The Spectrum of Audience Engagement A relationship policy matrix

Andrew McIntyre [VSG 04.03.2015]



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Consultancy established 1999

48 specialist consultants, researchers, analysts statisticians and project managers

Offices in Manchester, Auckland, Sydney

We help cultural organisations to better understand their audiences

Organisational development Audience development Branding Audience Insight















































CHRISTCHURCH ART GALLERY TE PUNA O WAJWHETU



NEW ZEALAND International Arts Festival

































Manchester

Art Gallery





AUCKLAND ART GALLERY

TOLOTAMAKI





























































































Sample questions

1. Museums exist to...

2. People should see the Museum as a...

3. You'll get...

4. We believe that...

5. We offer...



4,500 Post-Its > 400 Key Statements







Deliver mode

EXAMPLES







INTERNAL STATEMENTS

We use... our knowledge for the benefit of all Show them... history Allow audiences to appreciate the past.

To provide knowledge... We have the authority to tell WA's stories We help people understand the value of our collections

To provide knowledge that is authoritative and accurate

COMMENT

External. We anticipated visitors would require 'authority' as a gateway permission point, but we discovered they assume it. Concentrating on authority reinforces negative perceptions about the Museum. Stakeholder. Expertise and authority for this audience are the foundation for the ultimate goal of high levels of engagement and social change. Internal. We understand the anxiety around any perceived sacrifice of expertise and authority. The challenge for the brand is to deliver this in a way that does not alienate staff.



Deliver mode

Deliver

WE BELIEVE

Museum collections and research underpin our civilisation

PERSONALITY

Trusted expert

THE MUSEUM IS A

Storehouse of knowledge

WE OFFER

Authoritative reference

YOU'LL GET

Knowledge

OUR PROMISE

Our expert knowledge is credible, authoritative and accurate

OUR BRAND ESSENCE

Keepers of the flame

OUR KEY ASSET

Collections, research, knowledge

CONTENT OF EXCHANGE

Artifact

CONTEXT OF EXCHANGE

Institutional

OUR COMMUNICATION STYLE

Single, authoritative voice

QUALITIES THAT SHOULD BE RETAINED

Authority. This gives us permission to tackle subject matters others can't.

Expertise. This is empowering for our people.

Credibility. Trust is critical to building deeper connections.

ATTITUDES THAT SHOULD BE AVOIDED

Don't touch. The idea that collections are too good for visitors is a huge demotivator.

We know best. Our audiences are all experts of their own areas and their views have value.

One way flow of information. Our job is not just to deliver, we need to accept and learn from dialogue.

IMPACT FOR BRAND

We need to use these qualities as a platform for an egalitarian conversation.



Inform mode

EXAMPLES







INTERNAL STATEMENTS

To improve the lives of all Western Australians Encourage new ideas and new ways of thinking and learning

We open peoples' minds To infuse with the urge to learn and connect with the world around them

Teach kids how to think not what to think expand their horizons and the way they think about the world

Presented in an innovative, stimulating and thought provoking way

COMMENT

External. Innovative presentation is more important for regular visitors, but does not signal enough change to attract new visitors. Stakeholder. Learning is a part of what is required to effect social change. Internal. There has been a huge emphasis on interpretation in line with trends of Museology. Staff engaged in interpretation-based thinking see themselves as enlightened and will need heavy support in this change.



Inform

WE BELIEVE

Education sets you free and improves your life

PERSONALITY

Benevolent educator

THE MUSEUM IS A Centre for learning

WE OFFER

Interpretation

YOU'LL GET

Understanding

OUR PROMISE

We will open your mind and expand your horizons

OUR BRAND ESSENCE

Explain the world

OUR KEY ASSET

Our interpreted collections

CONTENT OF EXCHANGE

Artifact and story

CONTEXT OF EXCHANGE

Personal

OUR COMMUNICATION STYLE

One group telling another

QUALITIES THAT SHOULD BE RETAINED

Learning. Learning is an essential part of empathy and shifting perception.

Altruism. A desire to benefit WA people and culture is very important.

Connections. The ambition to create connections is very important.

ATTITUDES THAT SHOULD BE AVOIDED

Transmission of knowledge. The information is still travelling in a one-way direction.

