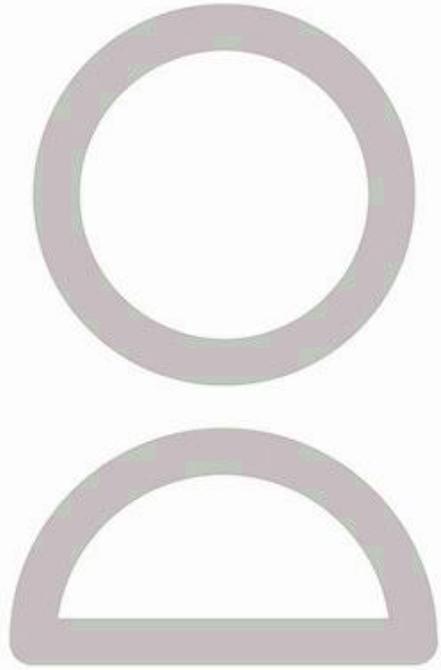


# Integrating digital into your audience development plan

Adam Koszary, Head of Digital, The Audience Agency

17/10/2022

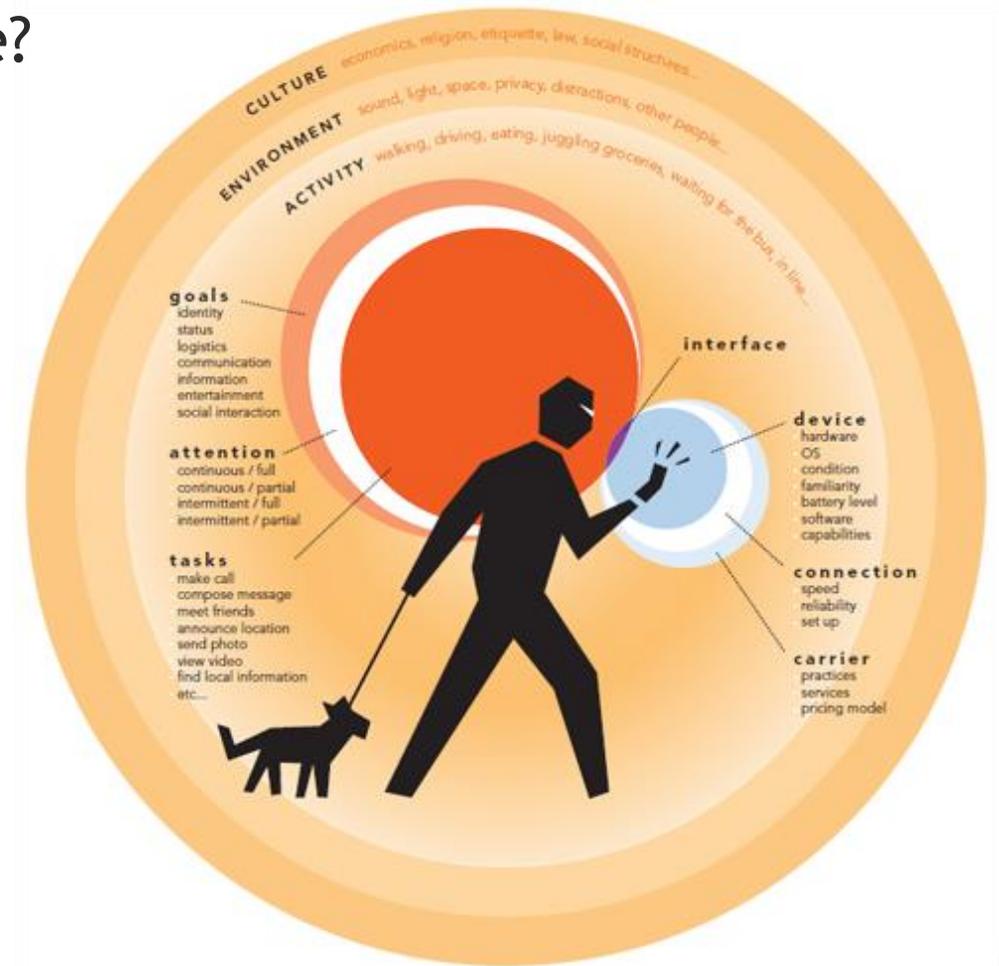


## Outline

- 13:30-14:30
  - Audience development framework
  - Analysing yourself and audiences
- 14:30-14:40: BREAK
- 14:40-15:30
  - Planning and tactics
  - Evaluation and reporting

# Why integrate digital?

- Our audiences and their behaviour is now hybrid - how can we be where they are?
- To understand the impact of our digital/hybrid offer so we can improve
- To anticipate and create opportunities
- To avoid the siloing of digital activity and our physical programmes



# Our user journeys are hybrid



# Audience development framework

Audience development...  
means... inviting people to do something...



Audience development...  
means... inviting people to do something...



Audience development...  
means... inviting people to do something...

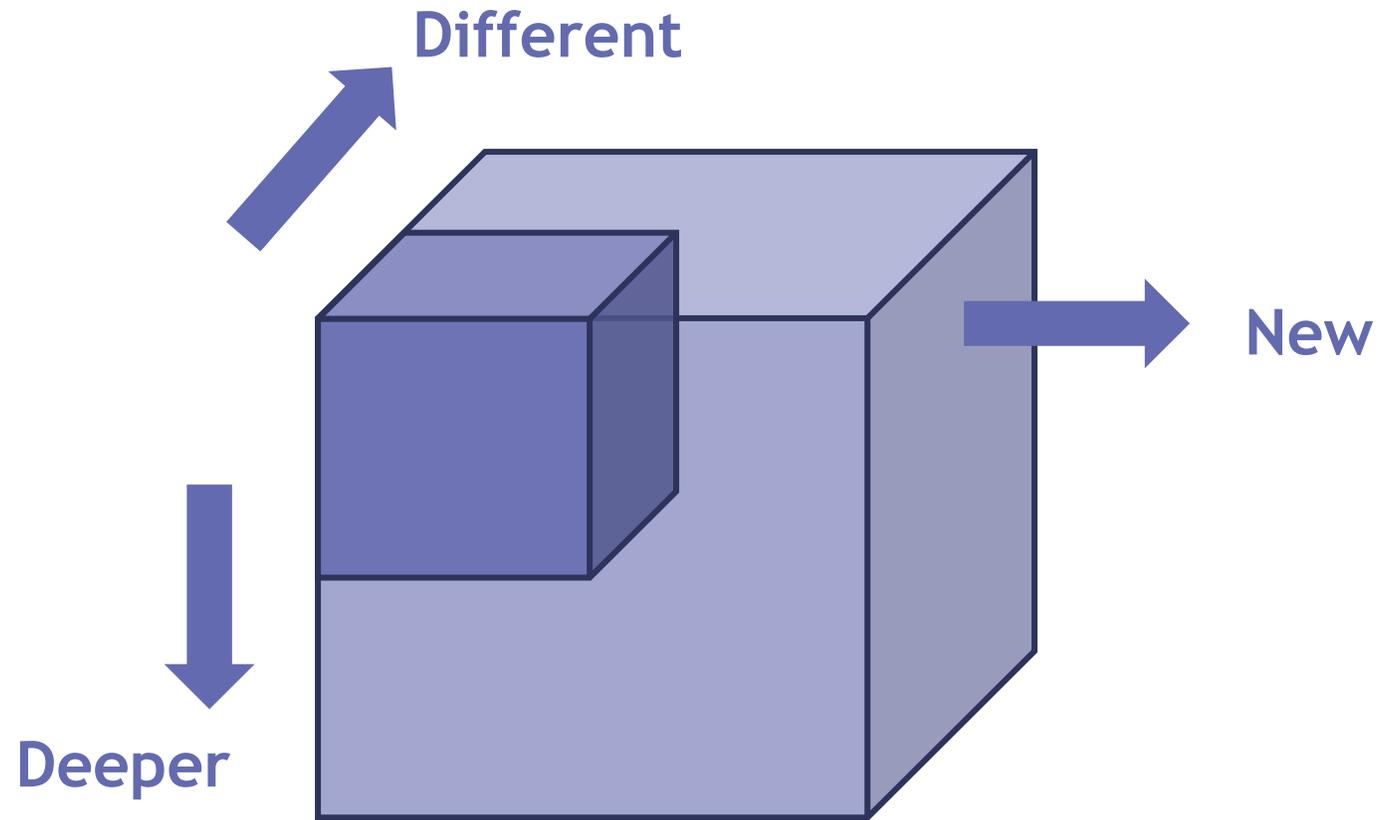


Audience development...

means... inviting people to do something...



# Development means change



# Doing Audience Development better?

## Principles

1. Not a project or campaign - an **on-going** strategy for **change**
2. Clear **flow from mission** and purpose
3. Organisation-wide, **integrated** thinking and doing
4. Based on real **evidence** of current and potential audiences need
5. Audiences **segmented** with **differentiated offer**:  
programming, marketing, education + environment
6. **Users involved** in development
7. Plan for **evaluation**, review, adaptation



In the chat:

Describe the position you want your organisation to be in in 2 years time.

# Situational Analysis

# Types of Research

	Primary	Secondary
Qualitative	e.g. Focus groups	External reports
Quantitative	e.g. Surveys	Datasets, benchmarks
Internal	DIY research	Previous research, Operational data
External	Contracted out	Public resources

Collected to answer your current question

Collected for other reasons, but can be reused

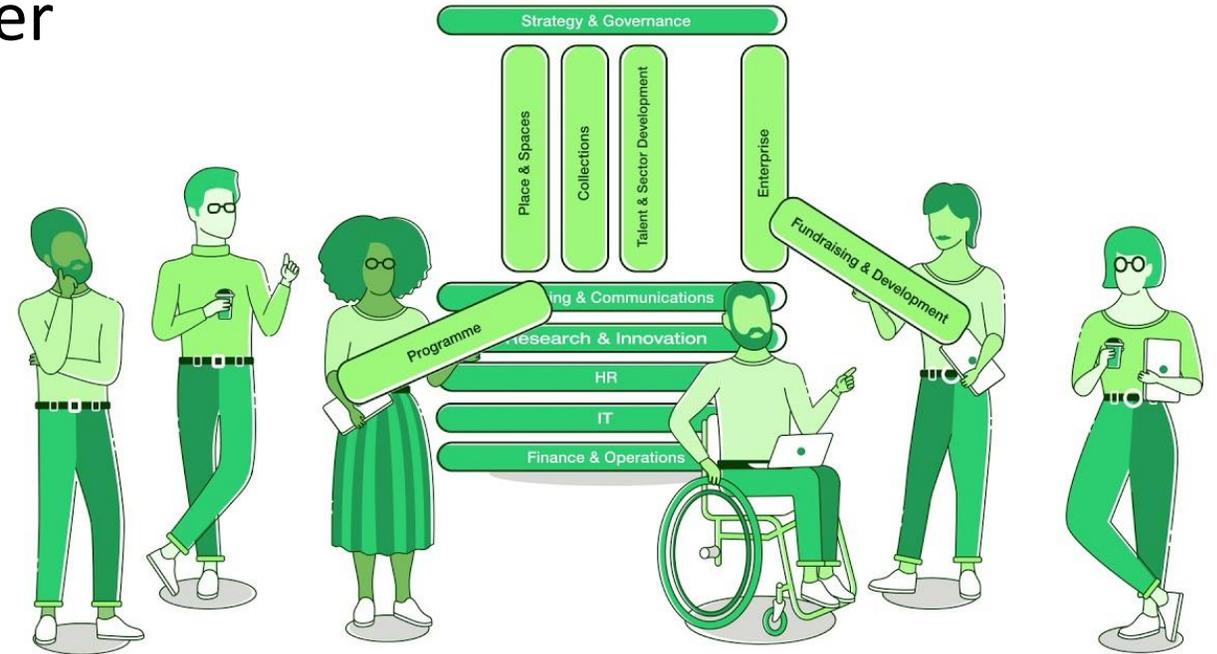
# Situational Analysis

- Understanding the population
- Segmentation
- Who currently engages?
- Comparators and benchmarking
- Identifying opportunities
- Getting to know those who don't know you

# Digital Maturity

Sort out the basics and your foundations so you can build an offer on top of them.

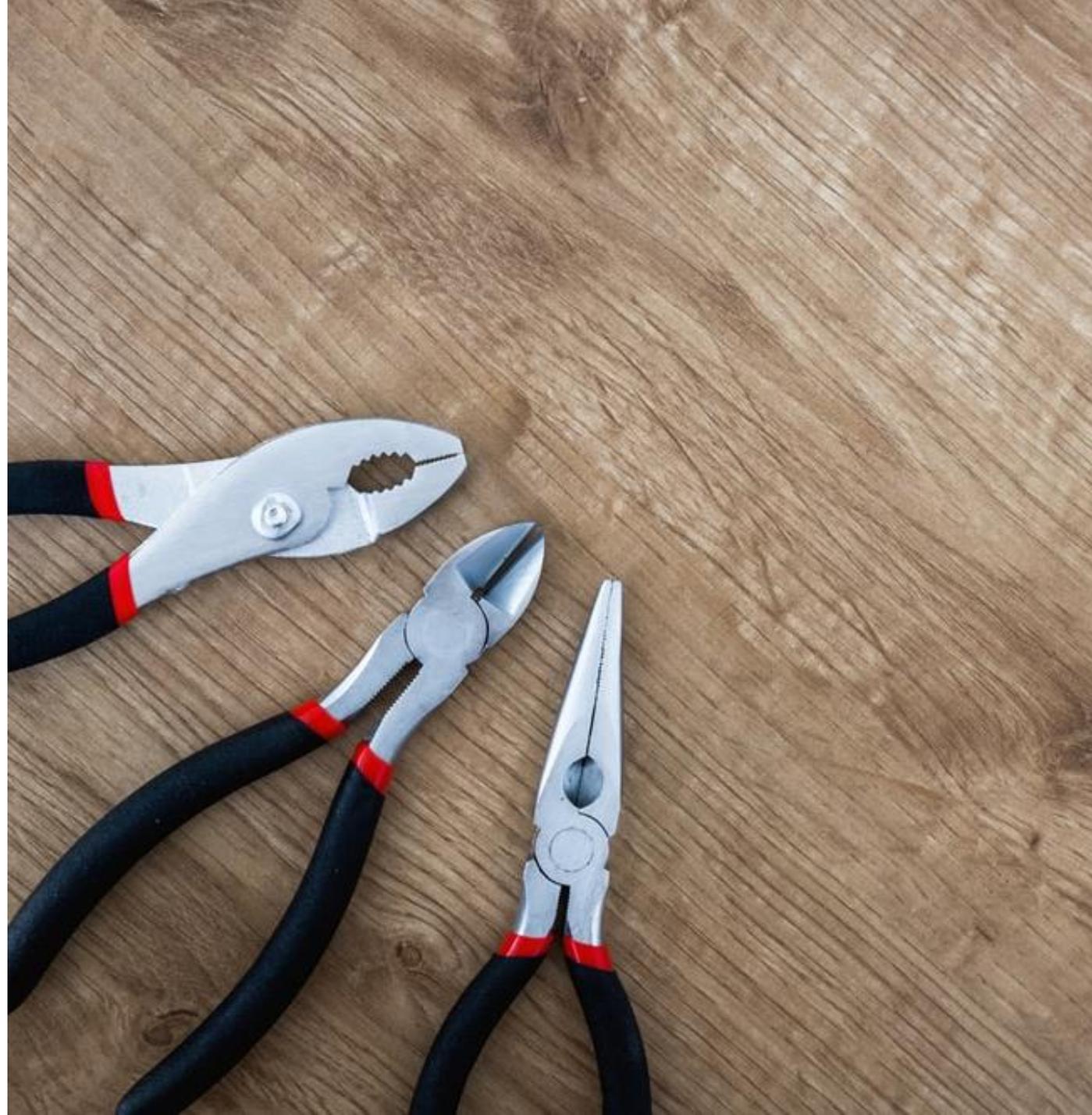
Your audience development may require new products, ways of working, equipment or skills.



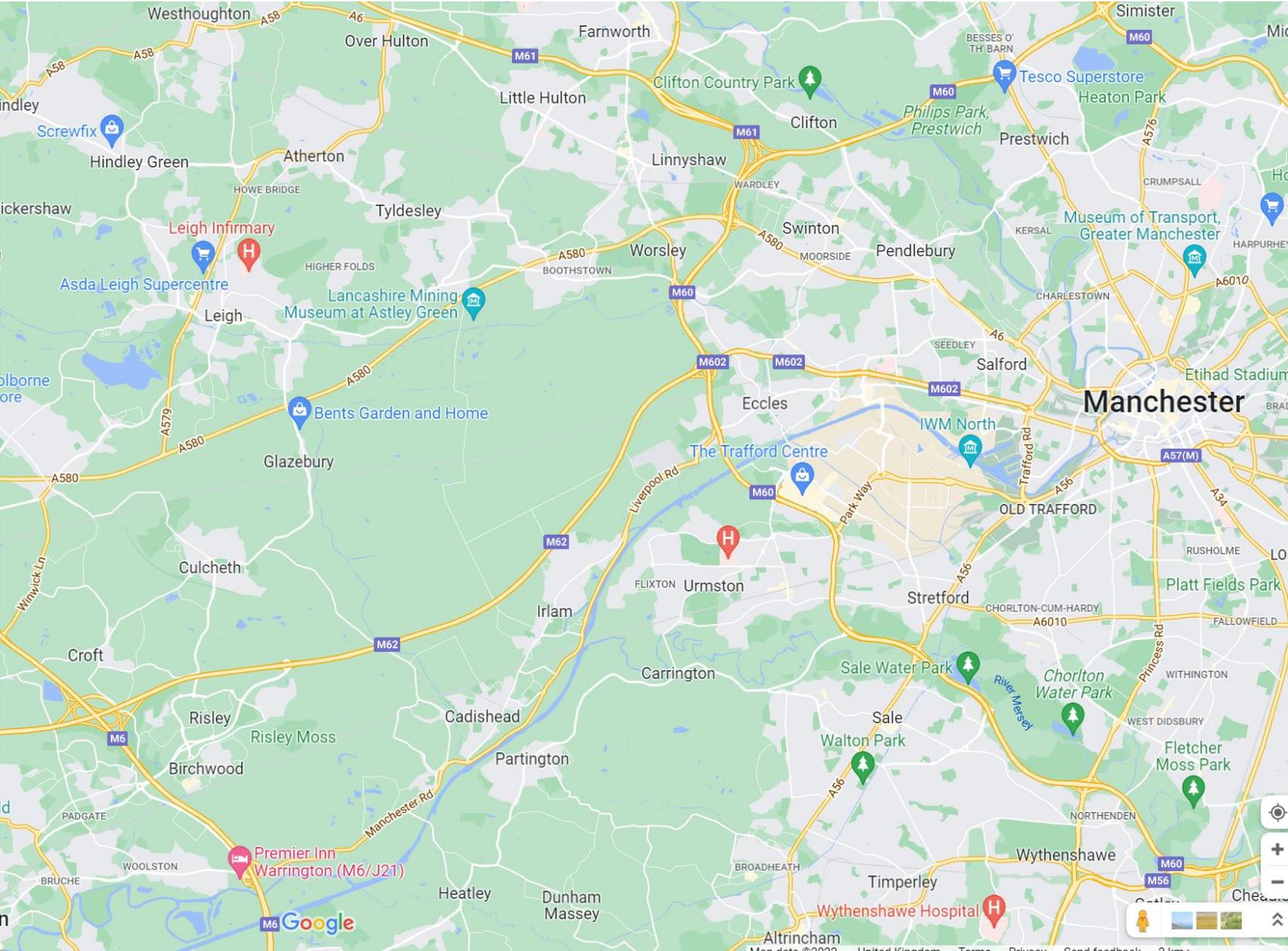
# Situational Analysis: Understanding the Population

# Tools

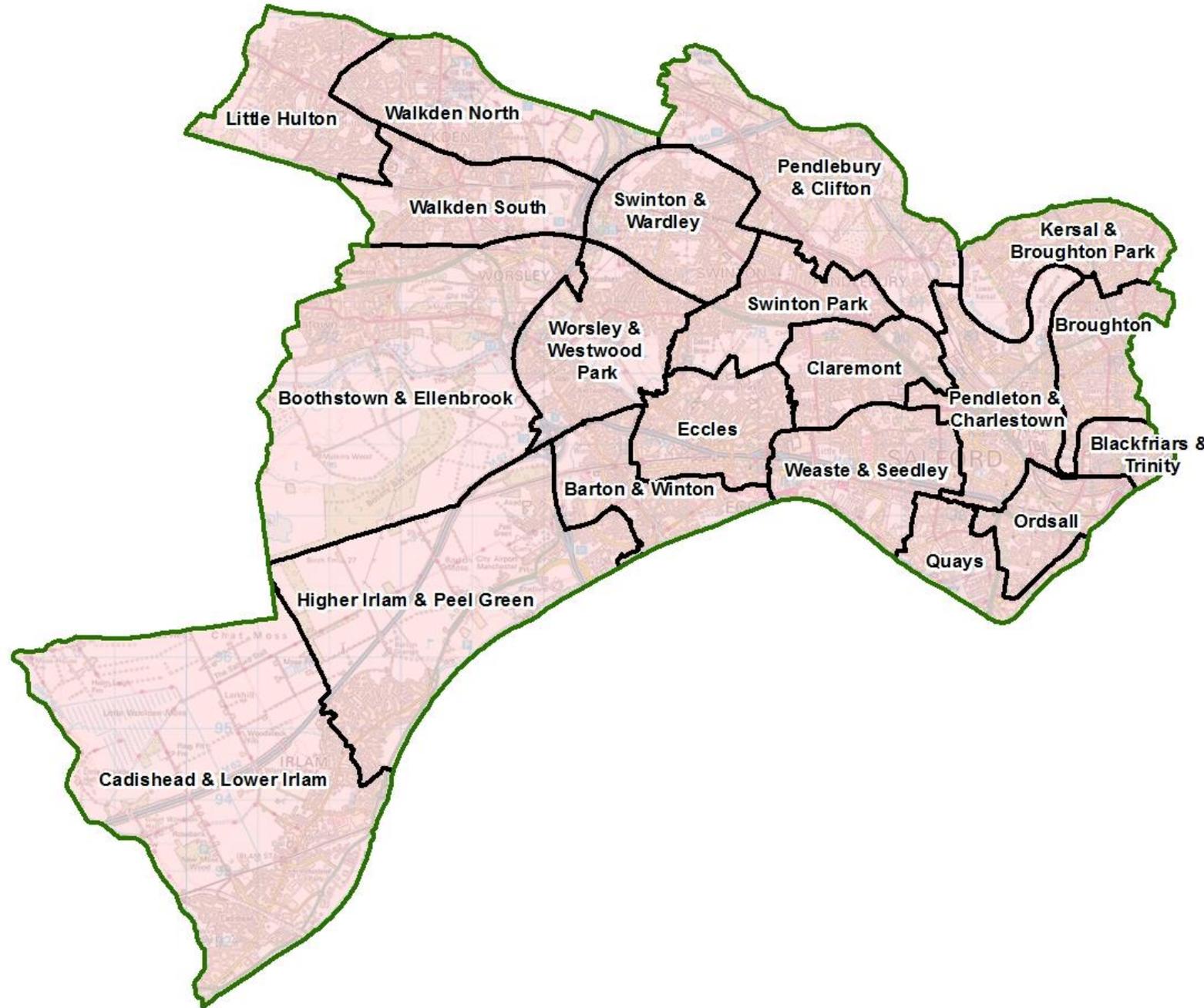
- ONS data
- Area Profile Reports
- 'data atlas'
- Indexing tools
- Taking Part Survey
- Active Lives
- Audience Spectrum
- Cultural Participation Monitor
- Peer organisations
- Your own records.



