

Bruce County Museum & Cultural Centre 2021-2026 Strategic Plan -- Supporting Research

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1. Digital Maturity Assessment



- In order to gain a snapshot of BCM&CC's digital maturity level, Nordicity administered its proprietary digital maturity assessment tool, Digital Portrait.
- Based on a simple form questionnaire format, the tool assesses an organization's digital adoption, integration and aspiration levels across six categories– **planning**, **vision**, **audiences**, **discoverability**, **processes** and **infrastructure**.
- Seven staff departments at BCM&CC were asked to completed a separate Digital Portrait.
- Based on an analysis of the collective responses provided, BCM&CC was assigned one of four maturity levels for each category, and for the organization overall: **Preliminary**, **Functional**, **Integrated** or **Innovative**.
- This section will explore the results of BCM&CC's completed assessments, what these responses mean in terms of the organization's digital maturity, and what gaps, needs and opportunities the responses might reveal that could inform the organizational strategy.

Digital Portrait Results | Overall

- Taking all six of the completed Digital Portraits together, BCM&CC's overall digital maturity is assessed as **Functional**.
 - To be “functional” means that *digital is used effectively for efficiencies in daily tasks/functioning of the organization and is only just beginning to be considered for more strategic use.*
- BCM&CC appears to be the furthest ahead in terms of digital transformation and integration when it comes to its **vision** and **processes**, **audiences**, **planning**, **discoverability**, and **infrastructure** show the most potential for further digital advancement and integration.
- The table on the next slide summarizes the results of the Digital Portrait Assessment.

Digital Portrait Results | Overall

	Overall	Planning	Vision	Audiences	Discoverability	Processes	Infrastructure
Corporate	Functional	Functional	Innovative	Functional	Functional	Integrated	Integrated
Archives and Collections	Integrated	Integrated	Innovative	Functional	Functional	Integrated	Functional
Education	Integrated	Functional	Innovative	Functional	Functional	Functional	Integrated
Exhibits	Functional	Functional	Integrated	Preliminary	Functional	Functional	Functional
Revenue Development	Functional	Integrated	Integrated	Functional	Functional	Integrated	Functional
Marketing	Functional	Functional	Innovative	Functional	Functional	Integrated	Functional
Visitor Services	Integrated	Integrated	Innovative	Functional	Functional	Integrated	Integrated
Overall	Functional	Functional	Innovative	Functional	Functional	Integrated	Functional

BCM&CC Results: **Functional**

Digital helps to execute strategy in a functional way (e.g., website, marketing, etc.)

- Planning around digital, while Functional, does lean heavily towards being Integrated.
- Archives/collections, revenue development and visitor services appear further along than other departments (e.g. marketing, exhibits) when it comes to planning around digital use/integration.
- The overall organization does not have digital formally integrated into its strategic planning yet, but this strategic planning process will allow for digital planning to be woven through all departments.

BCM&CC Results: **Innovative**

Digital is envisioned as a powerful tool to connect with audiences and expand the reach of the organization in numerous and innovative ways.

- A digital vision is strong throughout all departments at BCM&CC.
- Overall, the organization has a desire to be a digitally integrated institution, one that uses digital tools to enhance its strategic goals.

BCM&CC Results: **Functional**

Digital is used to connect and interact and/or understand audiences in an as-needed way (e.g. ticketing), and understanding is a by-product of that (e.g. google analytics).

- Impressions on how digital tools are used to understand and to engage with audiences varies widely across the organization – some departments see the museum as very advanced in this area, and others see the museum as not advanced at all.
- There appears to be a common understanding across the organization that digital tools have a role to play in attracting audiences, understanding audiences, and engaging with them further.
- Staff recognize that there is an opportunity to more consistently integrate analytics and strategic engagement activities across the organization.

BCM&CC Results: **Functional**

Digital Platforms are used to support the discoverability of the organization in a useful but not strategic way.

- Content is not being used to its full potential to increase discoverability.
 - There are increased opportunities to use content for online exhibits, educational engagement, etc.
- Digital tools are used to varying degrees to help audiences discover the organization.
 - There are increased opportunities to use platforms (i.e. social media) to reach audiences.