We know what's best for you. The notion that we have a more enlightened perspective.

Your life needs improving. It is not our place to judge.

IMPACT FOR BRAND

An egalitarian conversation from which we and our audiences gain benefit.



Involve mode

EXAMPLES







INTERNAL STATEMENTS

We inspire curiosity and capture the imagination We stimulate all of your senses

We nurture a sense of wonder We provoke unexpected emotional responses We make learning and discovery fun and magical At our best we surprise people! We make their day The Museum
is infectious_it
makes you excited
about things you
thought were
boring

COMMENT

External. This is what the current visitors come for, they love it and don't feel a strong need for change. The non-visitors are getting interested but have not yet had enough change signalled to visit. Stakeholder. The inspiration is happening, but it is happening on an individual level, not yet a collective level. The the outcome is not yet social change. Internal. These people are passionate and committed. We need to hamess their energy and redirect it from the goal of individual inspiration to collective experiences.



QUALITIES THAT SHOULD BE RETAINED

Passion. These people will be our advocates.

Inspire curiosity. Realisations come from inquisitive exploration.

Learning journeys. Interactivity as a more effective transmission of ideas.

Relevance. Make sure it's for our audiences, not for us.

ATTITUDES THAT SHOULD BE AVOIDED

Collections are everything. It is the ideas that collections inspire which should be our goal.

Individual. While each person's journey is important, we must also think about the broader collective picture.

IMPACT FOR BRAND

An egalitarian conversation from which our audiences' curiosity inspires shared discoveries.

Involve

WE BELIEVE

Museums inspire curiosity and fire the imagination

PERSONALITY

Inspirational storyteller

THE MUSEUM IS A

Portal to an amazing world

WE OFFER

Immersive experiences

YOU'LL GET

Active engagement

OUR PROMIS

We make learning and discovery fun and magical

our BRAND ESSENCE Hands on, minds on

OUR KEY ASSET

Immersive environment

CONTENT OF EXCHANGE

Multisensory

CONTEXT OF EXCHANGE

Social

OUR COMMUNICATION STYLE Telling relevant stories



Co-create mode

EXAMPLES







INTERNAL STATEMENTS

We can celebrate cultural diversity and richness The Museum is yours, mine, ours

the sharing of ideas. We are a forum not a temple

We encourage more community interactivity We share humanity Everyone has a stake in the museum

We are people, people

COMMENT

External. Now non-visitors are very interested. Their idea of glass-cased collections has been disrupted. The current visitors still want that guiding voice and are happy if the Museum uses its expertise to facilitate their experience. Stakeholder. The potential for community creation is clear and stakeholders see the Museum using its institutional power to deliver societal outcomes in an unbiased way. Internal. These people are all about deeper connections that come from community and relevance



QUALITIES THAT SHOULD BE RETAINED

Partnership. An equal two-way exchange.

Ideas are king. Collections and stories are vehicles for ideas.

Shared relevance. The basis for community.

ATTITUDES THAT SHOULD BE AVOIDED

People's collections. Other people's things in jars is not quite lofty enough, we need a big idea to ensure we are not trivialising.

IMPACT FOR BRAND

An egalitarian exchange which creates an ideas-based community.

Co-create

WE BELIEVE

Sharing experiences and identities builds community

PERSONALITY

Generous partner

THE MUSEUM IS A

Community builder

WE OFFER

Emotional connections

YOU'LL GET

A sense of community

OUR PROMISE

Share your story and ours to find personal relevance

OUR BRAND ESSENCE

Self-discovery + Shared identity = Community

OUR KEY ASSET

Stories, ideas, partnerships, people

CONTENT OF EXCHANGE

Personal

CONTEXT OF EXCHANGE

Communal

OUR COMMUNICATION STYLE

Two-way exchange



Empower mode

EXAMPLES







INTERNAL STATEMENTS

We want West Australians to explore, share and define their identities We believe that audiences can and should make up their own minds

a safe place where people can express and explore their identities

Visitors can create their own experiences A platform where the community can speak for itself Encourage people to explore unsafe Ideas a place that sparks creative thinking and enterprise

COMMENT

External. Now those who were once nonvisitors are the advocates for this place that allows them self-directed learning and expression. The current visitors can absolutely see the benefit which previously was beyond their sphere of recognition. Stakeholder. The more positive societal impact the Museum can achieve, the more investment stakeholders will make. Internal. There are fewer voices in this mode. They speak about the great importance of the institutional power being used to create a safe place from which the status quo can be disrupted.