# Maps help

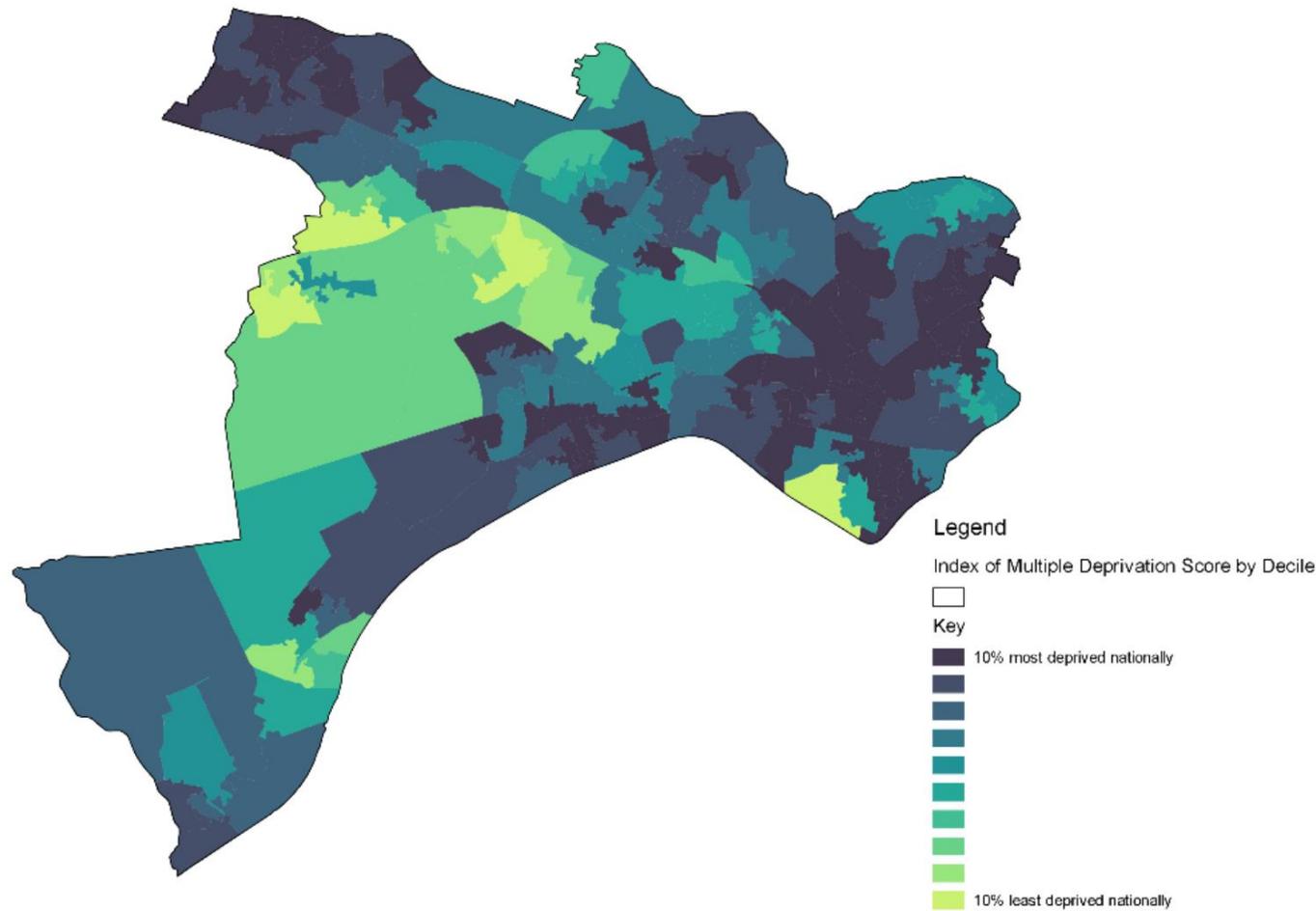


Unit of interest:  
LA / wards /  
post-code sectors /  
SOA

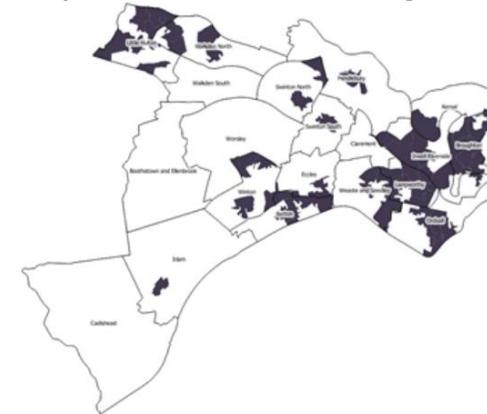


# Population data: Indices of Deprivation

Fig 6 Salford Index of Multiple Deprivation score by decile



Areas of Salford within the most deprived 10% nationally



Areas of Salford within the most deprived 1% nationally



# Population data: Area Profile Report

AutoSave On | Four Corners Film - Hackney and Tower Hamlets APR- Jul... | Last Modified: Just now | Search (Alt+Q)

File Home Insert Draw Page Layout Formulas Data Review View Help

Trebuchet MS | 10 | A<sup>+</sup> A<sup>-</sup> | Wrap Text | General | Conditional Formatting | Format as Table | Normal 2 | Normal 3 | Normal 6 | Normal 7 | Normal 8 | Percent 2 | Title 2 | Normal | Insert | Delete | Format | AutoSum | Fill | Sort & Filter | Find & Select | Analyze Data | Comments | Share

A1 | Postcode Sector

Postcode Sector	Description	Borough	Adults 15+ estimate 2019	Household estimate 2019	Population estimate 2019	Metropolitans	Communitarian Culturalists	Experience Seekers	Dormitory Dependables	Tips & Treats	Home & Heritage	Up Our Street	Facebook Families	Kaleidoscope Creativity	Heydays	A City Prosperity	B Prestige Positions	C Country Living	D Rural Reality	E Senior Security	F Suburban Stability	G Domestic Success	H Aspiring Homeowners	I Family Basics	J Transient Renters	K Municipal Challenge	L Vint Value	
Total - all postal sectors combined																												
E 1 0	Cable Street, Shadwell, London	Tower Hamlets	1.5%	1.1%	2.0%	43%	0%	13%	0%	1%	0%	0%	0%	0%	0%	42%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
E 1 1	Commercial Road, Stepney, London	Tower Hamlets	1.7%	1.4%	1.9%	58%	0%	14%	0%	0%	0%	0%	0%	0%	28%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
E 1 2	Commercial Road, London	Tower Hamlets	1.4%	1.4%	1.4%	20%	0%	20%	0%	0%	0%	0%	0%	0%	62%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
E 1 3	Stepney Way, London	Tower Hamlets	1.4%	1.3%	1.5%	24%	0%	17%	0%	0%	0%	0%	0%	0%	59%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
E 1 4	Mill End Road, Tower Hamlets, London	Tower Hamlets	3.1%	2.3%	3.1%	14%	0%	38%	0%	0%	0%	0%	0%	0%	48%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
E 1 5	Hanbury Street, London	Tower Hamlets	1.8%	1.6%	1.8%	35%	0%	11%	0%	0%	0%	0%	0%	0%	54%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
E 1 6	Spitalfields, London	Tower Hamlets	1.1%	1.1%	1.0%	79%	0%	13%	0%	0%	0%	0%	0%	0%	8%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
E 1 7	Petticoat Square, Whitechapel, London	Tower Hamlets	0.9%	0.7%	0.8%	50%	0%	44%	0%	1%	0%	1%	0%	0%	4%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
E 1 8	Marshall Street, London	Tower Hamlets	1.6%	1.6%	1.5%	75%	0%	1%	0%	3%	0%	0%	0%	0%	20%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
E 1 9	Globe Town, Bethnal Green, London	Tower Hamlets	2.1%	2.2%	2.1%	39%	0%	10%	0%	0%	0%	0%	0%	0%	51%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
E 2 0	Turin Street, Bethnal Green, London	Tower Hamlets	1.8%	1.6%	1.7%	40%	0%	18%	0%	0%	0%	0%	0%	0%	32%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
E 2 7	Hackney Road, Bethnal Green, London	Tower Hamlets	1.8%	1.8%	1.7%	46%	0%	9%	0%	0%	0%	0%	0%	0%	45%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
E 2 8	Whitson Road, Haggerston, London	Hackney	1.7%	1.7%	1.8%	35%	0%	11%	0%	1%	0%	0%	0%	0%	59%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
E 2 9	Pritchard's Road, Bethnal Green, London	Tower Hamlets	1.8%	1.6%	1.6%	40%	0%	10%	0%	2%	0%	0%	0%	0%	49%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
E 3 2	Fairfield Road, Bow, London	Tower Hamlets	2.9%	3.0%	2.8%	43%	0%	20%	0%	5%	0%	0%	0%	0%	33%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
E 3 3	Bromley, Bow Common, London	Tower Hamlets	2.7%	2.7%	2.9%	9%	0%	36%	0%	0%	0%	0%	0%	0%	64%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
E 3 4	Mill End, Bow, London	Tower Hamlets	3.0%	2.8%	3.1%	24%	0%	22%	0%	0%	0%	0%	0%	0%	53%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
E 3 5	Old Ford, London	Tower Hamlets	2.4%	2.4%	2.4%	46%	0%	14%	0%	0%	0%	0%	0%	0%	38%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
E 5 0	Lower Clapton, Clapton Park, London	Hackney	2.8%	2.7%	2.8%	49%	0%	12%	0%	0%	0%	0%	0%	0%	38%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
E 5 8	Pembury Road, London	Hackney	2.6%	2.7%	2.5%	35%	0%	14%	0%	0%	0%	0%	0%	0%	51%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
E 5 9	Upper Clapton, London	Hackney	2.5%	2.6%	2.5%	11%	1%	29%	0%	0%	0%	0%	0%	0%	61%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
E 8 1	Dalston Lane, Hackney, London	Hackney	1.7%	1.8%	1.6%	60%	0%	18%	0%	0%	0%	0%	0%	0%	24%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
E 8 2	Amhurst Road, Hackney, London	Hackney	1.9%	2.0%	1.8%	55%	0%	12%	0%	0%	0%	0%	0%	0%	34%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
E 8 3	Dalston, London	Hackney	2.3%	2.4%	2.2%	69%	0%	4%	0%	0%	0%	0%	0%	0%	23%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
E 8 4	Pownall Road, Hackney, London	Hackney	2.2%	2.3%	2.1%	37%	0%	13%	0%	0%	0%	0%	0%	0%	50%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
E 9 5	Hackney Wick, London	Hackney	2.3%	2.5%	2.5%	12%	0%	17%	0%	0%	0%	1%	0%	0%	69%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
E 9 6	Hornsey, Hackney, London	Hackney	2.1%	2.2%	2.2%	13%	0%	18%	0%	0%	0%	0%	0%	0%	70%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
E 9 7	South Hackney, London	Hackney	2.4%	2.5%	2.4%	6%	0%	6%	0%	0%	0%	0%	0%	0%	43%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
E 14 0	South Bromley, London	Tower Hamlets	2.2%	2.2%	2.5%	13%	0%	14%	0%	7%	0%	0%	0%	0%	66%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
E 14 2	Blackwall, London	Tower Hamlets	0.3%	0.3%	0.3%	84%	0%	0%	0%	0%	0%	0%	0%	0%	16%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
E 14 3	Manchester Road, Cubitt Town, London	Tower Hamlets	3.1%	3.3%	3.1%	55%	0%	4%	0%	2%	0%	1%	0%	0%	34%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
E 14 4	Hertsmere Road, London	Tower Hamlets	0.1%	0.1%	0.1%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
E 14 5	Canary Wharf, Chancellor Passage, London	Tower Hamlets	0.2%	0.2%	0.2%	99%	0%	0%	0%	0%	0%	0%	0%	0%	0%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
E 14 6	Pippur, London	Tower Hamlets	2.5%	2.5%	2.7%	6%	0%	24%	0%	4%	0%	0%	0%	0%	66%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
E 14 7	Limehouse, London	Tower Hamlets	2.4%	2.3%	2.6%	31%	0%	11%	0%	1%	0%	0%	0%	0%	67%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
E 14 8	Narrow Street, London	Tower Hamlets	2.2%	2.4%	2.2%	56%	0%	1%	0%	3%	0%	0%	0%	0%	39%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
E 14 9	Fairmont Avenue, London	Tower Hamlets	3.7%	4.3%	3.8%	89%	0%	2%	0%	1%	0%	0%	0%	0%	8%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
E 18 1	St Katharine's Way, London	Tower Hamlets	0.5%	0.6%	0.4%	99%	0%	0%	0%	0%	0%	0%	0%	0%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
E 1W 2	Wapping, London	Tower Hamlets	0.9%	1.0%	0.9%	87%	0%	2%	0%	0%	0%	0%	0%	0%	11%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
E 1W 3	Wapping Wall, Shadwell, London	Tower Hamlets	1.3%	1.4%	1.3%	61%	0%	4%	0%	0%	0%	0%	0%	0%	35%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
E 20 3	London 2012 - Olympic Park (E 20 3)	Tower Hamlets	0.0%	0.0%	0.0%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
E 9 1	Large User (E 9 1)	Tower Hamlets	0.0%	0.0%	0.0%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
EC2A 2	Worship Street, London	Hackney	0.0%	0.0%	0.0%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
EC2A 3	Curtain Road, London	Hackney	0.2%	0.3%	0.2%	94%	0%	8%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	

Ready | Accessibility Investigate

AutoSave On | Four Corners Film - Hackney and Tower Hamlets APR- Jul... | Last Modified: Just now | Search (Alt+Q)

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Trebuchet MS | 10 | A<sup>+</sup> A<sup>-</sup> | Wrap Text | General | Conditional Formatting | Format as Table | Normal 2 | Normal 3 | Normal 6 | Normal 7 | Normal 8 | Percent 2 | Title 2 | Normal | Insert | Delete | Format | AutoSum | Fill | Sort & Filter | Find & Select | Analyze Data | Comments | Share

A1 |

Population estimates	Hackney and Tower Hamlets	Greater London	Index
	Count	Count	
1 Adults 15+ estimate 2019	490,419	7,226,218	N/A
2 Household estimate 2019	247,244	3,624,273	N/A
3 Population estimate 2019	608,885	8,984,352	N/A

- Employment: 84% of those who are economically active are in full/part time work or self-employed, compared with 87% of the base population. Of those who are economically inactive, 17% are retired, compared with 30% of the base population.
- Education: 41% of those aged 16+ have achieved Level 4 qualifications and above (e.g. Higher Education/Higher diploma), compared with 38% of the base population.
- Newspaper readership: the most read daily newspaper amongst the target population (adults 15+) is The Sun.

Population estimates	Hackney and Tower Hamlets	Greater London	Index
	Count	Count	
1 Adults 15+ estimate 2019	490,419	7,226,218	N/A
2 Household estimate 2019	247,244	3,624,273	N/A
3 Population estimate 2019	608,885	8,984,352	N/A

5 Population and households

6 Gender

Gender	Hackney and Tower Hamlets	Greater London	Index
	Count	Count	
9 Males	252,935	4,033,289	49%
0 Females	247,431	4,140,652	51%
1 All usual residents	500,366	8,173,941	

3 Age structure

Age group	Hackney and Tower Hamlets	Greater London	Index
	Count	Count	
6 Age 0 - 4	37,899	591,495	7%
7 Age 5 - 9	30,891	482,809	6%
8 Age 10 - 14	27,080	456,865	6%
9 Age 15	5,398	93,599	1%
0 Age 16 - 17	10,223	186,626	2%
1 Age 18 - 19	12,412	191,434	2%
2 Age 20 - 24	52,503	629,972	8%
3 Age 25 - 29	73,995	832,966	10%
4 Age 30 - 34	63,105	796,888	10%



# Secondary data: social and economic indicators / indexes



## Salford

### Your Community Wellbeing score



Welcome to your Co-op Community Wellbeing score. To work it out, we've combined data on everything from green space to employment opportunities: in short, all the things that matter most to local communities. Have a read and see how your area compares.

#### Your Community Wellbeing score is:



#### Your highlights:

- Culture, heritage and leisure **94**
- Transport, mobility and connectivity **78**
- Education and learning **78**

For more information visit  
[www.coop.co.uk/wellbeing](http://www.coop.co.uk/wellbeing)

#### People



Education and learning



Health



Economy, work and employment

#### Place



Culture, heritage and leisure



Transport, mobility and connectivity



Housing, space and environment

#### Relationships



Relationships and trust

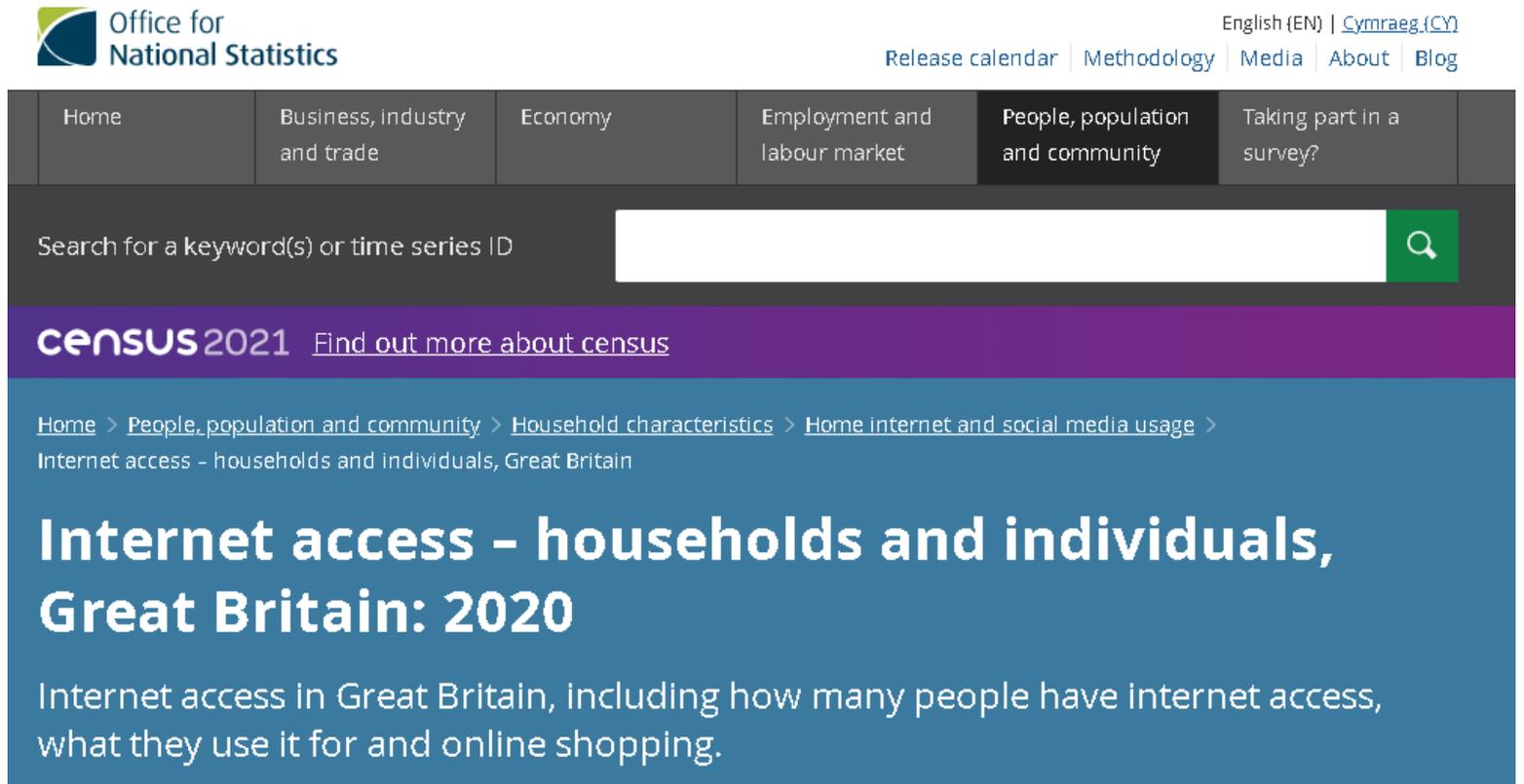


Equality



Voice and participation

# Digital use in the wider population



Office for National Statistics

English (EN) | [Cymraeg \(CY\)](#)