BCM&CC Results: **Integrated**

Digital tools are vital to the internal processes of the organization.

- The organization views digital tools as having potential to increase internal efficiencies, although processes are needed to allow more streamlined integration and holistic adoption.
- There are recent efforts to digitize data collection processes – Office 365, Perfect Mind), although the organization does not currently regularly collect audience feedback on services and experiences.
- There is support across the organization for staff to increase their digital knowledge.
- There is a shared understanding that digital tools are being used to manage corporate activities and help the organization to be efficient and effective in daily tasks.

Digital Portrait Results | Infrastructure

BCM&CC Results: **Functional**

Digital infrastructure exists as necessary for the functioning of the organization.

- There are varying levels of understanding about how many assets are digitized across the organization.
- Some of these assets are in a format that can be used for other purposes (e.g. marketing, online exhibitions, etc.), but some need to be in a higher quality in order to be used for public facing purposes.
- There is agreement that a CRM system (i.e. Perfect Mind), once fully implemented, will create more internal efficiencies (e.g. consistent audience data collection) and support better tracking of external facing interactions (e.g. customer touchpoints).
- There is agreement across the organization that there are gaps in existing audience relationship management (e.g. in engaging across multiple touchpoints, and understanding audiences with the help of data).

Digital Portrait Results | Key Findings

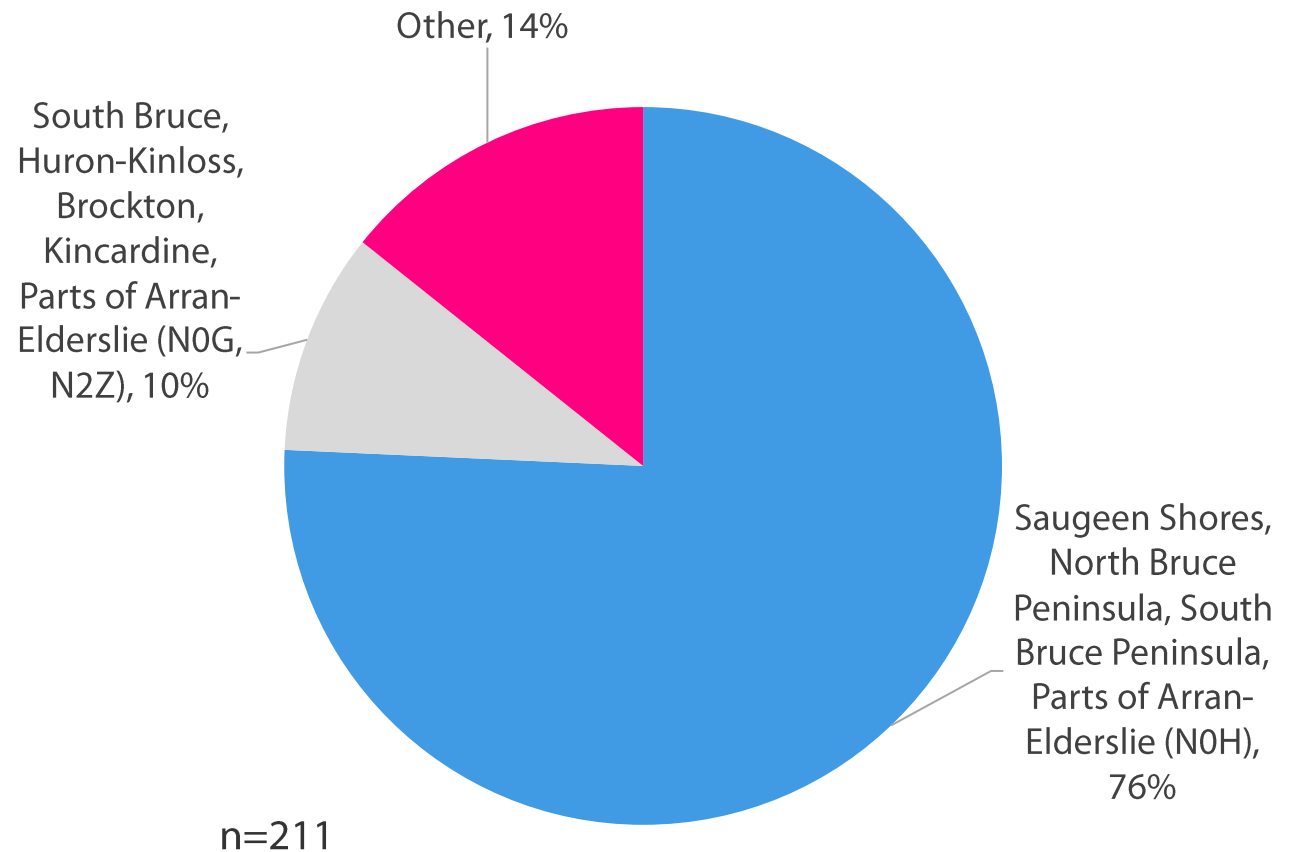
- There is significant inconsistency across the organization in terms of levels of digital adoption and integration.
- The organization has strong foundation of digital assets that can be leveraged.
- The digital infrastructure is solid (e.g. CRM), especially given recent investments in digital infrastructure (e.g. Office 365 and Perfect Mind), although increased digital integration across platforms and departments would increase efficiencies.
- There is a opportunity to use digital platforms to increase efficiencies when working with external stakeholders – e.g. volunteer management or room bookings.
- Actively collecting and integrating audience data and audience feedback into processes would support the museum's work in a strategic way.