Empower mode

QUALITIES THAT SHOULD BE RETAINED

Facilitator of debate. The Museum has the role of facilitator and the community becomes the advocate for justice.

Self-directed thinking. A paradigm shift from institutional-directed thinking to self-directed discovery.

Questions not answers. Breaking down prejudices through unbiased presentation of viewpoints.

ATTITUDES THAT SHOULD BE AVOIDED

Militance. Relevance demands this to be an opt-in experience, not one that is forced upon you.

IMPACT FOR BRAND

An egalitarian exchange which creates an unprejudiced ideas-based community.

Empower

WE BELIEVE

Sharing ideas builds an empathetic and participatory society

PERSONALITY

Egalitarian facilitator

THE MUSEUM IS A

Platform for ideas

WE OFFER

Debate and discussion

YOU'LL GET

New perspectives

OUR PROMISE

You will not be judged and can make up your own mind

OUR BRAND ESSENCE

Safe place for unsafe ideas

OUR KEY ASSET

Access to our power: knowledge, skills, resources, reach

CONTENT OF EXCHANGE

Ideas and beliefs

CONTEXT OF EXCHANGE

Societal

OUR COMMUNICATION STYLE

Multiple viewpoints with as many questions as answers

Spectrum of Audience Engagement

Deliver	Inform	Involve	Co-create	Empower
WE BELIEVE Museum collections and research underpin our civilisation	we вешеve Education sets you free and improves your life	we selieve Museums inspire curiosity and fire the imagination	WE BELIEVE Sharing experiences and identities builds community	WE BELIEVE Sharing ideas builds an empathetic and participatory society
PERSONALITY	PERSONALITY	PERSONALITY	PERSONALITY	Egalitarian facilitator
Trusted expert	Benevolent educator	Inspirational storyteller	Generous partner	
THE MUSEUM IS A	THE MUSEUM IS A	THE MUSEUM IS A	THE MUSEUM IS A	THE MUSEUM IS A
Storehouse of knowledge	Centre for learning	Portal to an amazing world	Community builder	Platform for ideas
WE OFFER	we offer	we offer	we offer	WE OFFER
Authoritative reference	Interpretation	Immersive experiences	Emotional connections	Debate and discussion
You'll GET Knowledge	YOU'LL GET Understanding	Active engagement	A sense of community	New perspectives
OUR PROMISE Our expert knowledge is credible, authoritative and accurate	our PROMISE	our Promise	our PROMISE	our promise
	We will open your mind and	We make learning and discovery	Share your story and ours to find	You will not be judged and can
	expand your horizons	fun and magical	personal relevance	make up your own mind
our Brand Essence Keepers of the flame	our Brand Essence Explain the world	our Brand Essence Hands on, minds on	our BRAND ESSENCE Self-discovery + Shared identity = Community	our BRAND ESSENCE Safe place for unsafe ideas
OUR KEY ASSET Collections, research, knowledge	OUR KEY ASSET Our interpreted collections	OUR KEY ASSET Immersive environment	our KEY ASSET Stories, ideas, partnerships, people	OUR KEY ASSET Access to our power: knowledge, skills, resources, reach
CONTENT OF EXCHANGE	CONTENT OF EXCHANGE	CONTENT OF EXCHANGE	CONTENT OF EXCHANGE Personal	content of exchange
Artifact	Artifact and story	Multisensory		Ideas and beliefs
CONTEXT OF EXCHANGE	CONTEXT OF EXCHANGE	CONTEXT OF EXCHANGE	CONTEXT OF EXCHANGE Communal	CONTEXT OF EXCHANGE
Institutional	Personal	SOCIAL		Societal
OUR COMMUNICATION STYLE Single, authoritative voice	One group telling another	our communication style Telling relevant stories	our communication style Two-way exchange	OUR COMMUNICATION STYLE Multiple viewpoints with as many questions as answers