[Release calendar](#) | [Methodology](#) | [Media](#) | [About](#) | [Blog](#)

[Home](#) | [Business, industry and trade](#) | [Economy](#) | [Employment and labour market](#) | **[People, population and community](#)** | [Taking part in a survey?](#)

Search for a keyword(s) or time series ID  

**census 2021** [Find out more about census](#)

[Home](#) > [People, population and community](#) > [Household characteristics](#) > [Home internet and social media usage](#) > Internet access - households and individuals, Great Britain

## Internet access - households and individuals, Great Britain: 2020

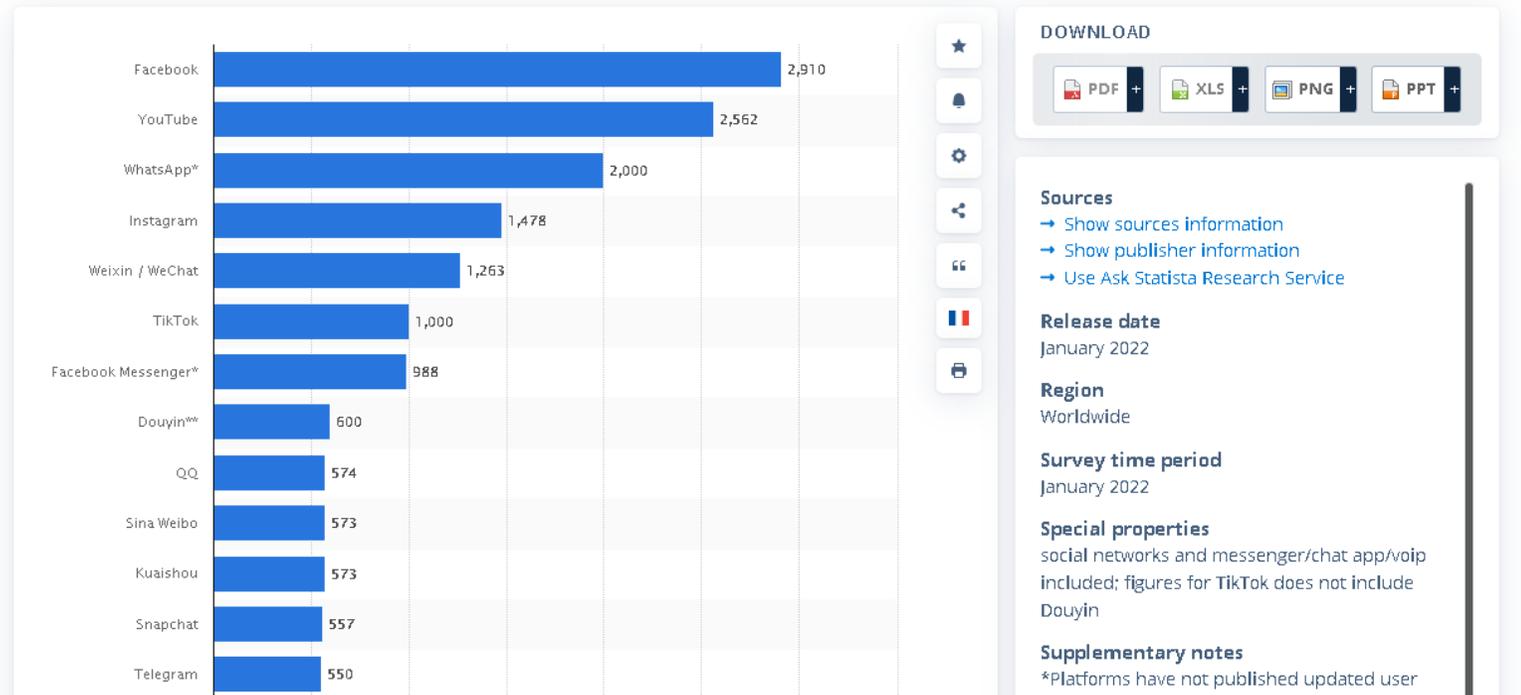
Internet access in Great Britain, including how many people have internet access, what they use it for and online shopping.

# Digital use in the wider population

Internet > Social Media & User-Generated Content

## Most popular social networks worldwide as of January 2022, ranked by number of monthly active users

(in millions)



# Digital use in the wider population

A man with glasses is sitting inside a cutaway view of the Earth. He is holding a smartphone. The globe is surrounded by various elements: several birds in flight, a bouquet of red and orange flowers, and a large black quotation mark. The background is a solid light blue color with several small black and orange circles scattered around the globe.

**Social Trends 2022**

Backed by global data and expert insights, our 6th annual report on global social media trends is your guide to taking all the right risks, defying expectations, outperforming your competitors—and making everyone wonder how you did it.

[Start Reading Now](#)

# (COVID) Cultural Participation Monitor

## What it includes:

- Physical/digital/participatory engagement with culture
- Wider leisure habits/activity
- Attitudes and responses re COVID

## For:

- Pre-COVID baselines
- During COVID / lockdowns
- Future intentions to engage.

the audience agency

WHAT'S NEW | EVENTS | CONTACT US | NEWSLETTER | LOGIN | SEARCH

SERVICES | EVIDENCE | RESOURCES | ABOUT US

### Cultural Participation Monitor

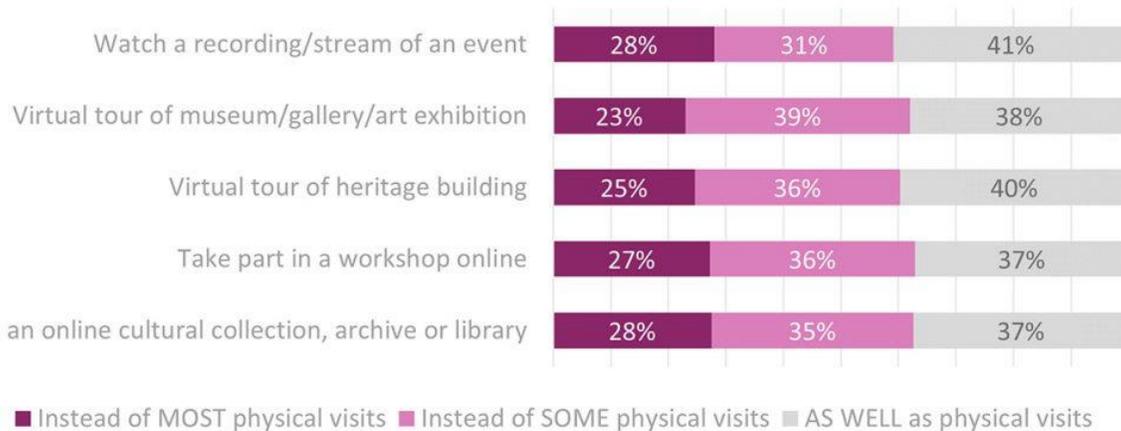
The Audience Agency's nationwide longitudinal (ongoing) panel survey of changing views about participating in creative and cultural activities through the pandemic and beyond.

- ▲ Cultural Participation Monitor
- ▲ Recent Key Insights
- ▲ Participation and Attendance
- ▲ Digital Engagement
- ▲ Health and Wellbeing
- ▲ Equity and Access

*For overall findings from Wave 1-5 and by theme, see [theaudienceagency.org/evidence](https://theaudienceagency.org/evidence)*

# Cultural Participation Monitor

## Impact on Physical Visits for Those Interested in Digital Activities

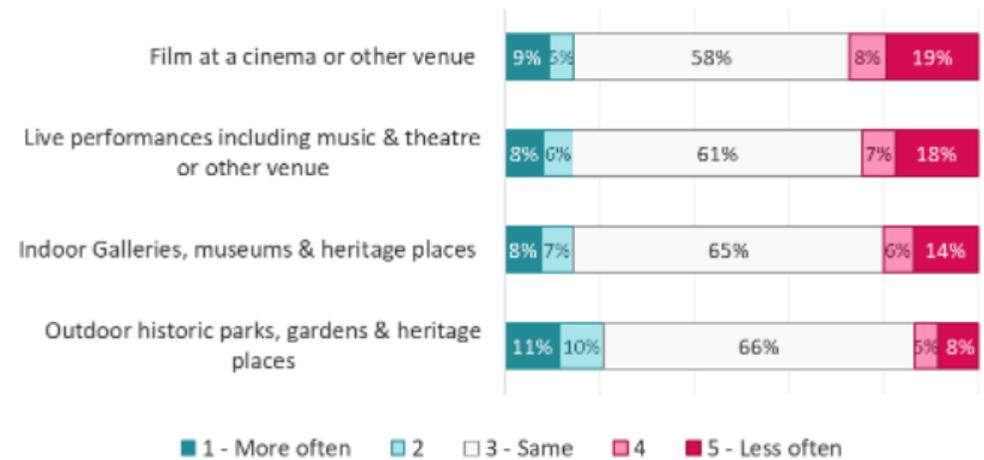


## 4. Shifts in audience behaviour are likely to be longer term – but may bring new audiences

Most groups **expect to attend all cultural activities less often in the future, compared to pre-pandemic levels**. 27% saying they'd expect to go to the cinema less often in the future, compared to before the pandemic. On the other end, **22% expect to attend outdoor heritage venues more in the future**.

### People Expect to Engage Less After Covid than Before - Except for Outdoor Heritage

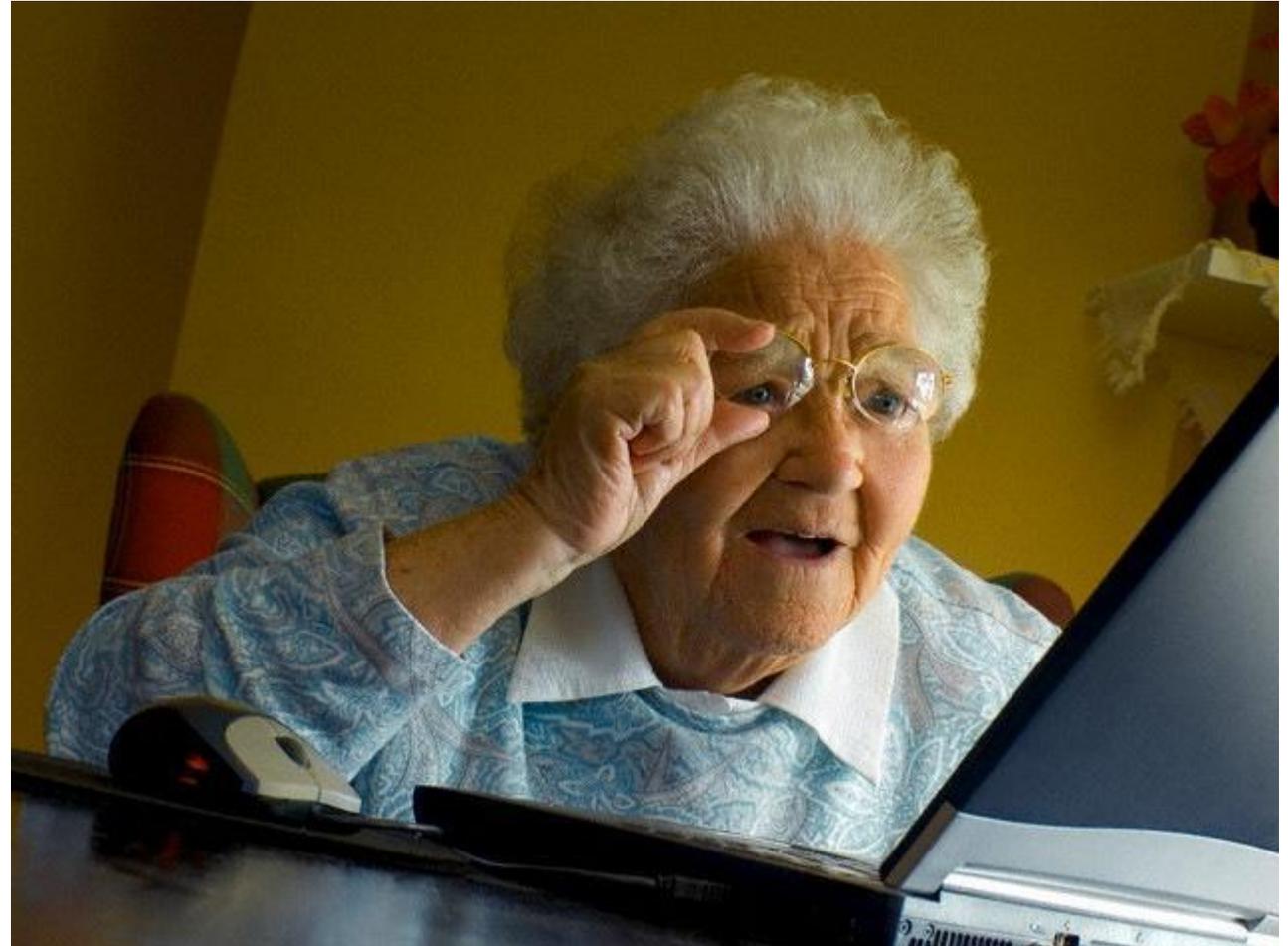
Rating on a scale of 1-5, More Often to Less Often



This is consistent with audiences' **feelings about how Covid will affect our lives in the long term**: 78% felt the impact will still be felt in a year's time, and just over half (57%), believe the impact will still be felt in two years' time.

(but also just keep an eye out)

Monitoring and Listening  
are key to tracking  
changing behaviours and  
trends.

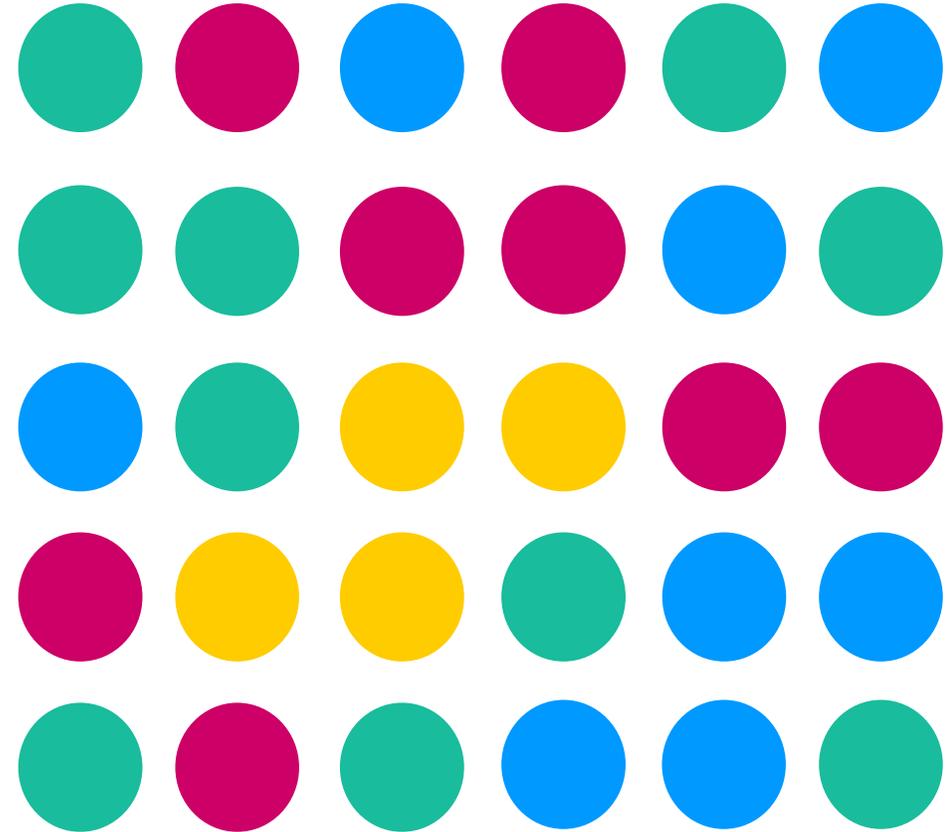


# Situational Analysis: Segmentation

# What is segmentation?

“the process of *splitting customers*, or potential customers, within a market *into different groups*, or segments, within which customers have the same, or similar requirements *satisfied by a distinct marketing mix.*”

McDonald & Dunbar



# Types of segmentation

Segmentation approach	Describes	Sources of information
Demographics	Age, life stage, social grade, family circumstance, ethnicity	Survey Population data - APR
Geography	Where people live Where people work	Booking records, survey, visitor book Population data - APR
Behaviour	Frequency, programme choice etc.	Booking records, survey Audience Spectrum segments
Attitudes	Values and preferences	Survey, focus groups, other qualitative methodologies Audience Spectrum segments

## Segmentation check list

- ✓ Evidence - do you know enough about them?
- ✓ Big enough - are there enough of these people to make your activities worthwhile?
- ✓ Reachable - can you find and communicate with them?
- ✓ Homogeneous - do they share enough of the same characteristics to be targeted with the same message

# Segmentation process

- Start by identifying the groups that are important to you
- Then layer up from other segmentation approaches
- Iterative process - can begin with a hypothesis and a plan to add evidence over time.

*E.g....*

- *Core visitors are frequent, aged 60-75 and tend to live in or just outside our town. A high proportion are Home & Heritage. We don't know their motivations for visiting us.*
- *Schools are critical for reaching Frontline Families, who currently do not visit. We don't know how they plan and find information for school trips.*

 audience  
spectrum

Population  
segmentation using  
multiple data sources  
based specifically on  
arts and cultural  
interests



# Up Our Street

Sociable retirees looking for inexpensive, mainstream, local leisure opportunities.

- Middle aged and older aged residents of flats and terraces in built up areas
- White, working class backgrounds
- Arts and culture not a priority (so ancillary experience - food, drink etc. are key)
- Mainstream and inexpensive offers, home crafts, heritage
- Locally minded
- Late adopters of digital technology
- Familiarity is key, risk averse, likely to rely on recommendations from others

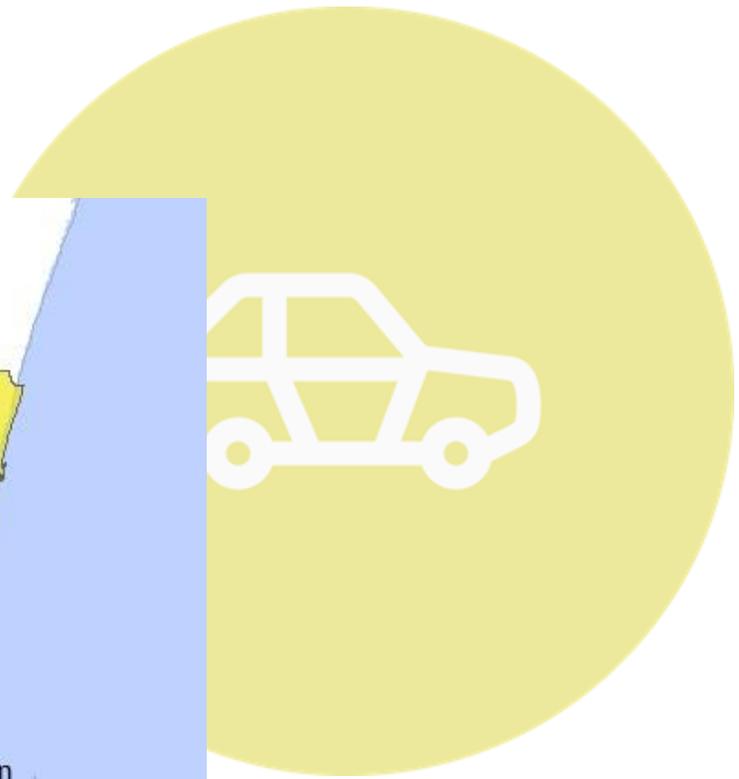


# Trips and Treats

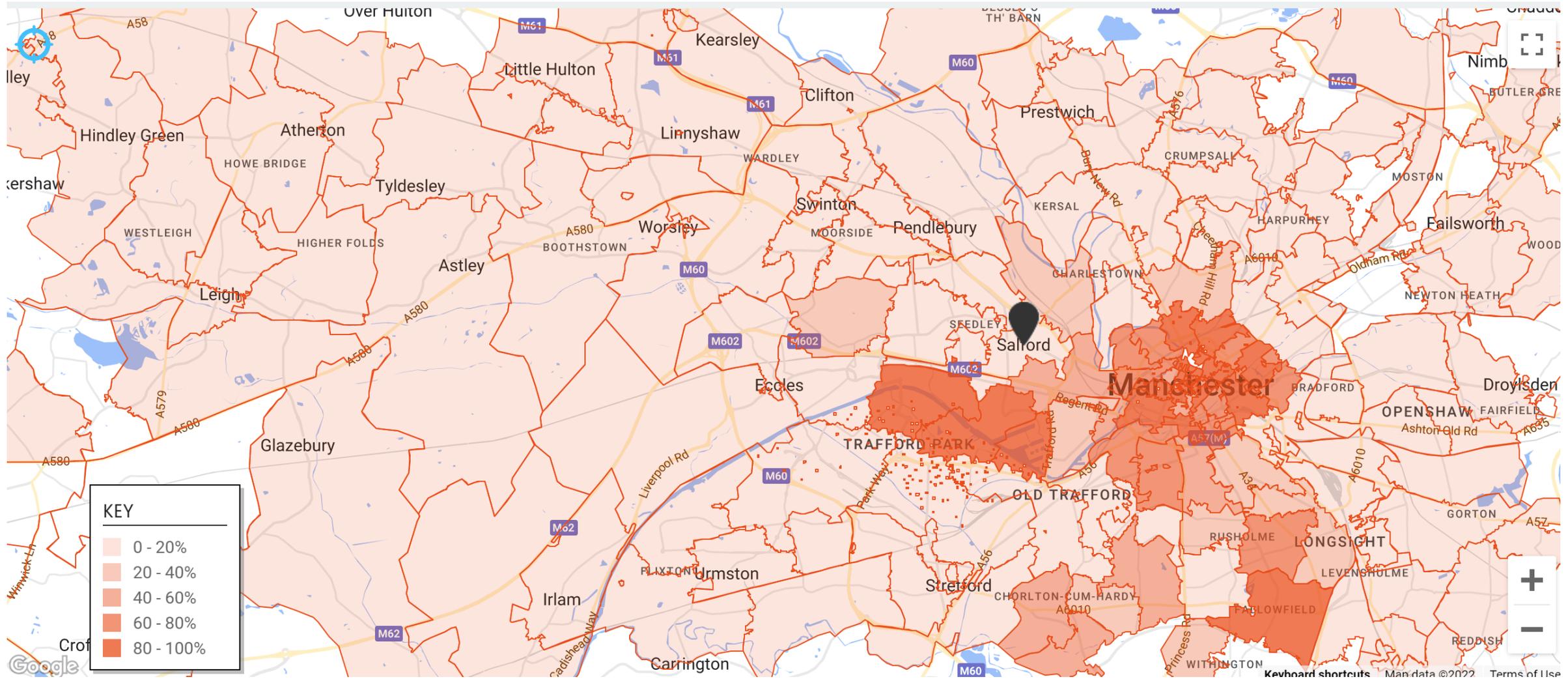


Aberdeen: Most over-represented segment

-  Metroculturals
-  Com muterland Culturebuffs
-  Experience Seekers
-  Trips & Treats
-  Home & Heritage
-  Up Our Street
-  Facebook Families
-  Kaleidoscope Creativity



# Experience Seekers



# Experience Seekers E1 and E2

## NEW | Experience Seekers Further Segmented:

While all Experience Seekers broadly share these core characteristics, closer examination reveals two key subsegments who differ in life stage and style. If your target audience or local area is heavy on Experience Seekers, understanding their variety can help with programming, marketing and outreach.