2. Survey Analysis

Survey Analysis | Respondent Information

- Respondents were asked to provide the first three characters of their postal code.¹
- Three quarters (76%) of survey respondents provided N0H postal codes, which includes residents from municipalities across the Bruce Peninsula, beginning as far south as Port Elgin all the way up to Tobermory. This includes Saugeen Shores, North Bruce Peninsula, South Bruce Peninsula and parts of Arran-Elderslie.
- 10% provided N0G or N2Z postal codes which refer to communities including South Bruce, Huron-Kinloss, Brockton, Kincardine and parts of Arran-Elderslie.
- 14% of respondents were from other geographic areas.³

Location of Respondents²



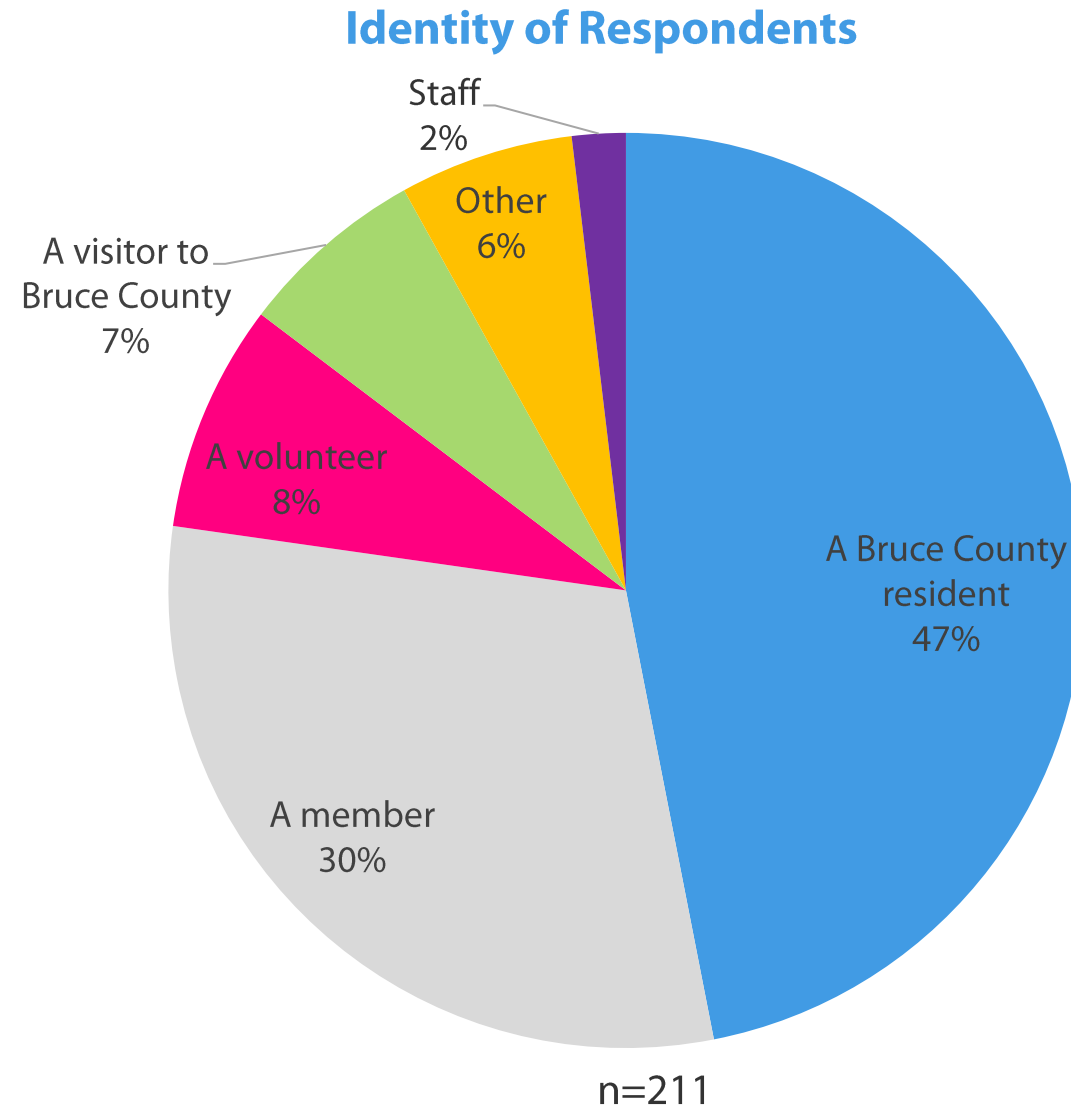
¹ The first 3 digits of the postal code corresponds to Canada Post's Forward Sortation Areas (FSAs). In rural communities these FSA's cover large geographical areas. As such, the level of granularity with regards to respondent location analysis is limited.