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Deliver	Inform	Involve	Co-create	Empower
WE BELIEVE Museum collections and research underpin our civilisation	we венеve Education sets you free and improves your life	we selieve Museums inspire curiosity and fire the imagination	WE BELIEVE Sharing experiences and identities builds community	WE BELIEVE Sharing ideas builds an empathetic and participatory society
PERSONALITY Trusted expert	PERSONALITY Benevolent educator	PERSONALITY Inspirational storyteller	Generous partner	PERSONALITY Egalitarian facilitator
THE MUSEUM IS A Storehouse of knowledge	THE MUSEUM IS A Centre for learning	THE MUSEUM IS A Portal to an amazing world	Comp C Cor	THE MUSEUM IS A Platform for ideas
we offer Authoritative reference	we offer Interpretation	we offer Immersive experiences	ws See Emotional connections	WE OFFER Debate and discussion
You'll GET Knowledge	YOU'LL GET Understanding	Active Cal Cart	A sense of community	New perspectives
OUR PROMISE Our expert knowledge is credible, authoritative and accurate	our PROMISE We will open your price and expand year your price.	Portal to an amazing world WE OFFER Immersive experiences YOU'LL GET Active Characterit We make learning and discovery fun and magical	оия рясмияє Share your story and ours to find personal relevance	our promise You will not be judged and can make up your own mind
our Brand Essence Keepers of the flame	our Brand Essence Explain the world	our Brand Essence Hands on, minds on	our BRAND ESSENCE Self-discovery + Shared identity - Community	our BRAND ESSENCE Safe place for unsafe ideas
OUR KEY ASSET Collections, research, knowledge	OUR KEY ASSET Our interpreted collections	our KEY ASSET Immersive environment	our KEY ASSET Stories, ideas, partnerships, people	OUR KEY ASSET Access to our power: knowledge, skills, resources, reach
CONTENT OF EXCHANGE Artifact	Artifact and story	CONTENT OF EXCHANGE Multisensory	CONTENT OF EXCHANGE Personal	CONTENT OF EXCHANGE Ideas and beliefs
CONTEXT OF EXCHANGE Institutional	CONTEXT OF EXCHANGE Personal	CONTEXT OF EXCHANGE Social	CONTEXT OF EXCHANGE Communal	CONTEXT OF EXCHANGE Societal
OUR COMMUNICATION STYLE Single, authoritative voice	One group telling another	our communication style Telling relevant stories	our communication style Two-way exchange	our communication style Multiple viewpoints with as many questions as answers



Plotting current perceptions

Deliver		Inform	Involve	Co-create	Empower
CURRENT VISITOR	85				
NON-VISITORS					
STAKEHOLDERS					
INTERNAL					



Plotting current perceptions – vs – future desire

Deliver	Inform	Involve	Co-create	Empower
CURRENT VISITORS				
NON-VISITORS				
STAKEHOLDERS				
INTERNAL				



Spectrum of Audience Engagement

Deliver	Inform	Involve	Co-create	Empower
WE BELIEVE Museum collections and research underpin our civilisation	we вешеve Education sets you free and improves your life	Involve we believe Museums inspire curiosity and fire the imagination PERSONALITY Inspirational storyteller THE MUSEUM IS A Portal to an amazing world we offer Immersive expellered YUYLL OR ACTIVE ON ACTIVE OUR PROMISE We make learning and discovery	WE BELIEVE Sharing experiences and identities builds community	we selveve Sharing years builds an emic skip who participatory column
PERSONALITY Trusted expert	PERSONALITY Benevolent educator	PERSONALITY Inspirational storyteller	Generous parm	Egalitarian facilitator
THE MUSEUM IS A Storehouse of knowledge	THE MUSEUM IS A Centre for learning	THE MUSEUM IS A Portal to an amazing world	THE SECURITY A Community builder	THE MUSEUM IS A Platform for ideas
WE OFFER Authoritative reference	we offer Interpretation	WE OFFER Immersive executer 1.1	we offer Emotional connections	we offer Debate and discussion
You'll GET Knowledge	VOUTLE GET Understanding	Attive engagement	A sense of community	New perspectives
OUR PROMISE Our expert knowledge is credible, authoritative and accurate	OUR PROMISE We will open you and and expand our horizons OUR BRAND ESSENCE	our promise We make learning and discovery fun and magical	OUR PROMISE Share your story and ours to find personal relevance	our promise You will not be judged and can make up your own mind
our Brand Essence Keepers of the flame	our BRAND ESSENCE Explain the world	our Brand ESSENCE Hands on, minds on	our BRAND ESSENCE Self-discovery + Shared identity = Community	our Brand Essence Safe place for unsafe ideas
OUR KEY ASSET Collections, research, knowledge	OUR KEY ASSET Our interpreted collections	OUR KEY ASSET Immersive environment	our KEY ASSET Stories, ideas, partnerships, people	OUR KEY ASSET Access to our power: knowledge, skills, resources, reach
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OUR COMMUNICATION STYLE Single, authoritative voice	our communication style One group telling another	our communication STYLE Telling relevant stories	our communication style Two-way exchange	Multiple viewpoints with as many questions as answers