Experience Seekers   E1	Experience Seekers   E2
<p>Socially minded mid-life professionals with varied tastes.</p>	<p>Adventurous students and graduates in diverse areas.</p>
 <b>E1</b>	 <b>E2</b>
<p>About this Subsegment.</p>	<p>About this Subsegment.</p>

# Digital engagement

Use segment information to:

- direct the type and complexity of technology in your programme
- Choose which online channels to reach audiences on

Explore the online arts, culture and heritage activities of **Metroculturals:**

- **General Engagement**
- **Arts and Culture**

---

General Engagement

**The earliest adopters of digital technologies, they are constantly connected via their smartphones, and couldn't manage their lives without the internet.**

- Over a third watch on demand TV and use streaming – far and away the segment most given to doing so – reflecting confidence in their own, rather than curated, tastes.
- Frequent shopping online allows them to purchase goods efficiently, and price is less important than time.

---

Arts and Culture

**This is the most likely group to engage with, stream and subscribe to arts and culture organisations' own online creative content.**

- By far the best prospect for digital art, online and in situ, confidence in both technology and the arts makes them the dominant audience for this work.
- They are especially likely to have taken up digital offers during lockdown and to make recommendations to friends.

- ▲ Metroculturals
  - ▲ 1. Profiles
  - ▲ 2. Attitudes
  - ▲ 3. Sectors
  - ▲ 4. Places
  - ▲ 5. Digital Activities
  - ▲ 6. Communications
  - ▲ Metroculturals | M2
  - ▲ 7. Subsegments | M1 & M2



10 minute BREAK

Situational Analysis:  
Who currently engages?

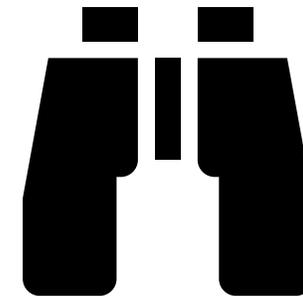
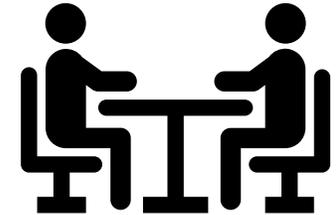
# Gather different perspectives

## Triangulation

Use multiple sources of data or methods of data collection to verify, deepen understanding and bring meaning to findings.

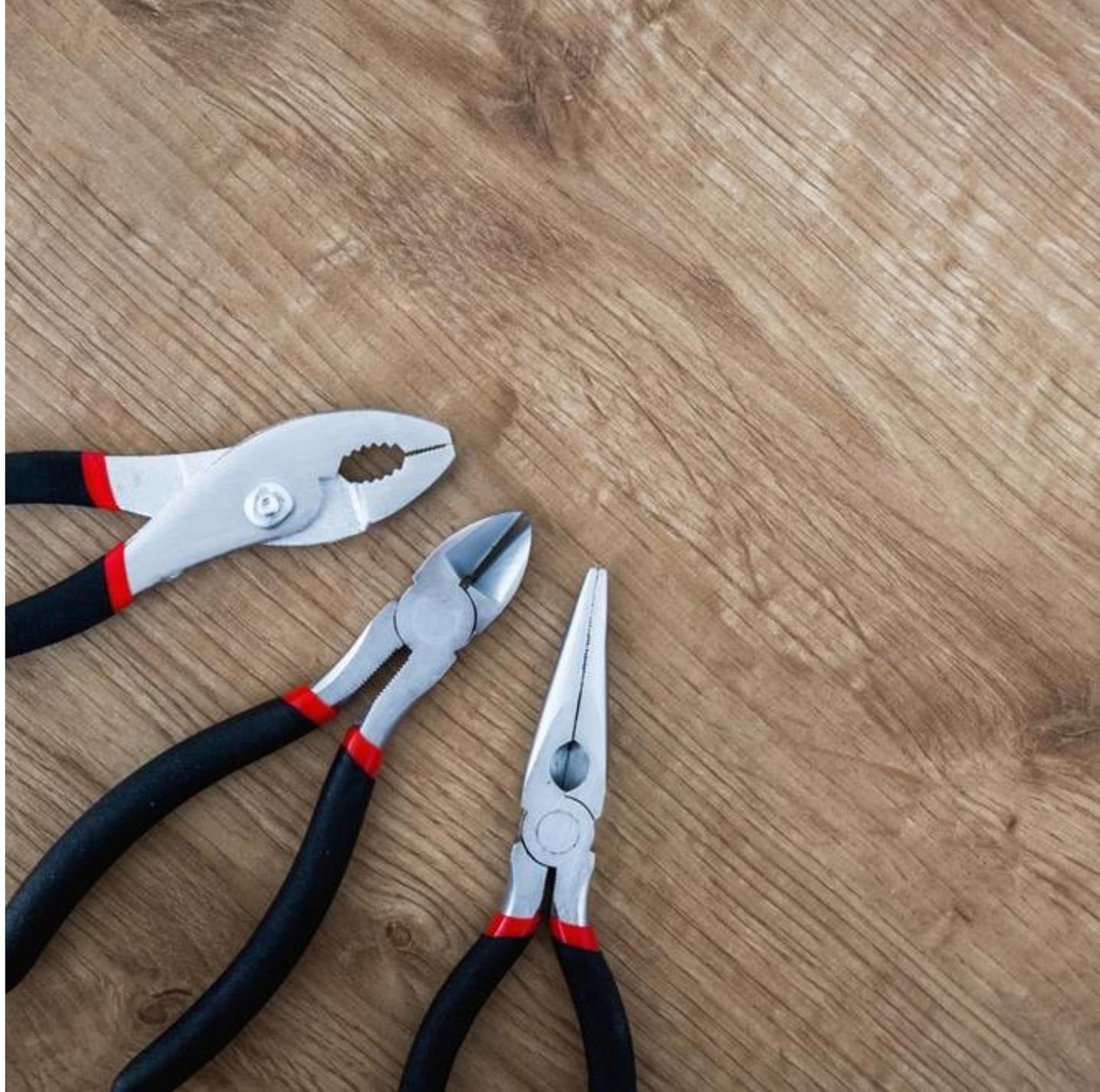
It enables a view of data from different perspectives.

## Mixed methods

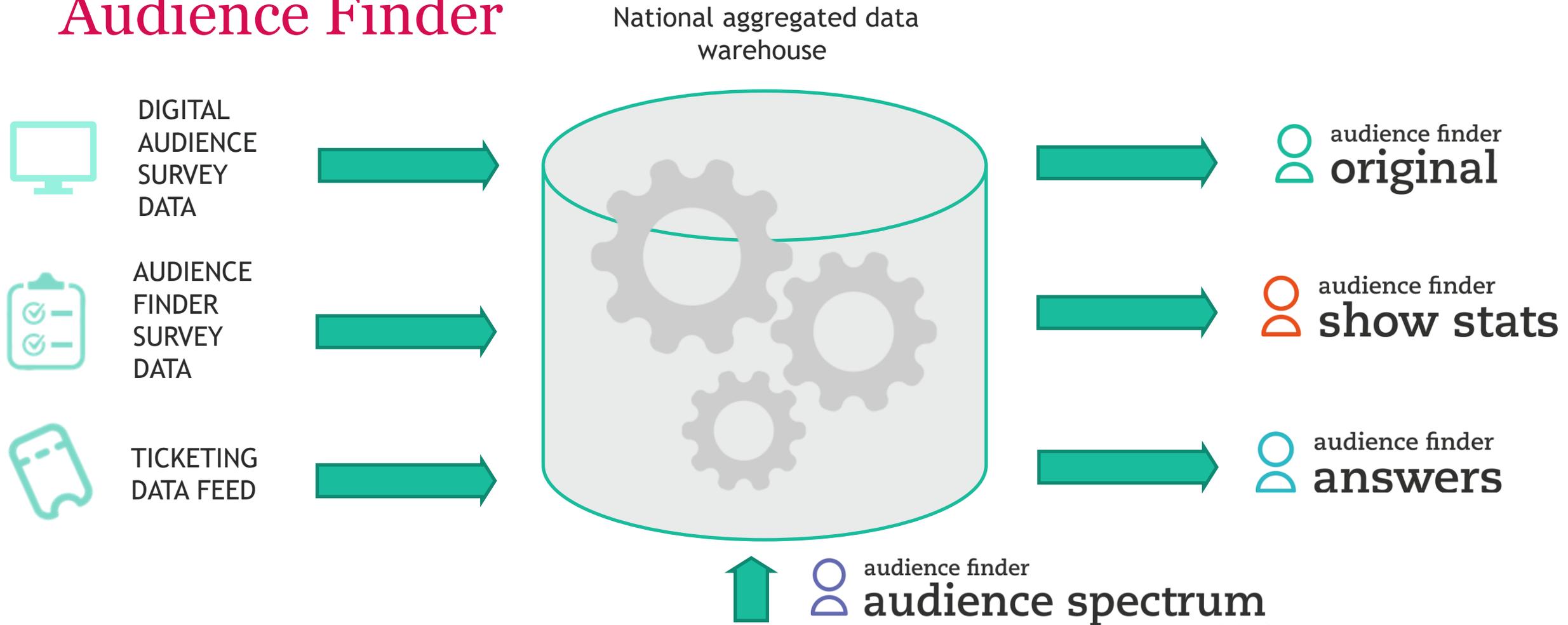


# Tools

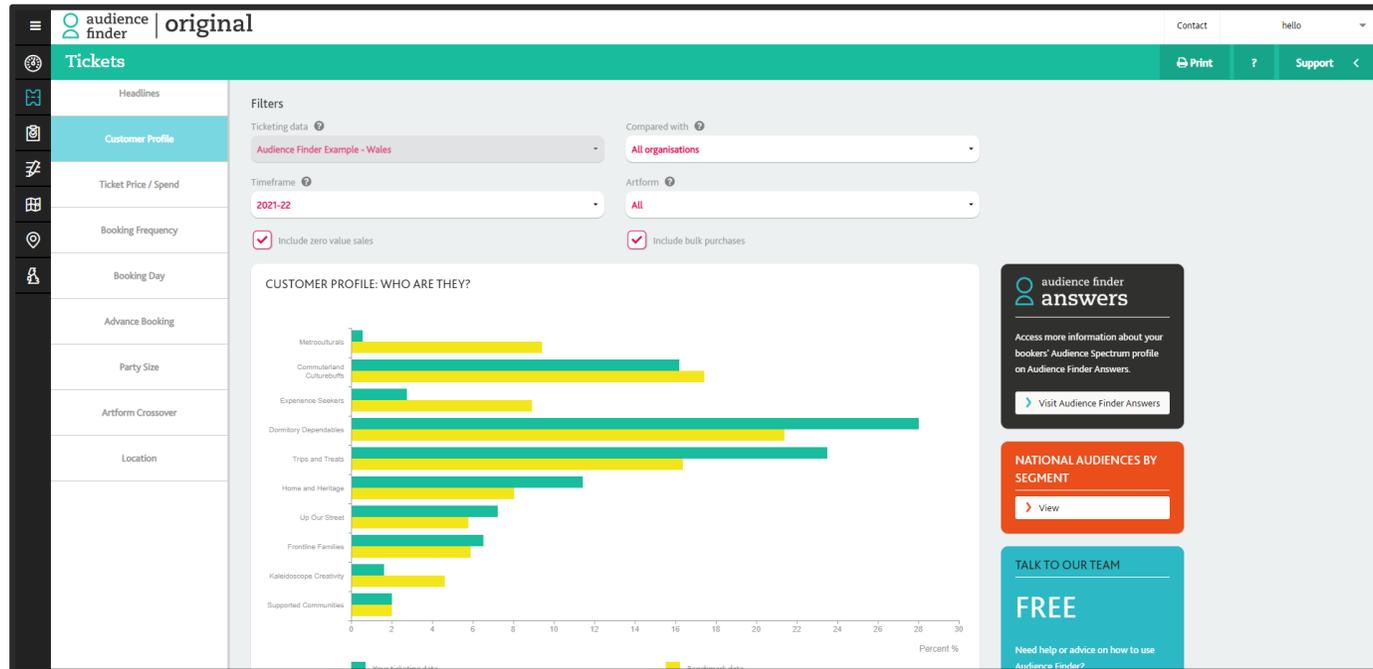
- Attender data – bookers, members, visitors
- Audience Finder
- Audience Spectrum
- Digital Analytics
- Audience Monitoring
- Audience research



# Audience Finder



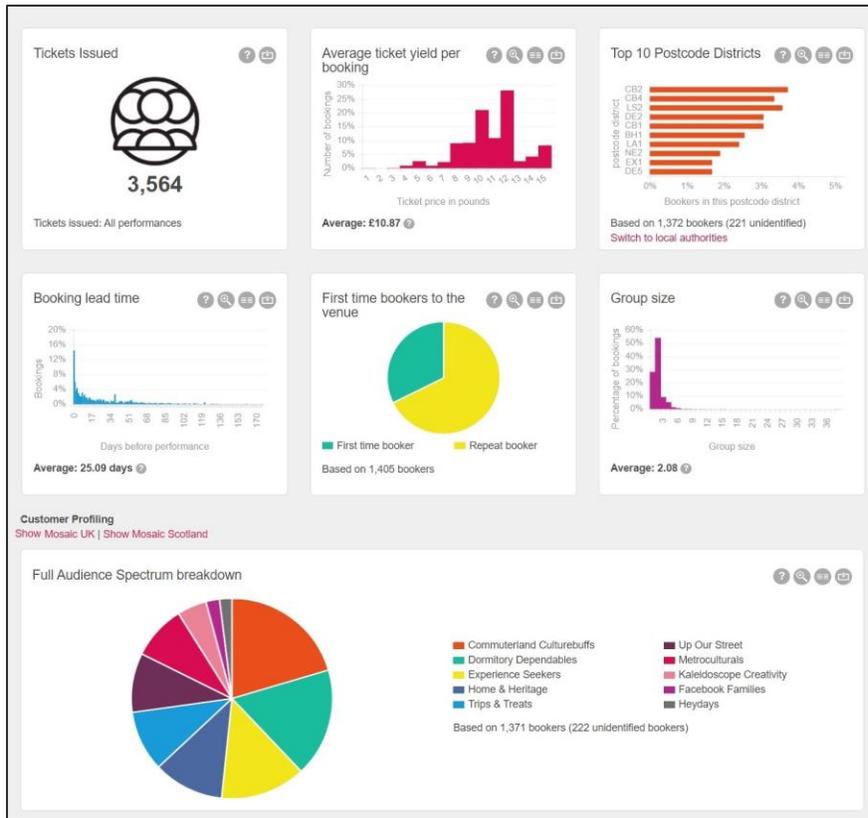
# Audience Finder Ticketing



Report includes:

- Audience Profiles
- Price/spend
- Booking
- Party size
- Crossover
- Mapping
- Benchmarks

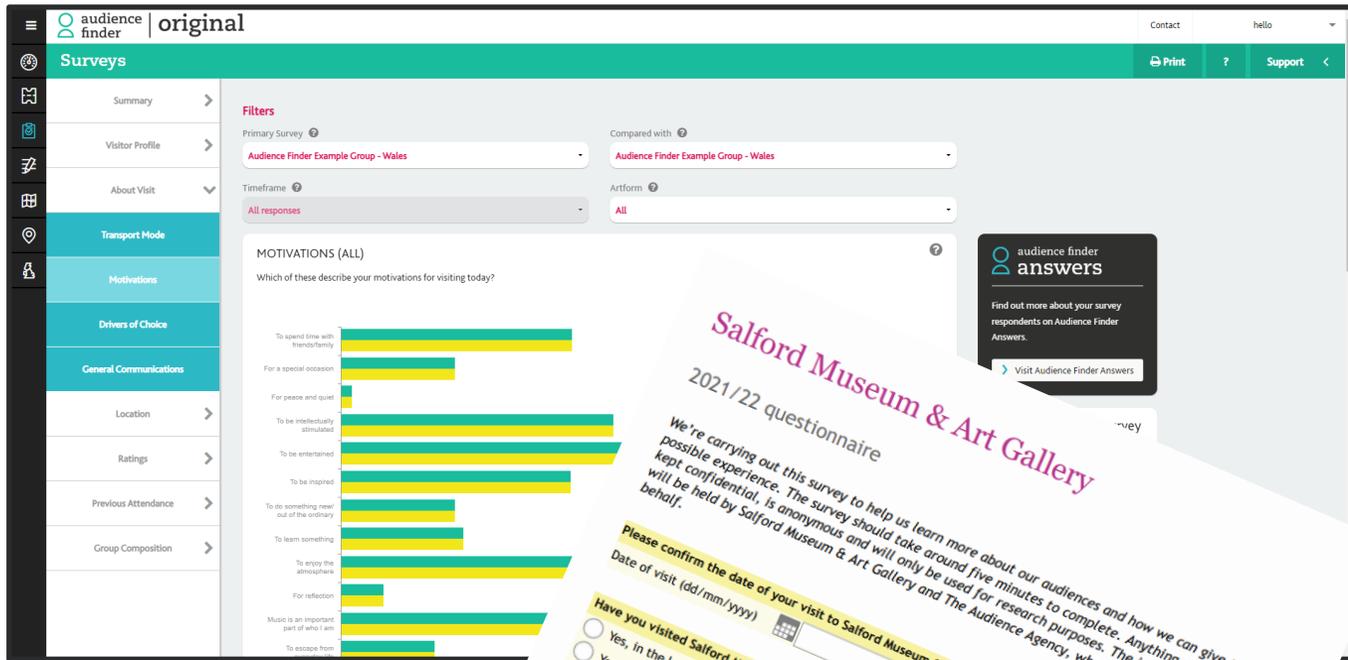
# Audience Finder Show Stats



Report includes:

- Tickets issues
- Ticket yield
- Top 10 postcode districts/local authorities
- Booking lead time
- First time bookers
- Group size
- Audience Spectrum, Mosaic UK/Scotland breakdown

# Audience Finder Surveys



Report includes:

- Audience Profiles
- Audience demographics
- Motivation
- Previous attendance
- Ratings
- Location
- Benchmarks

The survey questionnaire is titled '2021/22 questionnaire' and is for 'Salford Museum & Art Gallery'. It includes an introduction, a date of visit field, and several questions about previous visits and group composition.

**2021/22 questionnaire**  
**Salford Museum & Art Gallery**

We're carrying out this survey to help us learn more about our audiences and how we can give them the best possible experience. The survey should take around five minutes to complete. Anything you tell us will be kept confidential, is anonymous and will only be used for research purposes. The information you provide will be held by Salford Museum & Art Gallery and The Audience Agency, who are running the survey on our behalf.

Please confirm the date of your visit to Salford Museum & Art Gallery:  
Date of visit (dd/mm/yyyy)

Have you visited Salford Museum & Art Gallery before? (Tick one only)  
 Yes, in the last 12 months  
 Yes, between one and two years ago  
 Yes, between two and three years ago  
 Yes, between three and five years ago  
 Yes, but more than five years ago  
 No, it was my first time

Including your recent visit, how many times have you visited Salford Museum & Art Gallery in the last 12 months?