² Note: Due to the lack of granularity in Canada Post's list of Forward Sortation Areas, Nordicity used alternative sources to determine the corresponding locations for the postal codes provided by survey respondents. Source: [List of postal codes of Canada: N](#).

³ "Other" also includes multiple postal codes that were equal to or less than 2% of responses.

Survey Analysis | Respondent Information

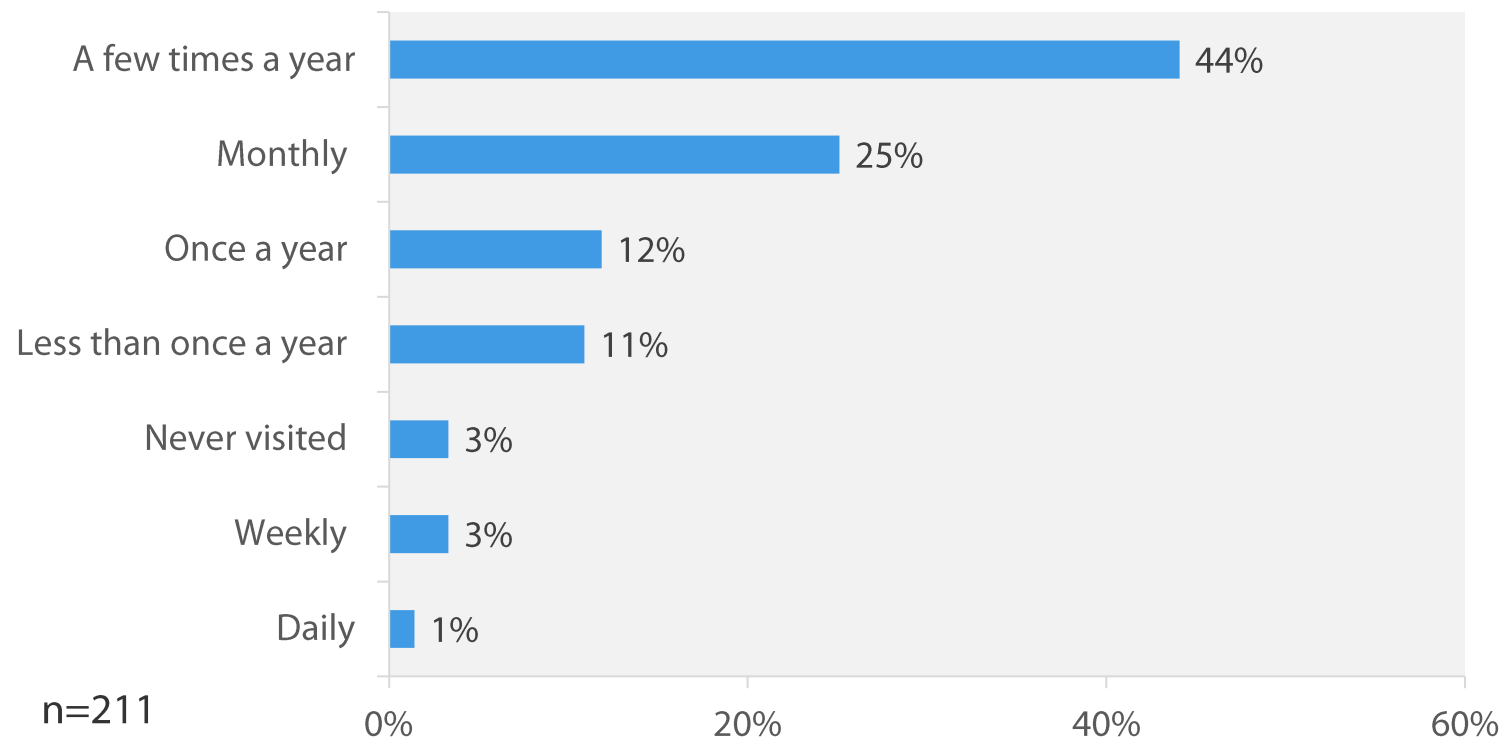
- The majority of survey respondents identified themselves as Bruce County residents (47%).
- 30% identified themselves as BCM&CC members and 8% identified themselves as volunteers.



Survey Analysis | Respondent Information

- 44% of respondents noted that they visit the BCM&CC a few times a year, where 25% said that they visit monthly.
- When asked why they had never been to BCM&CC, the 3% of respondents who noted that they had never visited stated that they did not have the time or did not live in the region.