Spectrum of Audience Engagement

Deliver	Inform	Involve	Co-create	Empower
we BELIEVE Museum collections and research underpin our civilisation	we венеve Education sets you free and improves your life	Involve WE BELIEVE Museums inspire curiosity and fire the imagination PERSONALITY Inspirational storyteller THE MUSEUM IS A Portal to an amazing world. WE OFFER Immersive exteriesces YOUR ACT ACCO Engagement OUR PROMISE We make learning and discovery fun and magical OUR BRAND ESSENCE Hands on, minds on	WE BELIEVE Sharing experiences and identities builds community	Sharing illds an any a titis and participatory
PERSONALITY	PERSONALITY	PERSONALITY	PERSONALITY	Egalitarian facilitator
Trusted expert	Benevolent educator	Inspirational storyteller	Generous polytner	
THE MUSEUM IS A	THE MUSEUM IS A	Portal to an amazing world	75 A Street Ca	THE MUSEUM IS A
Storehouse of knowledge	Centre for learning		Com Chity builder	Platform for ideas
WE OFFER	WE OFFER	ME OFFER	WE OFFER	WE OFFER
Authoritative reference	Interpretation	Immersive exteries 0.5	Emotional connections	Debate and discussion
You'LL GET Knowledge	VOU'LL GET Understanding	vorm Art Artist engagement	A sense of community	New perspectives
OUR PROMISE Our expert knowledge is credible, authoritative and accurate	OUR PROMISE We will contyour mand and expand four horizons	our PROMISE We make learning and discovery fun and magical	OUR PROMISE Share your story and ours to find personal relevance	our promise You will not be judged and can make up your own mind
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CONTENT OF EXCHANGE	CONTENT OF EXCHANGE	CONTENT OF EXCHANGE	CONTENT OF EXCHANGE	CONTENT OF EXCHANGE
Artifact	Artifact and story	Multisensory	Personal	Ideas and beliefs
CONTEXT OF EXCHANGE	CONTEXT OF EXCHANGE	CONTEXT OF EXCHANGE	CONTEXT OF EXCHANGE Communal	CONTEXT OF EXCHANGE
Institutional	Personal	Social		Societal
OUR COMMUNICATION STYLE	OUR COMMUNICATION STYLE	our communication STYLE	our communication style	Multiple viewpoints with as many questions as answers
Single, authoritative voice	One group telling another	Telling relevant stories	Two-way exchange	