Did you visit with other people? (Tick one only)  
 Yes  
 No, it was my first time

How many of those you visited with were aged... (this does not include yourself)  
Under 16   
16 or older

# The issue with digital analytics

Digital analytics tools tell you the **what** and the **how**  
and surveys tell you the **who** and the **why**.

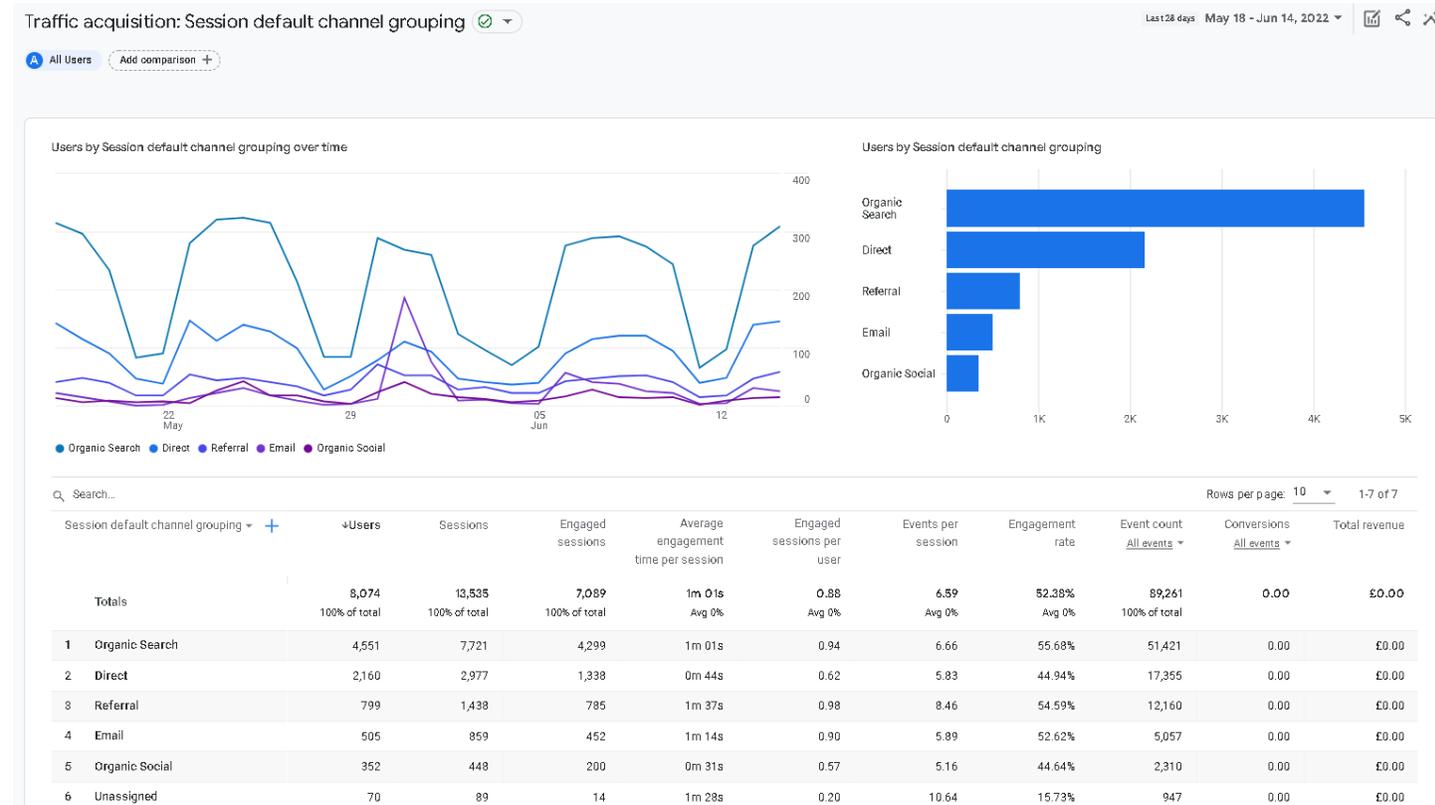
# Google Analytics

Ask the right questions:

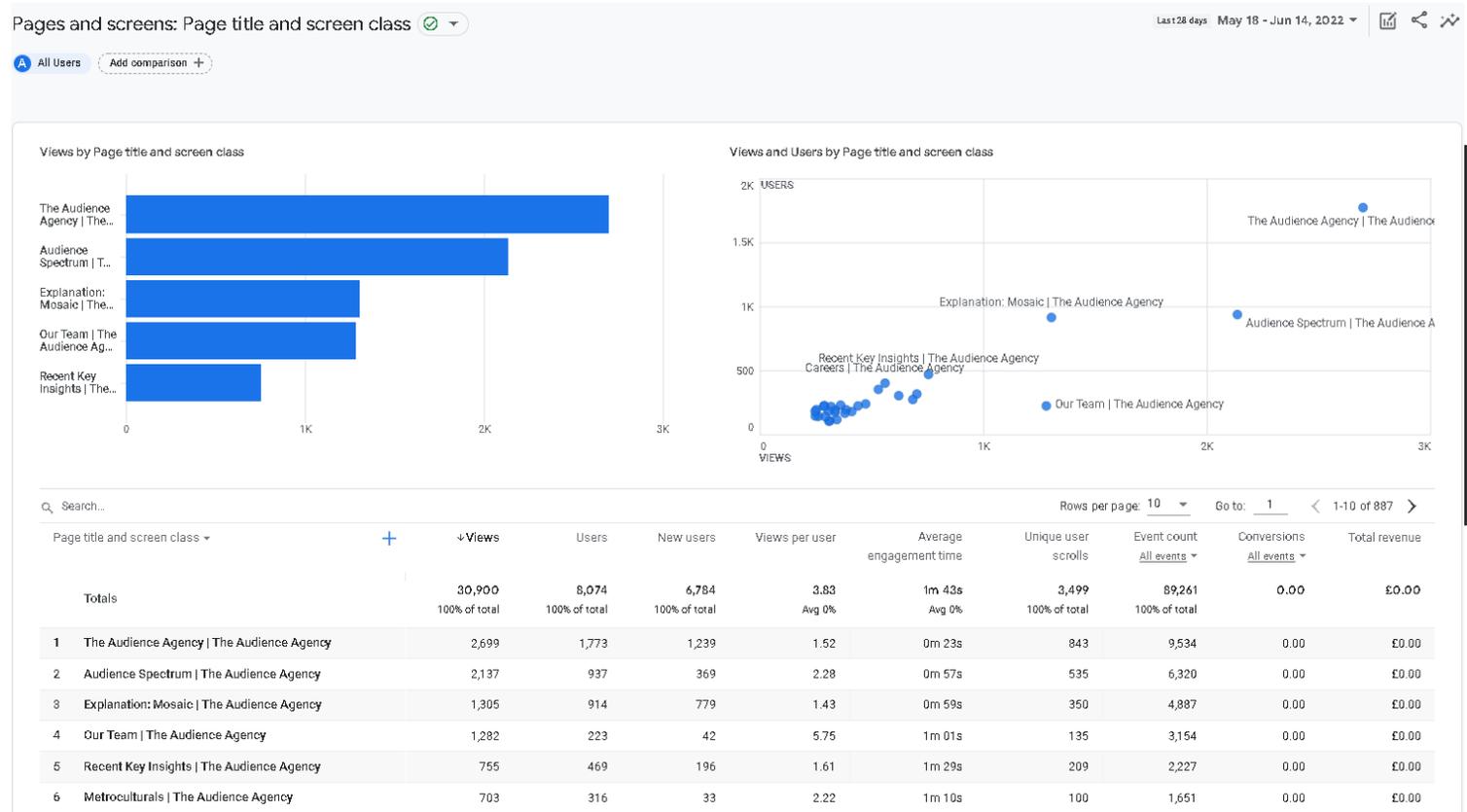
- Who is using the website? How does that relate to physical visitors?
- Are users engaging with the pages we want them to? How can we improve those pages?
- How are users finding the website? Do you need to improve SEO or social campaigns?
- Are users exiting pages too quickly? Are there ways to improve the user journey?