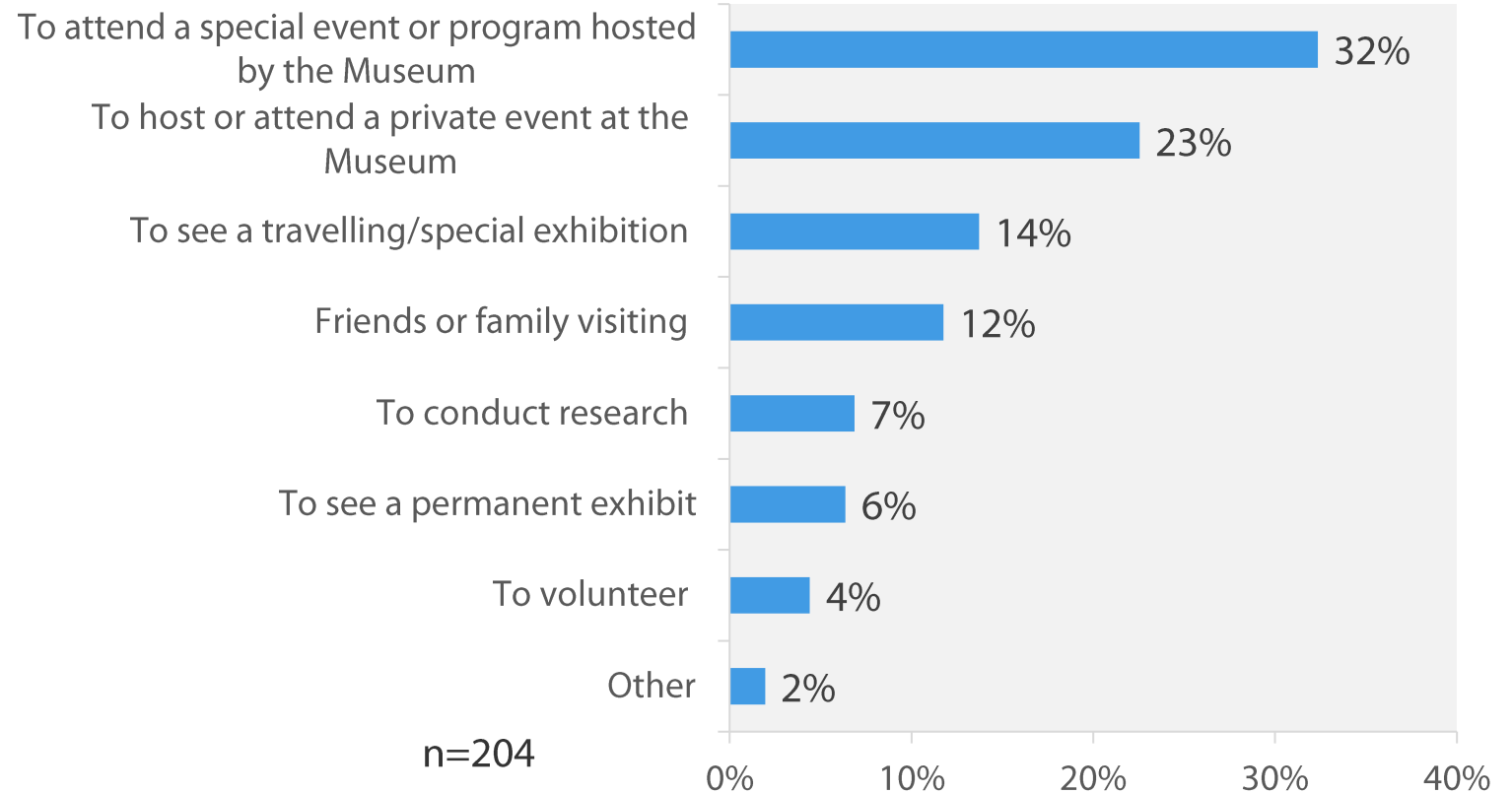
Museum Visit Frequency of Survey Respondents



Survey Analysis | Respondent Information

- When asked to select a reason for their most recent visit to BCM&CC, almost one third (32%) of respondents said they were **attending a special event/program** hosted by the Museum.