Expression

RECEPTIVE CONFIDENT COMMUNITY EXPRESSIVE

Affirmation

SELF-IDENTITY ASPIRATION QUALITY TIME IMPROVEMENT





Essence

DISCERNING SPONTANEOUS INDEPENDENT SOPHISTICATED



ACTIVE EXPERIMENTAL DISCOVERY CONTEMPORARY





Release

BUSY
AMBITIOUS
PRIORITISING
WISTFUL

Enrichment

MATURE TRADITIONAL HERITAGE NOSTALGIA





Perspective

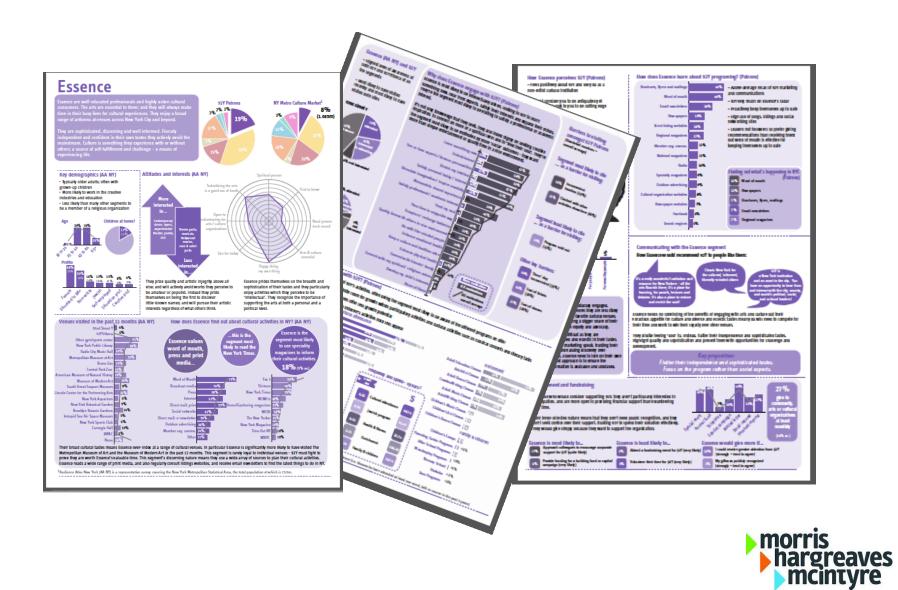
SETTLED SELF-SUFFICIENT FOCUSED CONTENTED