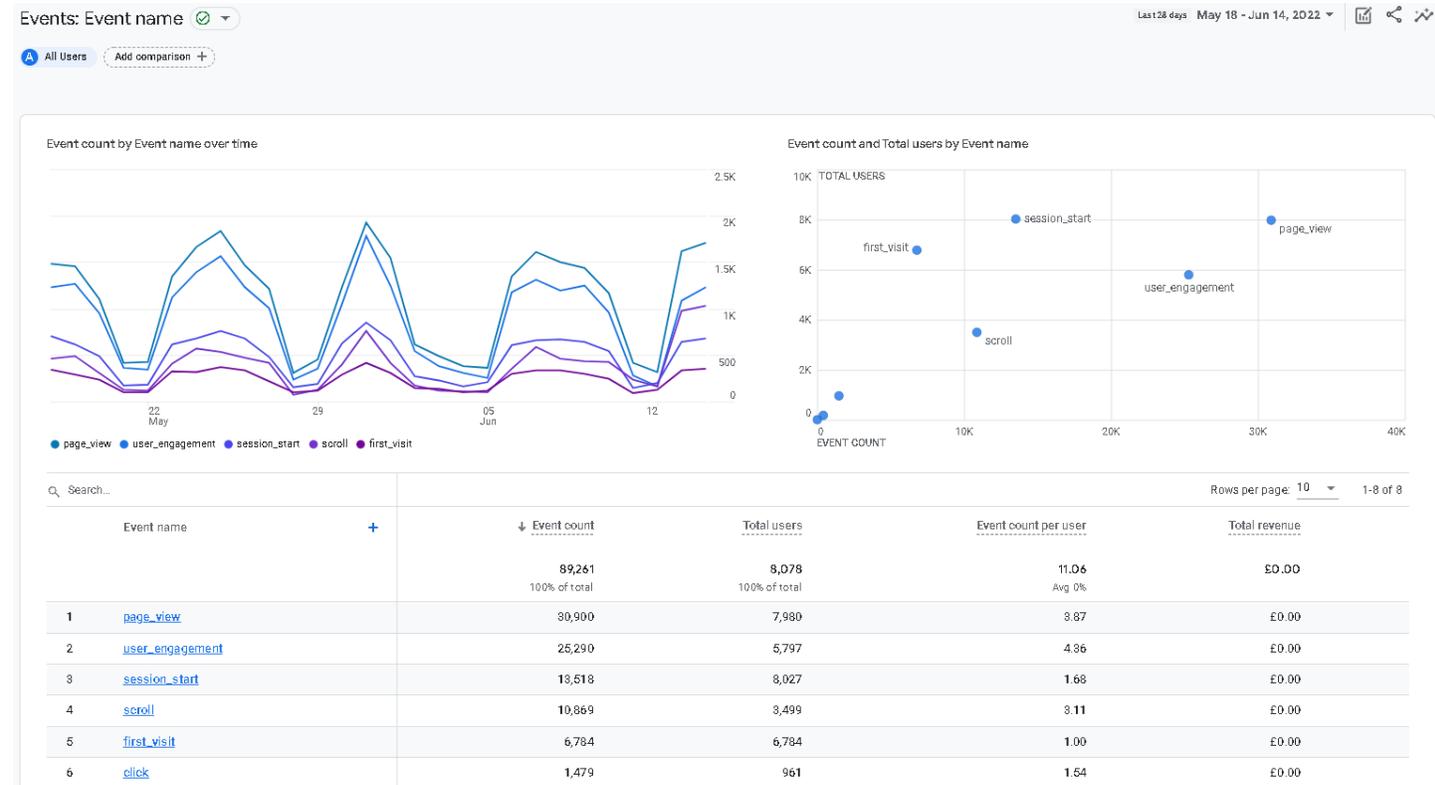
# Google Analytics: Acquisition



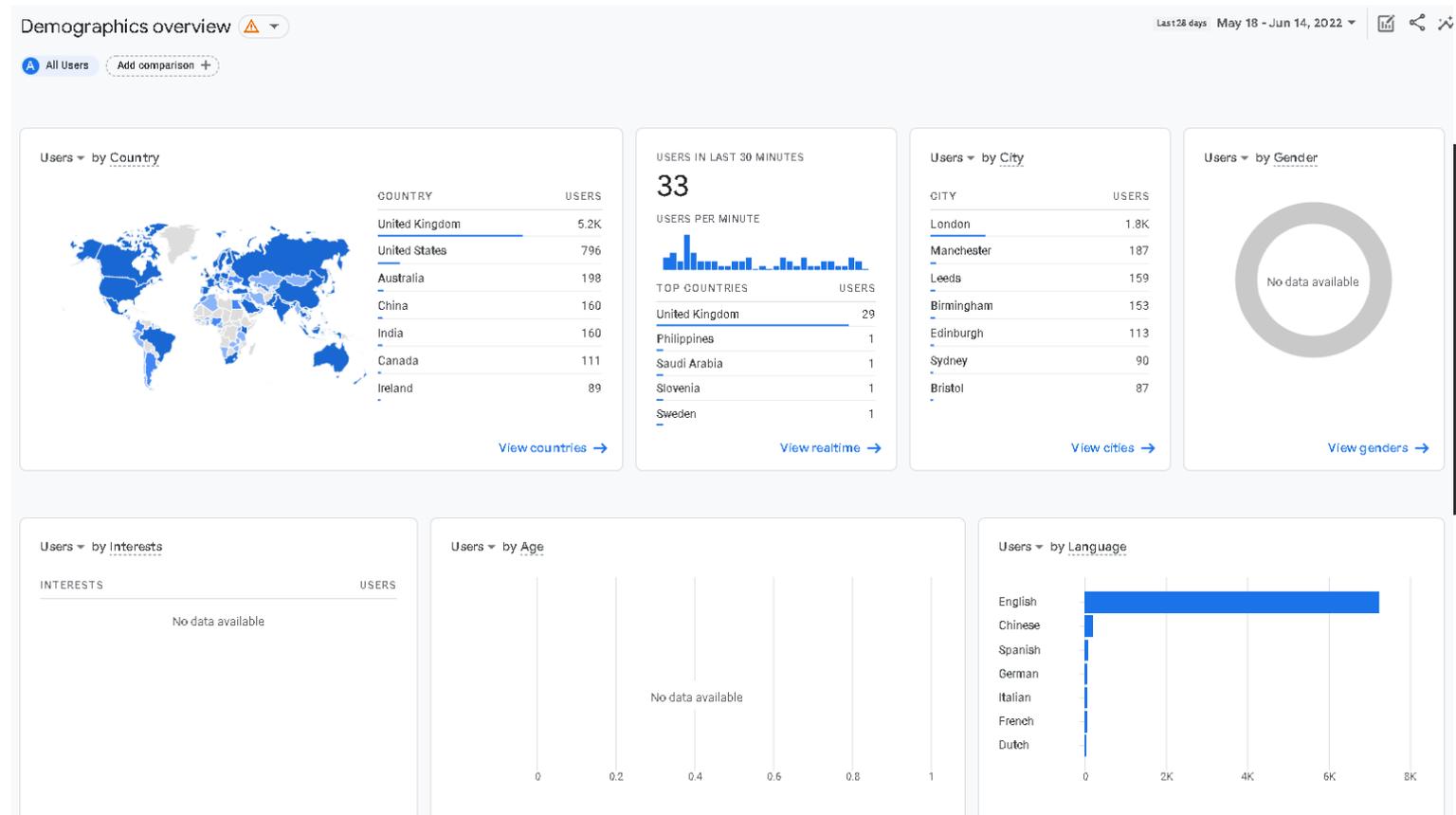
# Google Analytics: Page engagement



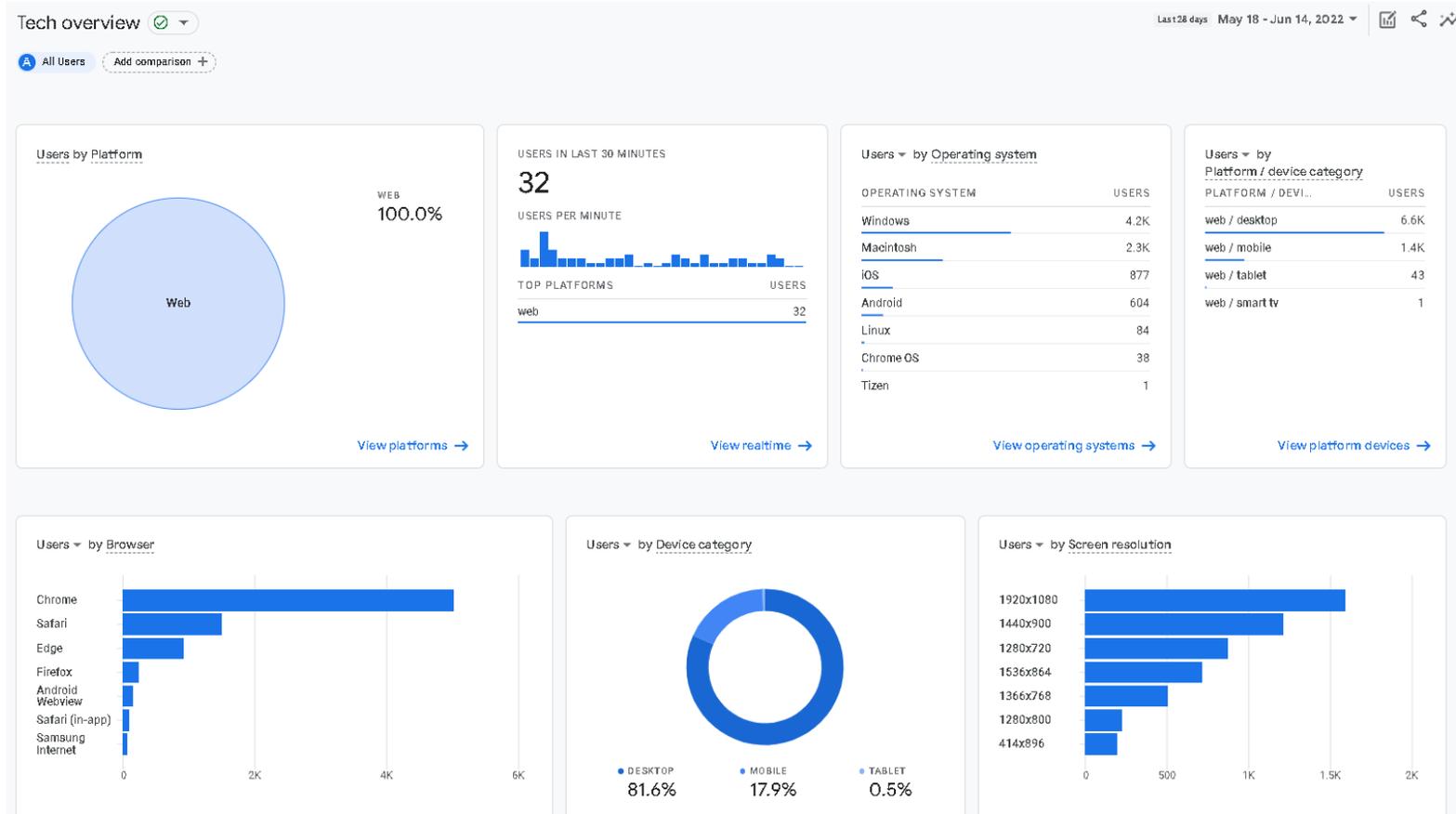
# Google Analytics: Events



# Google Analytics: Demographics



# Google Analytics: Tech

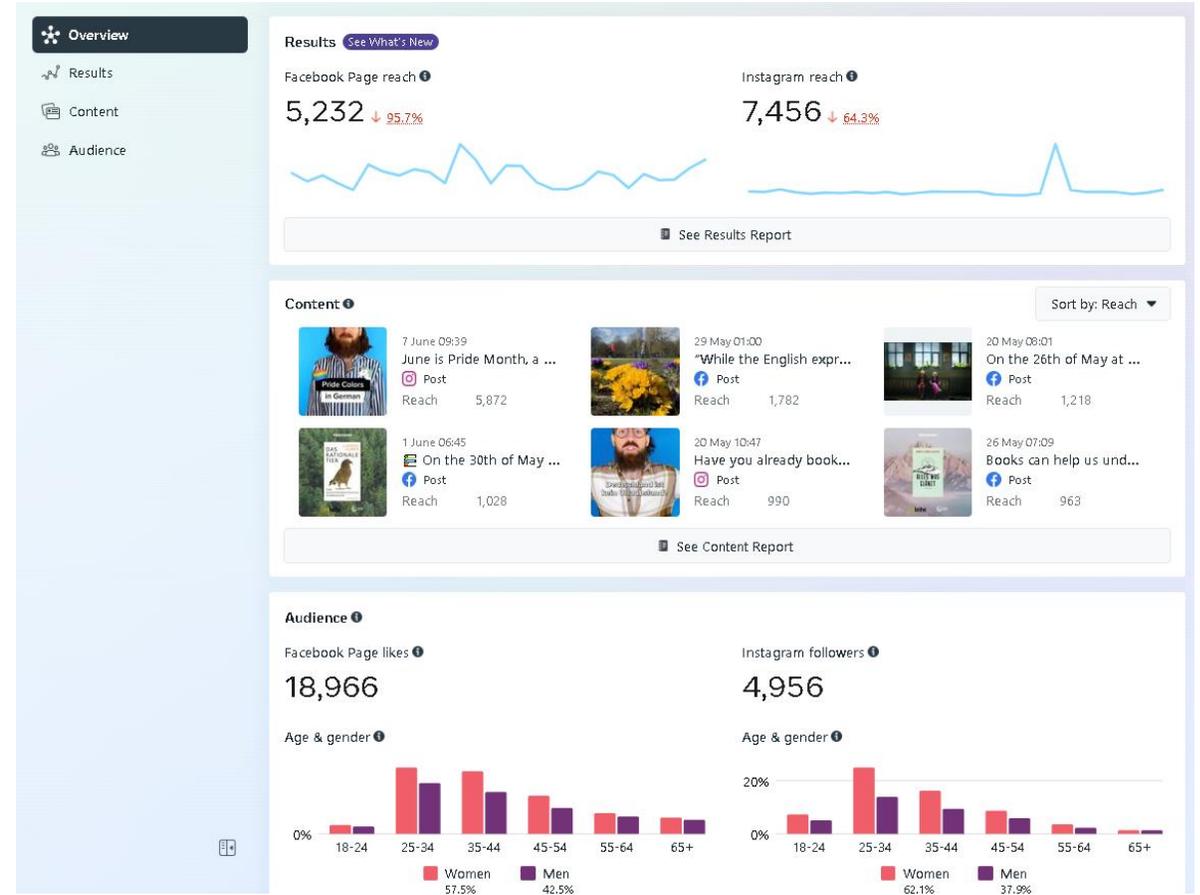


# Social Media

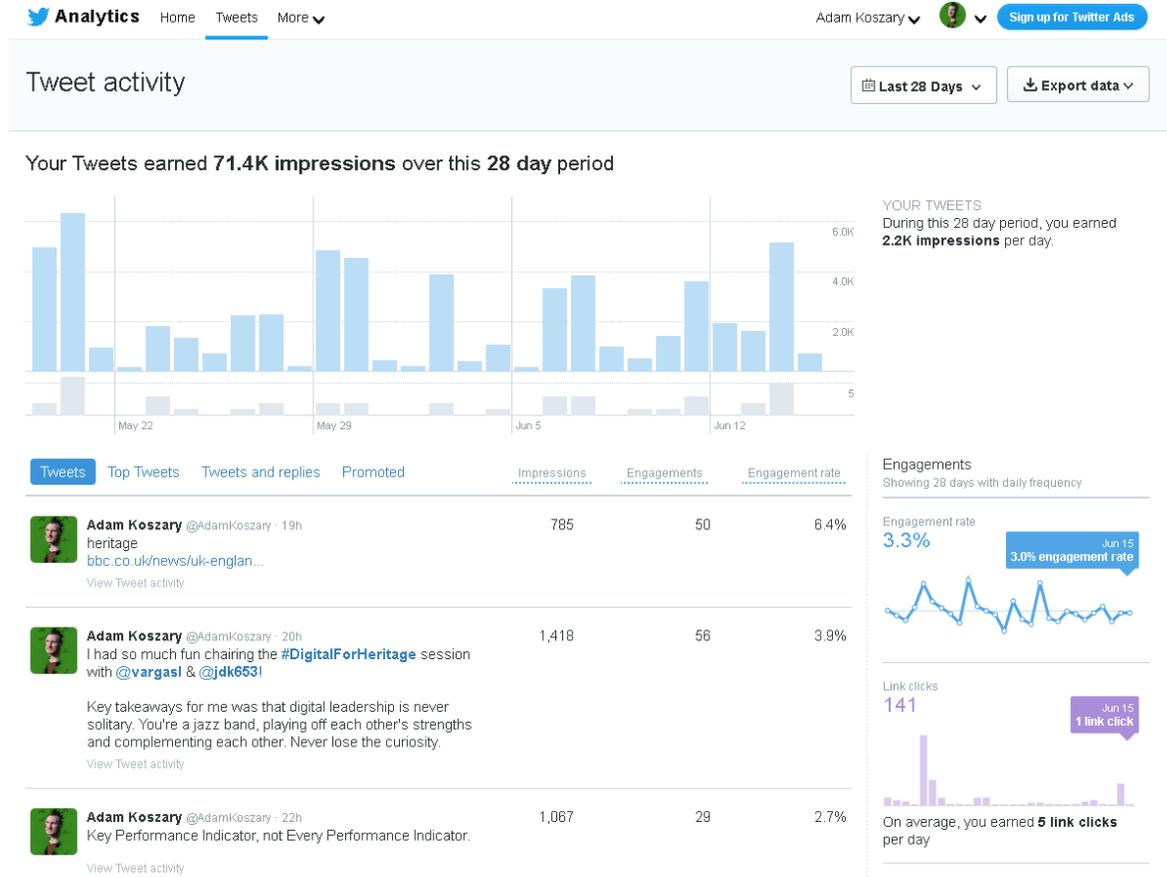
Ask the right questions:

- What demographics are following you? How do they match up with your audience segments?
- Do different demographics follow on different social media channels? Why might that be?
- Do particular themes or type of content resonate differently depending on the channel?

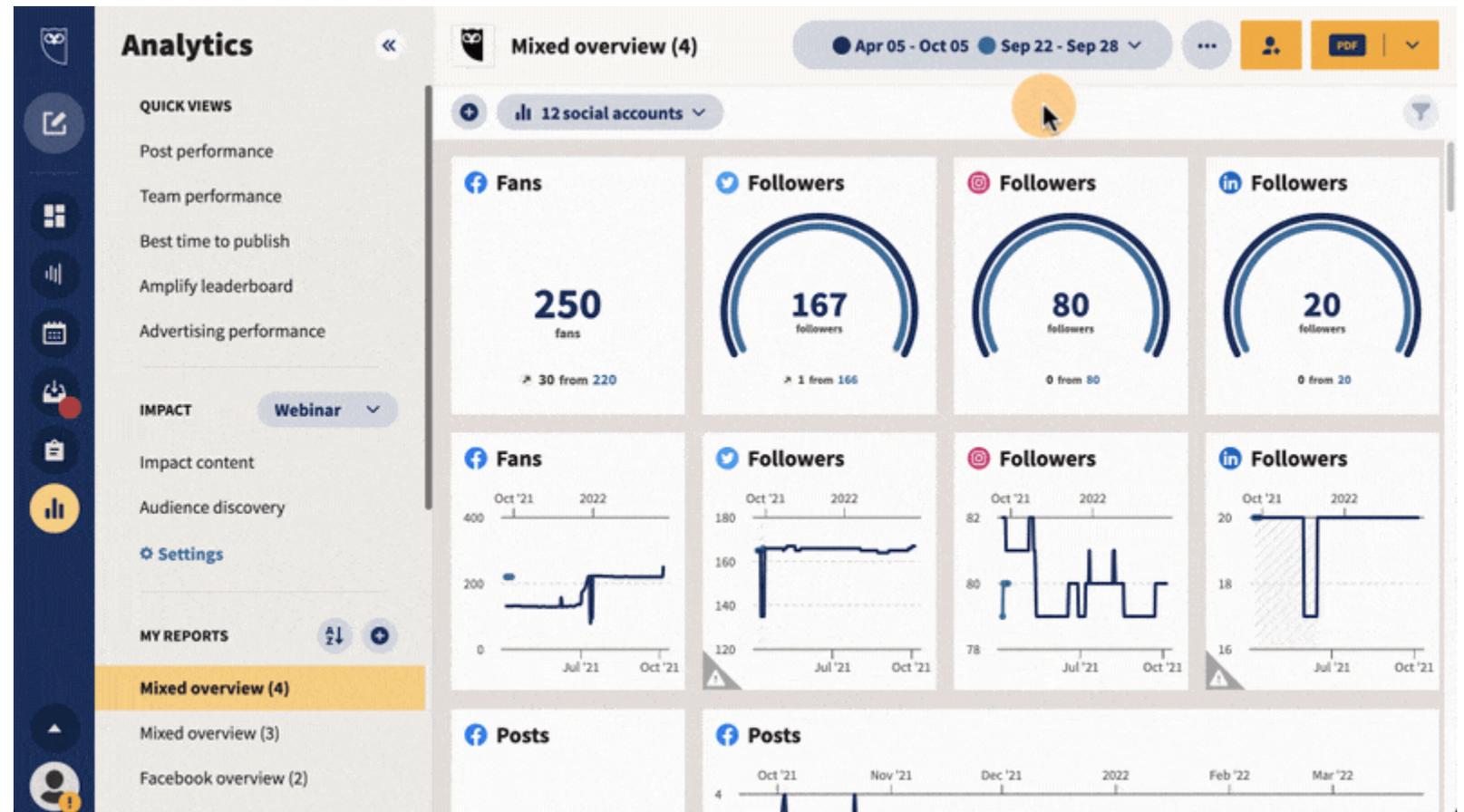
# Social Media: Meta Business Suite



# Social Media: Twitter Analytics



# Social media aggregator



# Situational Analysis: Comparators and benchmarking

# Comparators

- Identify comparators in the sector (and outside the sector). Who are they aiming content at, and what is working?
- Get in touch to find out what approaches they've taken and if they're willing to share their data
- Benchmark performance against comparators

# Use evidence wisely

- Social media engagement is an approximation.
- Some people enjoy posts but don't react to them.
- Sometimes Facebook lies.
- Take the general trend but always caveat.
- Don't compare yourself to other organisations with more resources. Focus on achieving what you need to achieve.



# Situational Analysis: Identify opportunity

# SOAR

**SOAR** takes **Strengths** and **Opportunities** from a **SWOT** analysis and adds a strategic context:

**Ambition**  
(what you want to achieve - internal)

&

**Results**  
(the impacts of achievement - external / societal)



# The Pyramid Principle (Barbara Minto)

- Situation
- **Complication**
- Question
- Answer

e.g.:

We currently have:

- X,000 visitors, or
- Y% of visitors from group Z etc

However:

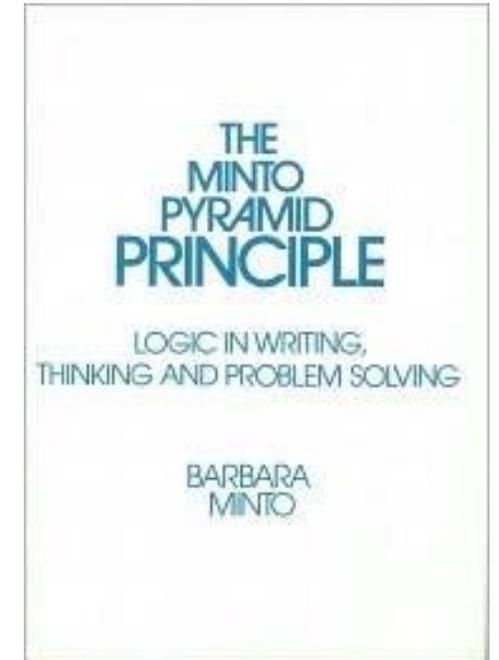
- Our mission is to serve the whole community, or
- This isn't enough to cover costs etc

How do we:

- Better reach group Z, or
- Increase total visitors or spend per visitor by w%

By...

- Livestreaming events and targeting group Z with paid ads
- Investing in e-commerce and partnering with artists from group Z



# The Pyramid Principle (Barbara Minto)

- Situation
- Complication
- Question
- Answer

e.g.:

We currently have:

- X,000 visitors, or
- Only Y% of visitors from group Z etc

However:

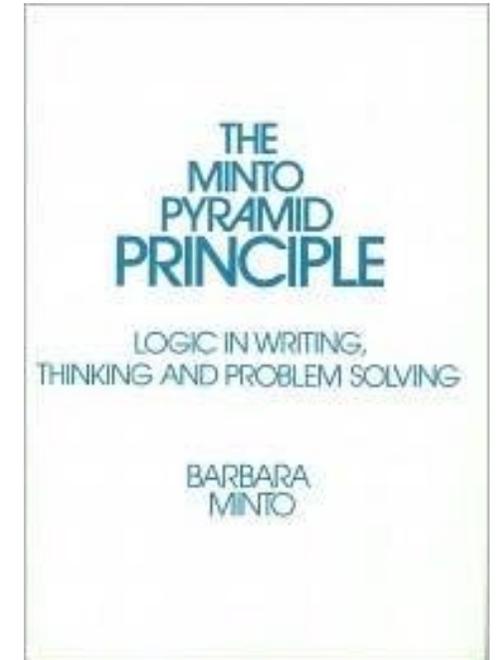
- Group Z tend not to live locally, but are very active online
- Supporting Group Z is core to our mission

How do we:

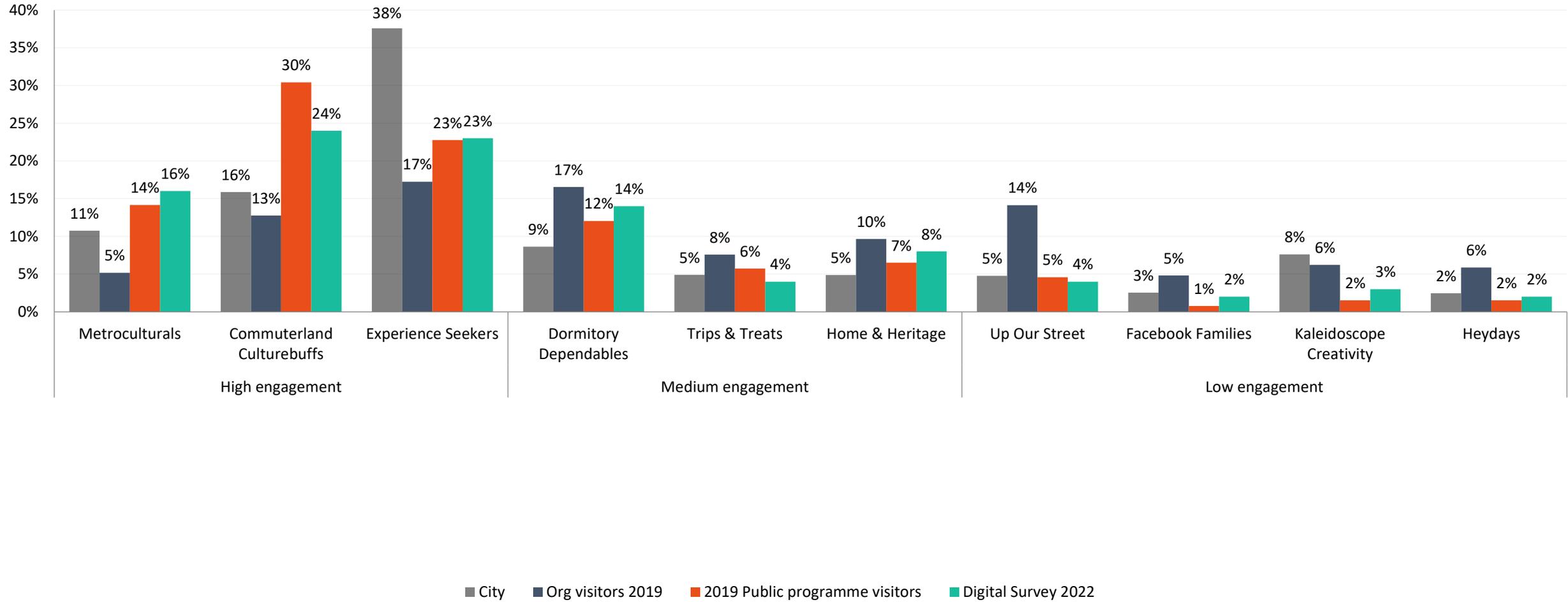
- Better reach group Z, and
- Create online experiences we know group Z find valuable

By...

- Running focus groups to understand online behaviour and needs of group Z
- Co-running Instagram Live sessions with key influencers in group Z on X topic



# Comparing segment data



# Situational Analysis: Getting to know those you don't know

# Personas

The idea is to work with your colleagues to create a believable, “flesh and blood” person to represent your target audience.

A “persona” is much easier to identify with and will help you to empathise with real-world needs and problems.



When you've finished, make a list of things you want to know more about. This is the basis of your research - or “verification” - plan. Keep adding to your persona as you learn more.

# Personas

## Empathy Map Canvas

Designed for:

Designed by:

Date:

Version:

### 1 WHO are we empathizing with?

Who is the person we want to understand?  
What is the situation they are in?  
What is their role in the situation?

### GOAL

### 2 What do they need to DO?

What do they need to do differently?  
What job(s) do they want or need to get done?  
What decision(s) do they need to make?  
How will we know they were successful?

### 7 What do they THINK and FEEL?

#### PAAINS

What are their fears, frustrations, and anxieties?

#### GAINS

What are their wants, needs, hopes and dreams?

### 3 What do they SEE?

What do they see in the marketplace?  
What do they see in their immediate environment?  
What do they see others saying and doing?  
What are they watching and reading?

### 6 What do they HEAR?

What are they hearing others say?  
What are they hearing from friends?  
What are they hearing from colleagues?  
What are they hearing second-hand?

### 4 What do they SA'

What have we heard them say?  
What can we imagine them saying?

### 5 What do they DO?

What do they do today?  
What behavior have we observed?  
What can we imagine them doing?

What other thoughts and feelings might motivate their behavior?

Last updated on 16 July 2017. Download a copy of this canvas at <http://gamestorming.com/empathy-map/>



**MARK, 22**

DEMOGRAPHICS

- Rents a 2 bedroom apartment in uptown Charlotte, NC with old roommates from lacrosse.
- Currently an intern for a large sports management company and a bar tender at a high end cocktail bar on the weekends.
- Recently single and using dating apps. An only child and moved a sleepy 4 months ago.
- Graduated with a B.B. in Health Sciences from UNCW. Owns \$28,000 in private loans.

BEHAVIORAL IDENTIFIERS

- Hobbies include eating out, lifting weights, playing table lacrosse, drinking craft beer, tailgating for UNC, and watching live music.
- Wants fast shipping. Values a low price. Prefers online marketing light colors, and simple websites.
- Owns an Android and shops on mobile with referrals from social media such as Instagram and Facebook.
- Personal goals to be out of debt by 2024, to be engaged in 4 years, and to work in a university sports medicine department.
- Prefers chat systems for customer service and support. Values quick responses and 24 hour availability.
- Shops online between 7pm-8pm. Buys during sale periods at the end of the month and often uses promo codes.
- Studied abroad in Chile. Can speak Spanish and some Italian. Travels on a budget and prefers hostels to hotels.
- Very fit and active but has a bad start due to sitting on a budget and drinking often. Seeks out health information daily.



**JUSTIN, 31**

DEMOGRAPHICS

- Rents a 1 bedroom apartment in uptown Atlanta with his partner. Saving to buy a home next year.
- Works 40 hours a week in a 5 star hotel as a superintendent with a net income of \$20,000.
- Recently engaged to his boyfriend of 5 years with plans to marry in NYC in the winter.
- Graduated from a community college with honors and held office in 3 on-campus clubs.

BEHAVIORAL IDENTIFIERS

- Hobbies include vegan cooking, yoga, monthly massages, playing the drums, socializing, drinking cocktails and watching football.
- Wants free shipping on large orders. Values quality and privacy. Extremely brand loyal. Prefers email marketing.
- Owns an iPhone and shops on his tablet with referrals from social marketing and promotions.
- Personal goals to become a general manager within 4 years and to purchase a suburban home after his wedding and honeymoon.
- Prefers to call for customer service and support. Values follow up summary emails and easy to read directions.
- Shops online between 8pm-9pm and makes multiple returns. Uses PayPal at checkout.
- Travels in the USA twice a year to visit family in Maine and California. Prefers long road trips and holiday travel.
- Cooks very healthy and with local products. Has great self care and is very active.



**MAGGIE, 52**

DEMOGRAPHICS

- Owns a 4 bedroom home in coastal NC and 2 high end cars. Lives in a suburban gated neighborhood.
- Human Resource Director of a small media company for 5 years with a \$68,000 salary.
- Happily married for 12 years with 2 sons and a house hold income of about \$20,000.
- Well educated with an MS degree from a state university. Graduated without debt.

BEHAVIORAL IDENTIFIERS

- Hobbies include reading, playing tennis, networking at the country club, being involved in youth groups and visiting the beach.
- Wants a simple product. Values quantity and brand image. Prefers print marketing and bold graphics.
- Owns an iPhone but makes purchases online with a desktop Mac computer. Needs a simple check out system.
- Personal goals to retire by age 65, to own a vacation home on the Spanish Riviera and for her sons to attend an Ivy League university.
- Strong need for customer service and support. Values face to face communication and rewards systems.
- Shops in department stores after lunch. Buys in bulk on sale items. Referrals by a previous client.
- Well traveled in Europe. Prefers traveling in off peak times in chain hotels and loves pre-planned travel like cruises.
- In very good health but very busy and often stressed. Values group exercise programs.

# User testing

Test digital products and content with users by setting them a task and monitoring gain and pain points in the process.

## TASKS

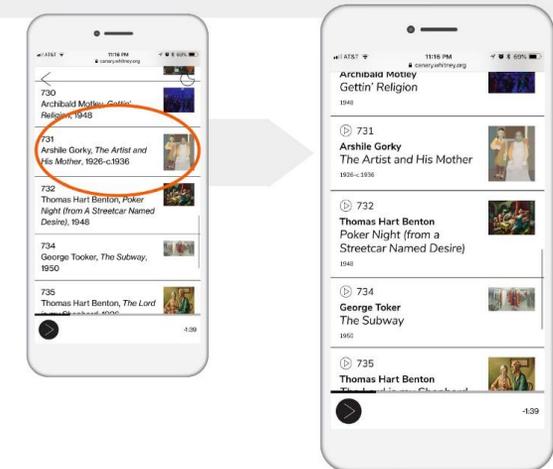
### TASK 1

Using the Audio Guide, find any information you can about Gorky's *The Artist and His Mother*. Go to the painting and listen to the audio provided.



