can play like a role showing different type of experiences. Definitely something I would recommend to test. Absolutely if you can test it, you can do it right.

AVERIE: All right so that was all of our questions for today uh do you have any final words of wisdom for us before we close out?

ELENA: So, I hope this like illustrated the range of tools available and hopefully it was not very overwhelming. I will start small, and I know you're meeting okay it comes from jade from the big museums with budget but actually my analytics budget at the beginning was not that big. It was pretty small, so I start building from that and yeah try to make use of the free available tools in the market and think always about, you know, what you want to achieve before you decide on the tools.

AVERIE: Absolutely. Great words of wisdom to leave on today. thank you so much for this great presentation. Thank you all right and thank you all for attending today's program and once again. thank you to Elena. If you enjoyed this program, please do us a favor, and share it with your networks. We really appreciate your participation, and we hope to see you for future programs. Some final reminders for you: please 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 second technical workshop in this module which is building digital strategies and interpreting social media analytics with Acacia Berry, founder at archaeological analytics.

Thank you all for your time today and we hope to see you next week. Stay well and take care.