Entertainment

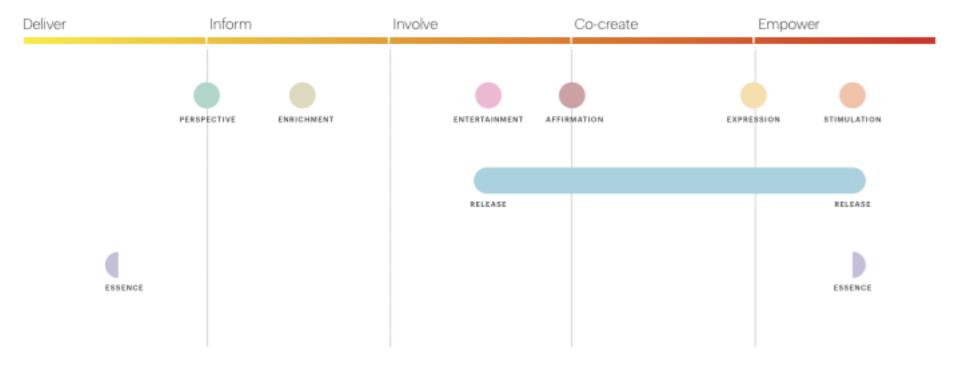
CONSUMERS POPULARIST LEISURE MAINSTREAM



Detailed pen portraits for brand insight

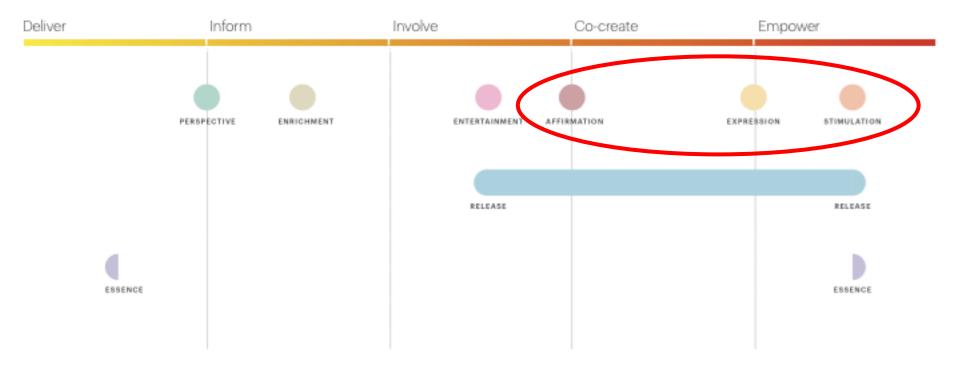


Plotting engagement drivers for Culture Segments





Key target Culture Segments





Spectrum of Audience Engagement

Deliver	Inform	Involve	Co-create	Empower
WE BELIEVE Museum collections and research underpin our civilisation	we вешеve Education sets you free and improves your life	we вะแะve Museums inspire curiosity and fire the imagination	WE BELIEVE Sharing experiences and identities builds community	we вешеve Sharing ideas builds an empathetic and participatory society
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THE MUSEUM IS A Storehouse of knowledge	THE MUSEUM IS A Centre for learning	THE MUSEUM IS A Portal to an amazing world	50 Stricty builder	THE MUSEUM IS A Platform for ideas
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OUR PROMISE Our expert knowledge is credible, authoritative and accurate	We will deal type dind and expend you herizons	Portal to an amazing world WE OFFER Immersive experiences OUR PROMISE We make learning and discovery fun and magical	our PROMISE Share your story and ours to find personal relevance	our promise You will not be judged and can make up your own mind
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our communication style Single, authoritative voice	Our communication style One group telling another	our communication style Telling relevant stories	our communication style Two-way exchange	OUR COMMUNICATION STYLE Multiple viewpoints with as many questions as answers

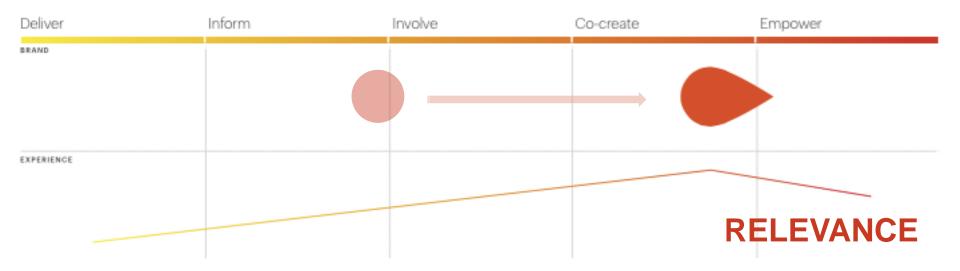


Brand positioning

Deliver	Inform	Involve	Co-create	Empower
BRAND				
EXPERIENCE				



Brand positioning



"It [examples of Co-Create and Empower] makes it current and relevant."

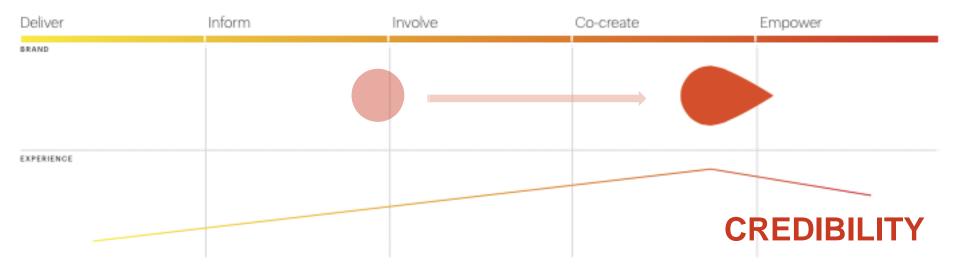
"We're very much in a now culture aren't we?"

"It [Co-Create and Empower] kind of grounds it [the Museum] a little bit more. Like you can see how it's related to you, rather than just having these objects that are so far removed from anything that affects you in any way."

"A lot of the perception of the museum is this old stuff. Getting things that have recently happened is great."



Brand positioning



"Being able to tell both sides of the stories. Letting people make their own mind up and like having five different people come out of the museum and have five different opinions. I think that's better than just having one thing forced on everyone."

"It gives people the opportunity to make up their own mind, instead of being fed stuff via the media."

"Yeah I guess you want something that's factual, but you don't want the media's influence"



Our recommendation for Western Australian Museum

In short, continuing to move left to right on the Spectrum – from Inform to Involve and on to Co-Create and Empower - will continue to increase relevance and accessibility and significantly increase the audience for the Museum.





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