## FINDING 1 & RECOMMENDATION

Maximize the visibility and discernibility of text and thumbnail images in labels



# Journey Mapping

Persona Name:

Persona Description:  
Pains & Gains:

Image:

	Before	During	Post-visit
User objectives			
Org. Objectives			



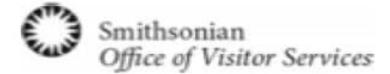
Whole journey ...  
from deciding to go to leaving...

Touchpoints  
Positive / Negative



# Journey Mapping: Smithsonian

## The South Mall Visitor Journey SUMMARY OF VISITOR MOMENTS



©All Rights Reserved.

# Creative Consultation



## Medium and purpose



# Outcomes and Outputs

# Logic Model thinking

Driver	Activity	Output	Outcome	Impact
<i>What is driving the need for the plan</i>	<i>The activity behind an output</i>	<i>The result of the activity</i>	<i>What the output achieves</i>	<i>The ultimate impact you want to achieve</i>
Low engagement among X demographic	Focus groups and surveys	Audience report	Knowledge and understanding of our audience	We are serving out entire local community

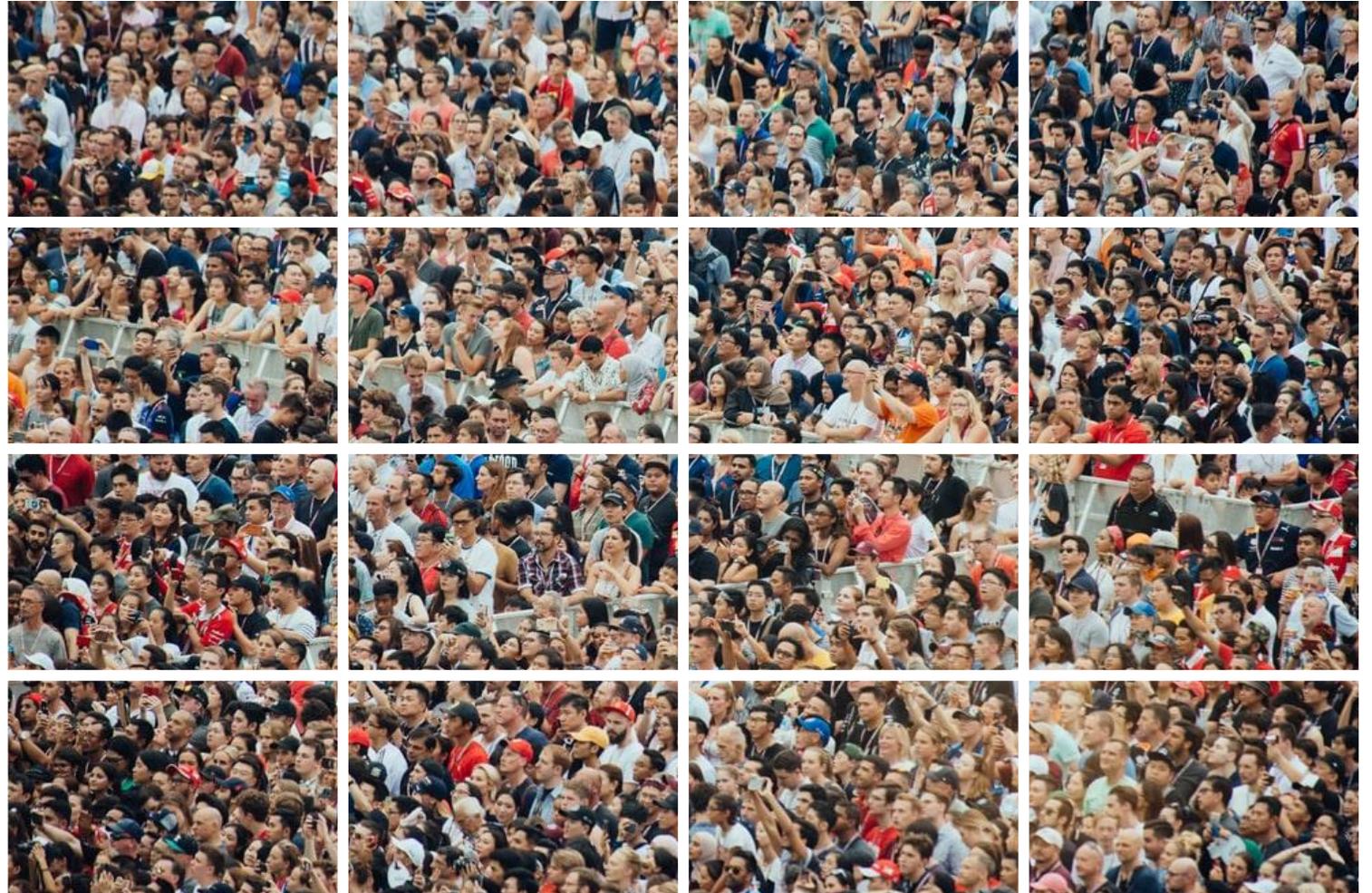


# An evaluation framework

Project Element	Outcomes	Outputs	Indicators of success	Methodology
	<p>What are you trying to do overall?</p> <p>What is the change you are trying to achieve?</p>	<p>What will be the concrete results of what you are doing?</p>	<p>How will you know if you have been successful?</p> <p>What evidence do you need?</p>	<p>What will you use to find out what you need to find out?</p>

# Counting Audiences

- Who's included?
- Visits vs visitors  
(accounting for frequency)
- Bookers vs attenders
- Participants vs audiences
- New website users vs returning users
- Social media followers



# Goals and Objectives

# Setting Audience Development Objectives

- Specific, Measurable, Achievable, Relevant, Time-based.
- % change, cost per engagement
- Can use proximate goals / activity-based objectives
- Differentiate: audience type, barriers & motivations
- Test plausibility (e.g. using comparators)
- Iterate, based on experience
- Expect progress to be gradual



# Setting digital Audience Development Objectives

Digital should be integrated into your strategies

- How can digital tools and methods help you:
  - Understand audiences you're trying to reach?
  - Engage with audiences more effectively?
  - Improve accessibility?
- Measure against benchmarks, don't create unrealistic targets
- Use digital metrics to measure success of an objective, not as an end in and of itself

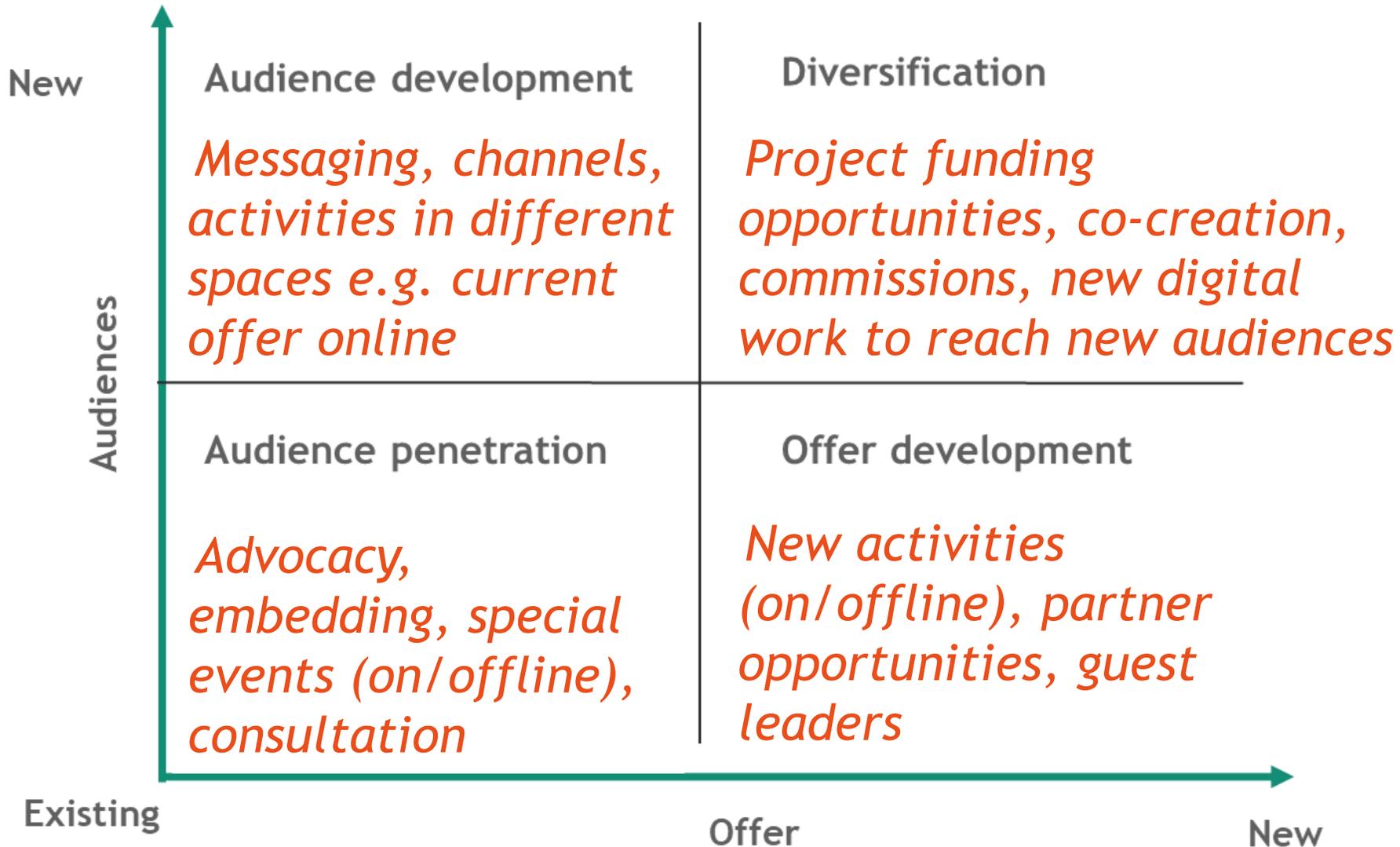


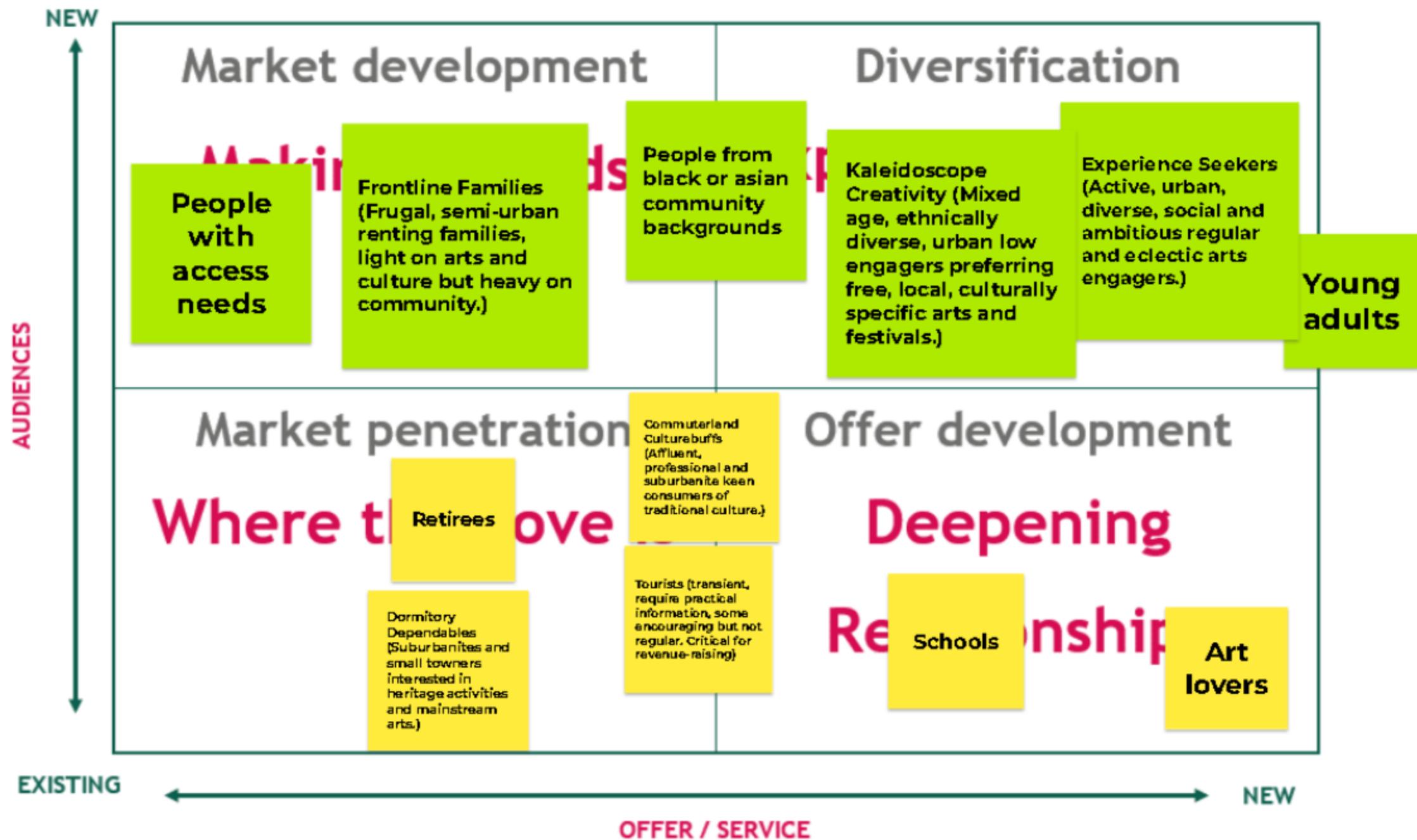
# Strategies and Action Plan

# Strategies: Ansoff Matrix



# Strategies: Ansoff Matrix





# Engagement funnel

Your programme may not be digital, but making people aware, interested and consider engaging with your programme may be.