- 23% said that their reason for visiting was **to host or attend a private event** at the Museum.
- 14% said to **see a travelling/special exhibition**.

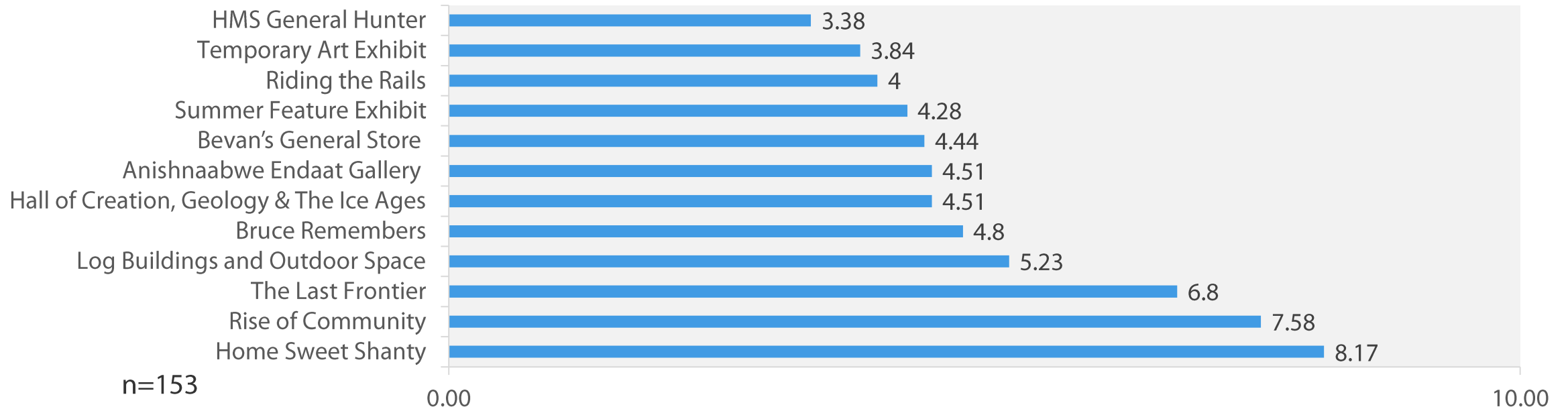
Reasons for Respondents' Most Recent Visit