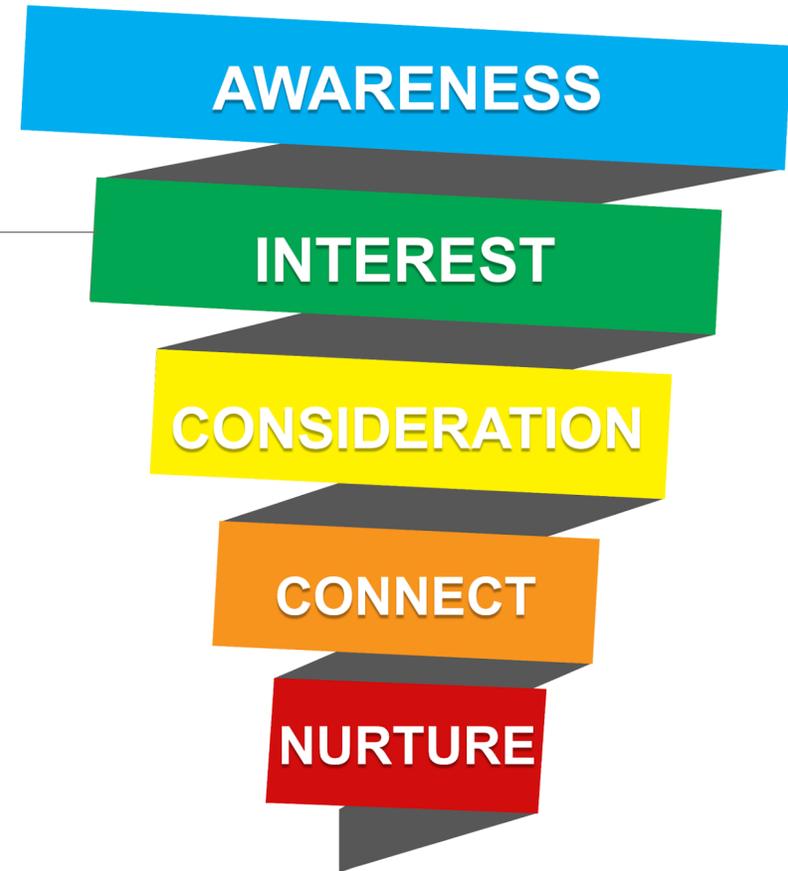
# The Engagement funnel

- Impressions/Reach
- Search position



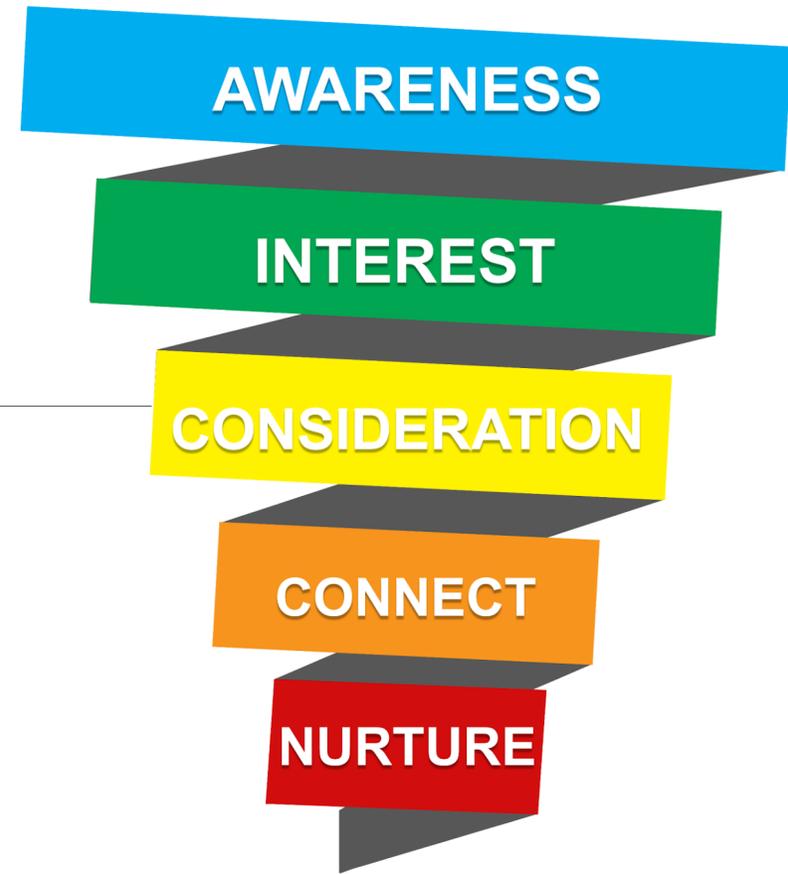
# The Engagement funnel

- Web traffic
- Profile visits



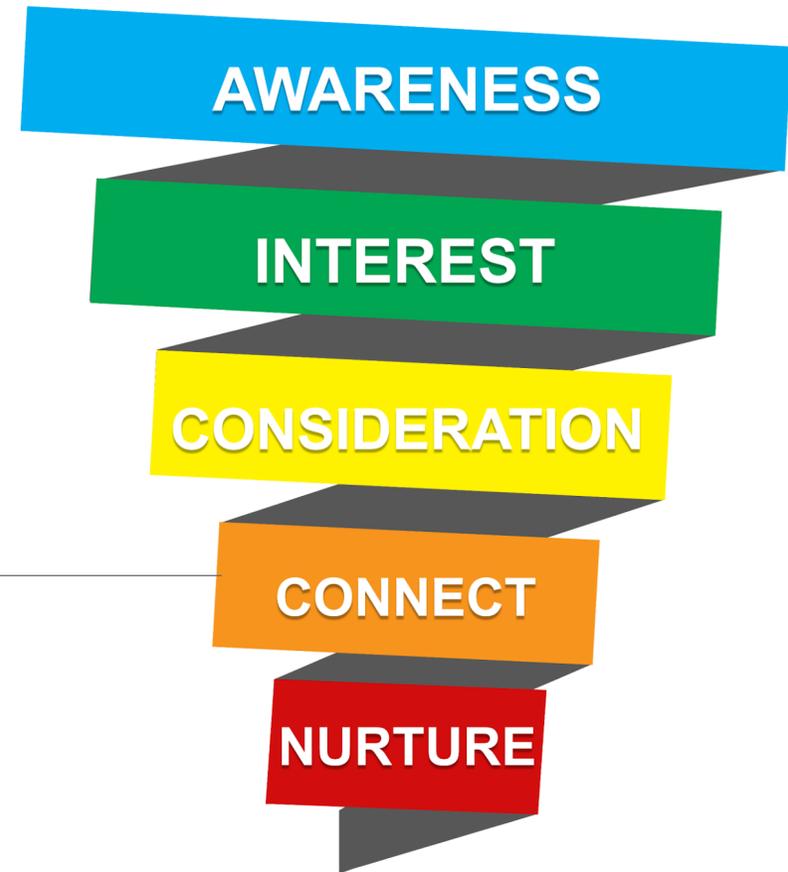
# The Engagement funnel

- Social follows
- Email sign-up
- Social engagement
- Search volume

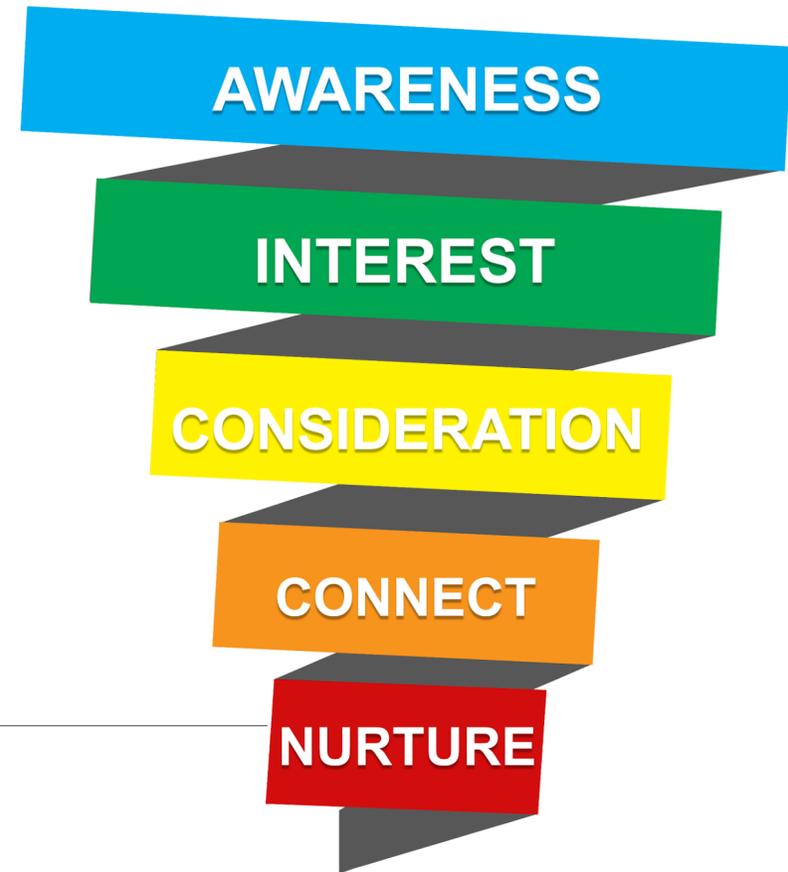


# The Engagement funnel

- Purchases
- Downloads
- Page engagement
- Visits



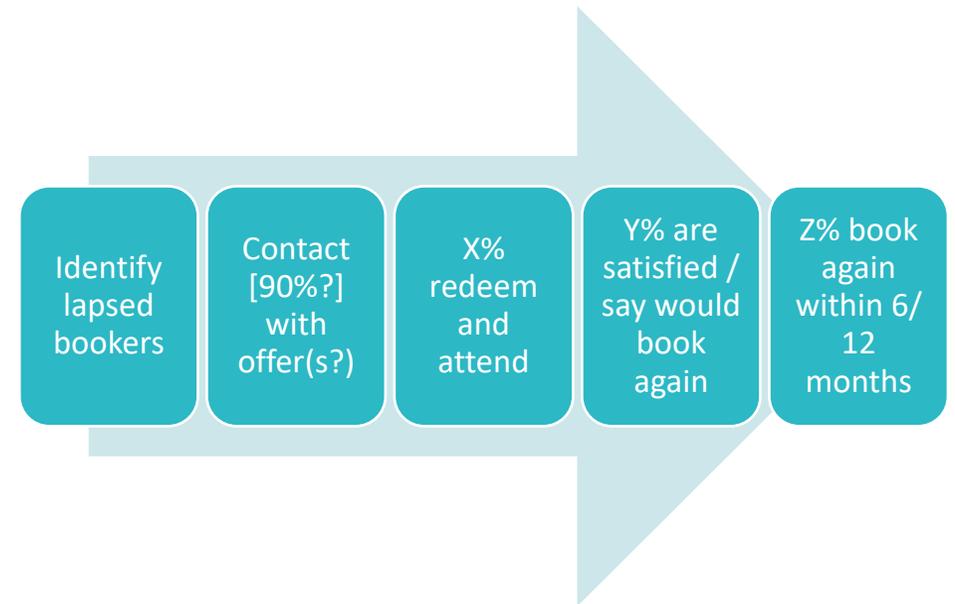
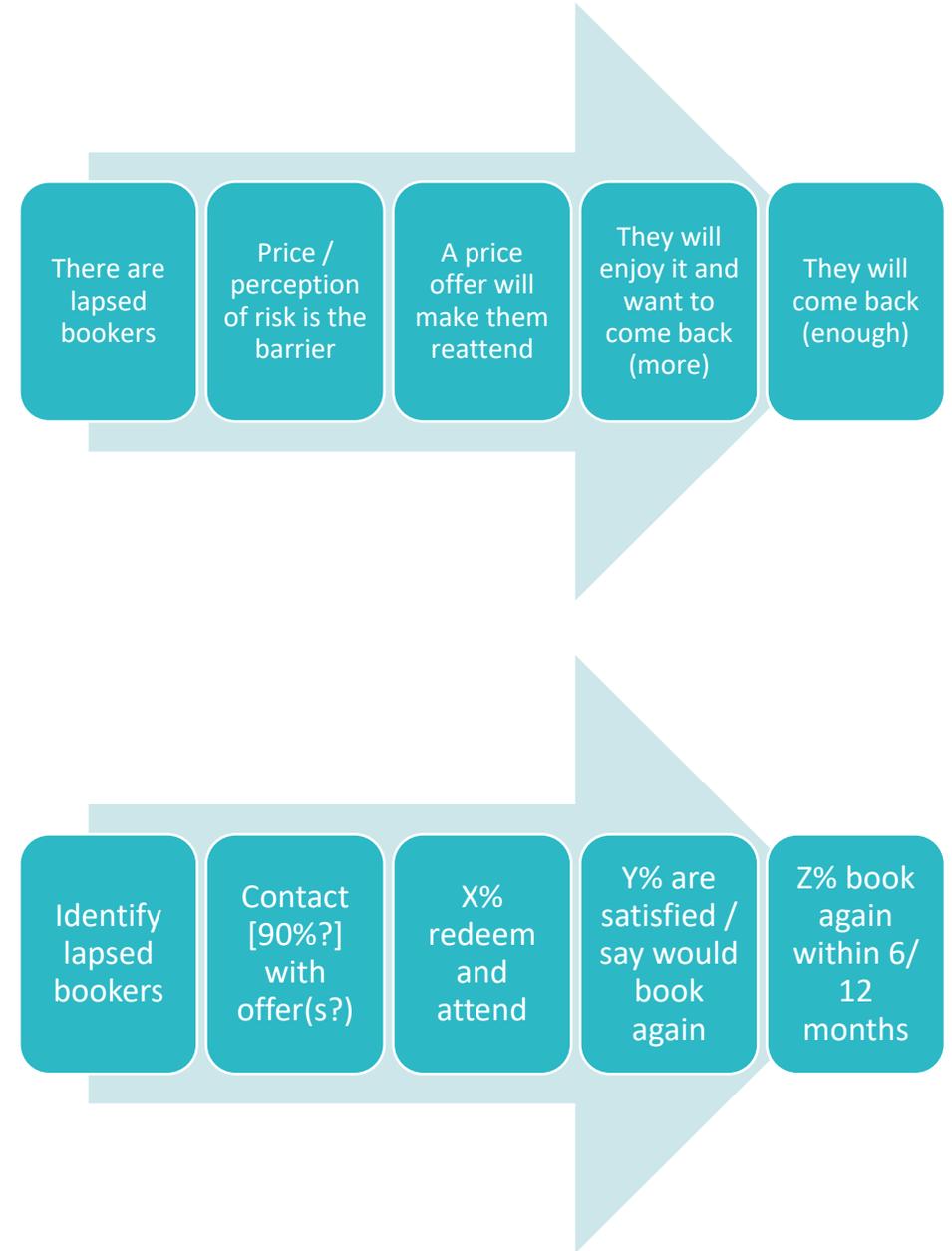
# The Engagement funnel



- Repeat purchases
- Membership
- Net promoter score
- Social media shares

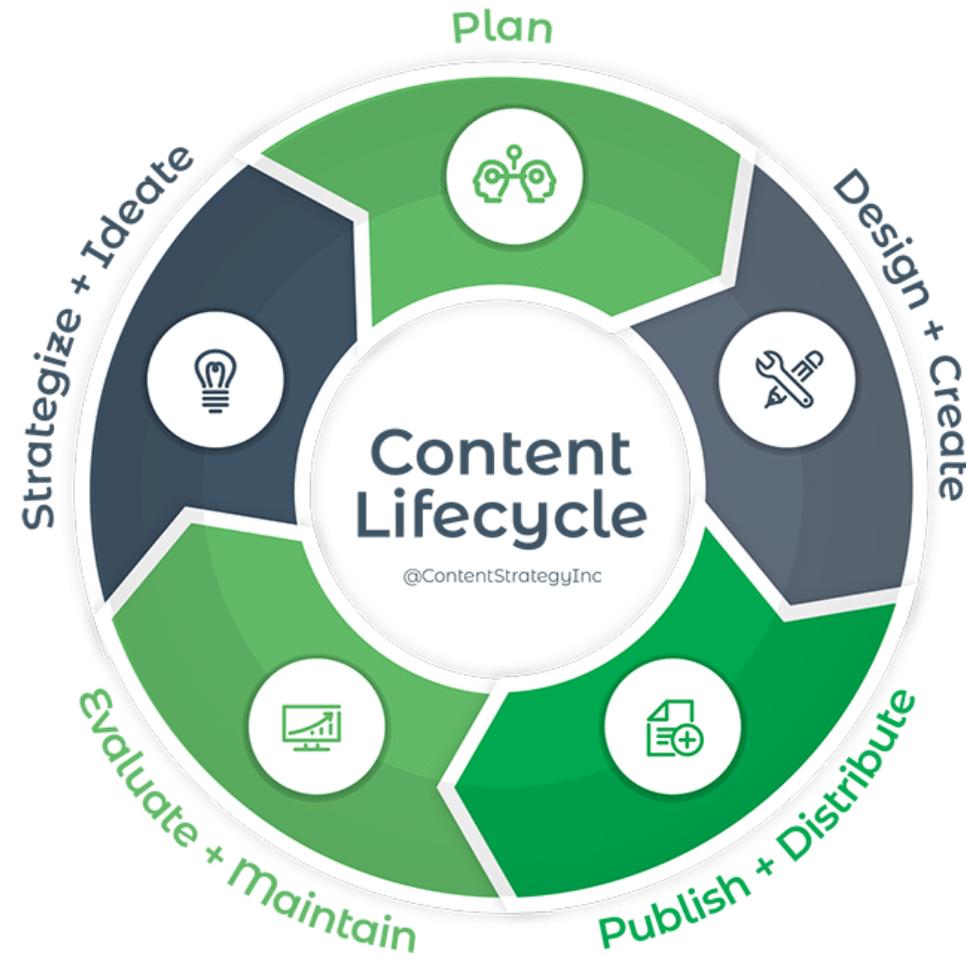
# Implement and Check

- Monitoring data/dashboards
  - Overall goals
  - Campaigns (inc. flags)
- Logic model/theory of change



# Process: Content lifecycle

Think about how you can build an approach to planning, creating and evaluating content.

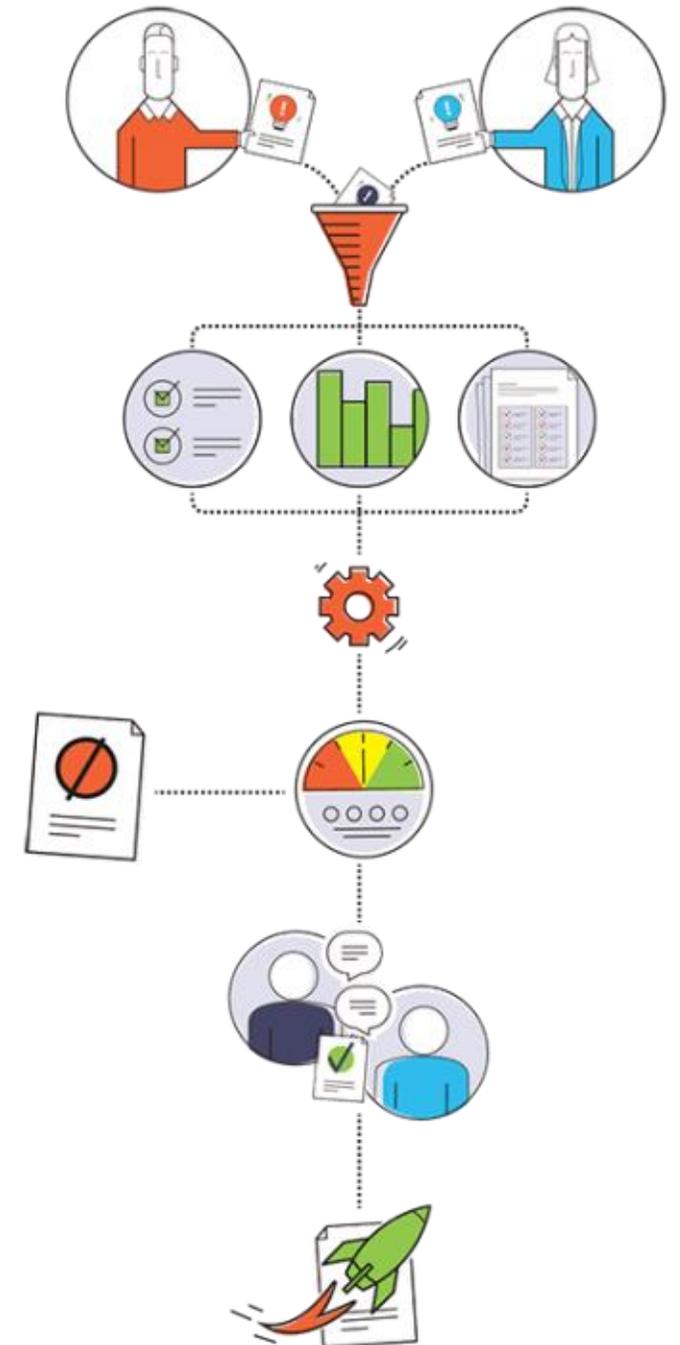


<https://contentstrategyinc.com/services/content-lifecycle-management/>

# Governance and reporting

# Build up a governance process

Maintain a group who can track emerging business and user needs, assess options for meeting them and running discovery projects on those options.



# (Re-)Telling Your Story

- Link back to objectives, outputs and outcomes
- What happened? (number, profile, experience? Vary types of info)
- Contextualise
- Differentiate
- Report audience development separately
- Evaluation is about *learning* and *future action*



# Digital reporting

- Digital allows us to try new things more easily.
- Take what you learn each month and try a new hypothesis.
- Be curious and iterate.



## 2 Performance Overview

Instagram 😊  
Facebook 😊  
Twitter 😊

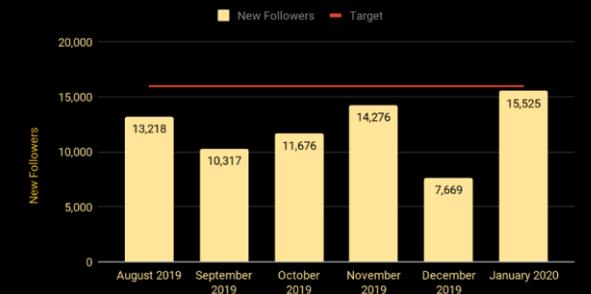


### 2.1 All channels: Followers

Current following:  
**1,199,271**

+15,525  
-2.85% on target  
+102% on last month

#### New Followers

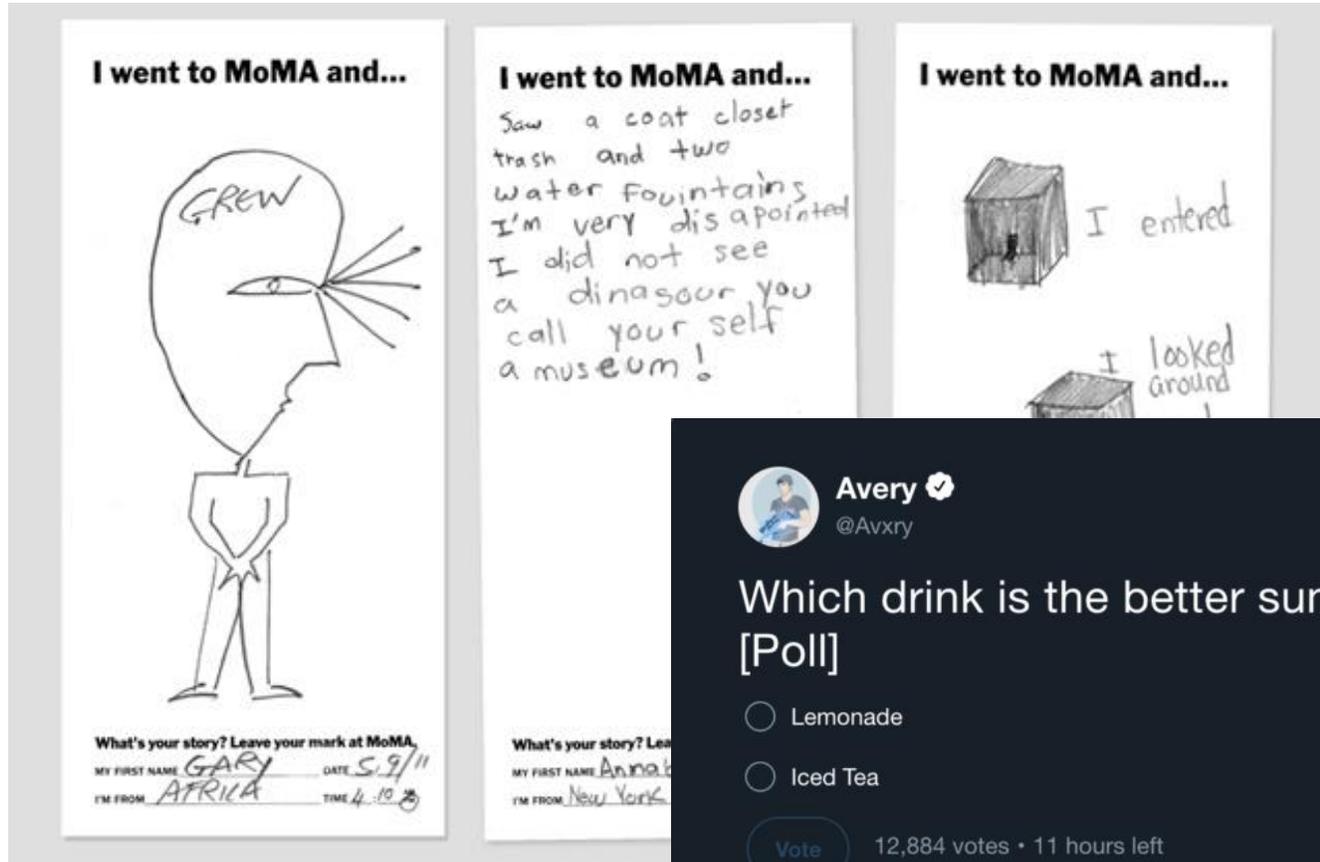


# Evaluation questions...

We only need to collect or generate what's relevant, useful and has meaning

- Your workshop was sold out ... is that a good thing or a bad thing? Could we have livestreamed it for others?
- You have 25,000 followers on Facebook ... does that make you better than an organisation with 15,000? How many engaged with your last project?
- 73% of website visits were from new users - is this evidence of reaching new demographics? Are they returning to the website, and if not then why? Which pages are they visiting, which pages are they exiting, how did they come to the website in the first place?

# Other techniques ...



A screenshot of a Twitter poll by user Avery (@Avxry). The poll asks 'Which drink is the better summer drink?' and offers two options: Lemonade and Iced Tea. The poll has 12,884 votes and 11 hours left. The tweet is dated 11:47 PM - 9 Jun 2019 and has 36 retweets and 775 likes.

**Avery** @Avxry

Follow

Which drink is the better summer drink?  
[Poll]

Lemonade

Iced Tea

Vote 12,884 votes • 11 hours left

11:47 PM - 9 Jun 2019

36 Retweets 775 Likes

A screenshot of an Instagram story poll. The poll asks 'Would you get up early to catch this sunrise?' and offers two options: YES and NO. The story is set against a background of a sunset over a body of water.

Would you get up early to catch this sunrise?

YES NO

Send To >

# Creative data collection

A hand-drawn mind map on a white tablecloth, surrounded by various objects including a water bottle, glasses, and a smartphone. The mind map is written in blue and green markers and includes the following text and drawings:

- TER SESSIONS**
- ENDS & SOCIAL**
- #PROGRAMMES DEVELOPED WITH PARTICIPANTS**
- #HUMANS**
- #JUST BE BETTER**
- WHERE I LIVE**
- GREEN IS NOT A CREATIVE COLOUR** (with a stick figure drawing)
- DON'T HAVE £ FOR** (with a musical note drawing)
- INSPIRATION**
- EDUCATION**
- MOTIVATION**
- IMAGINATION**
- SOCIAL MEDIA** (with a sun-like drawing)
- YOUNG PEOPLE ARE PEOPLE TOO**
- #WE DON'T NEED NO EDUCATION** (with a stick figure drawing and the note "(actually we do but not too much pls)")
- EDUCATION IMPORTANT** (written vertically)
- TRY TO BE A CREATIVE WIZ KID**
- LESSON 1**
- 13 A PROB** (with a drawing of a person's head)
- IMAGINATION** (written on the right side of the table)

Other visible text on the table includes "open out", "rightly", "with", and "IMAGINATION". A hand is visible on the right side, holding a white marker and writing on the paper.

So...

# So...

- Understand the WHOLE hybrid picture of your audience. Go for full segmentation or surveys
- Involve the whole organisation in planning audience development, with an ongoing strategy and approach to individual projects
- Understand what is possible and what is unrealistic by assessing your own digital maturity
- Don't focus on digital vs. physical, focus on the whole user journey
- Brainstorm opportunities that deepen, diversifies or offers something different
- Keep iterating and experimenting



# Thank you

Please Get in touch: [theaudienceagency.org](http://theaudienceagency.org)  
[adam.koszary@theaudienceagency.org](mailto:adam.koszary@theaudienceagency.org)

 the audience agency