Survey Analysis | Current Engagement

- Respondents were asked to rank the exhibits that they spent most time with while visiting BCM&CC.
- Based on their ranking, respondents spent the most time with the HMS General Humber exhibit, followed by a Temporary Art Exhibit and Riding the Rails.
- Home Sweet Shanty, Rise of Community and The Last Frontier were among the exhibits that respondents spent the least amount of time exploring.

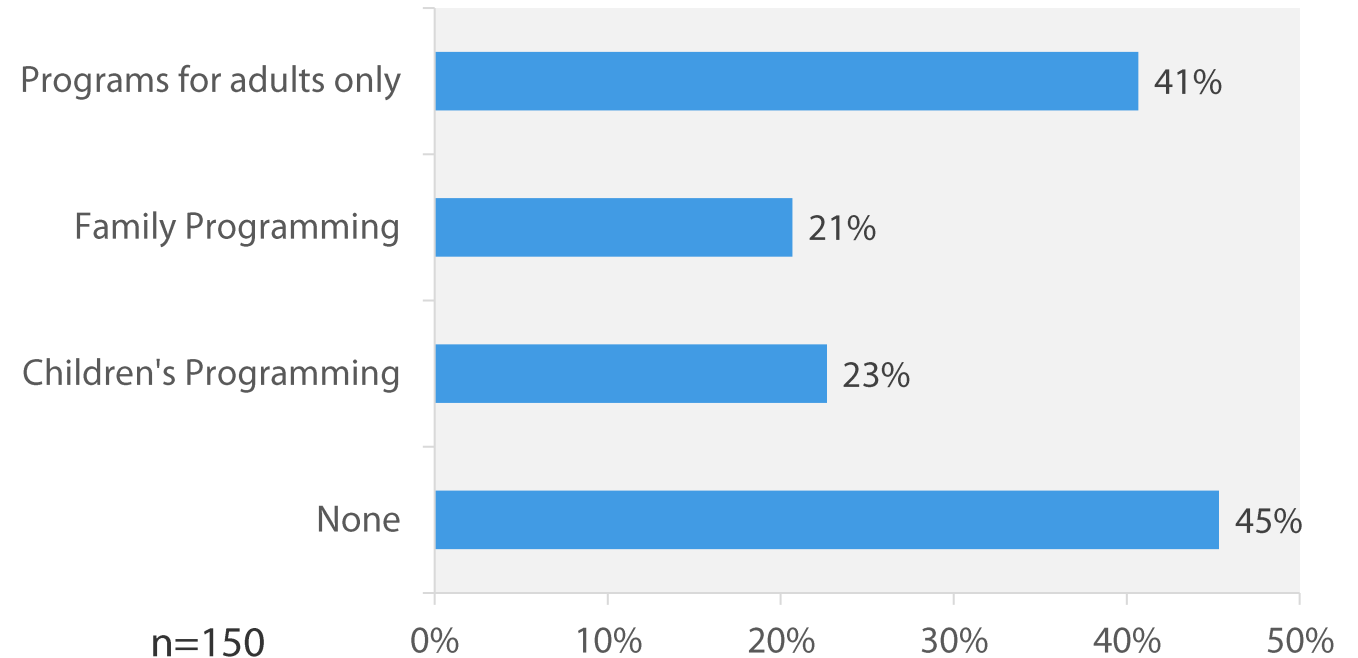
Exhibit Ranking (According to Time Spent)



Survey Analysis | Programming

- The majority (45%) of respondents noted that they had not participated in any BCM&CC programming in the last 12 months.
- 41% of respondents noted that they had participated in programs for adults only within the last 12 months.
- 21% of respondents said that they had participated in family programming within the last 12 months.
- 23% of respondents said that they had participated in children's programming within the last 12 months.

Programming Respondents Have Participated in Within the Last 12 Months.

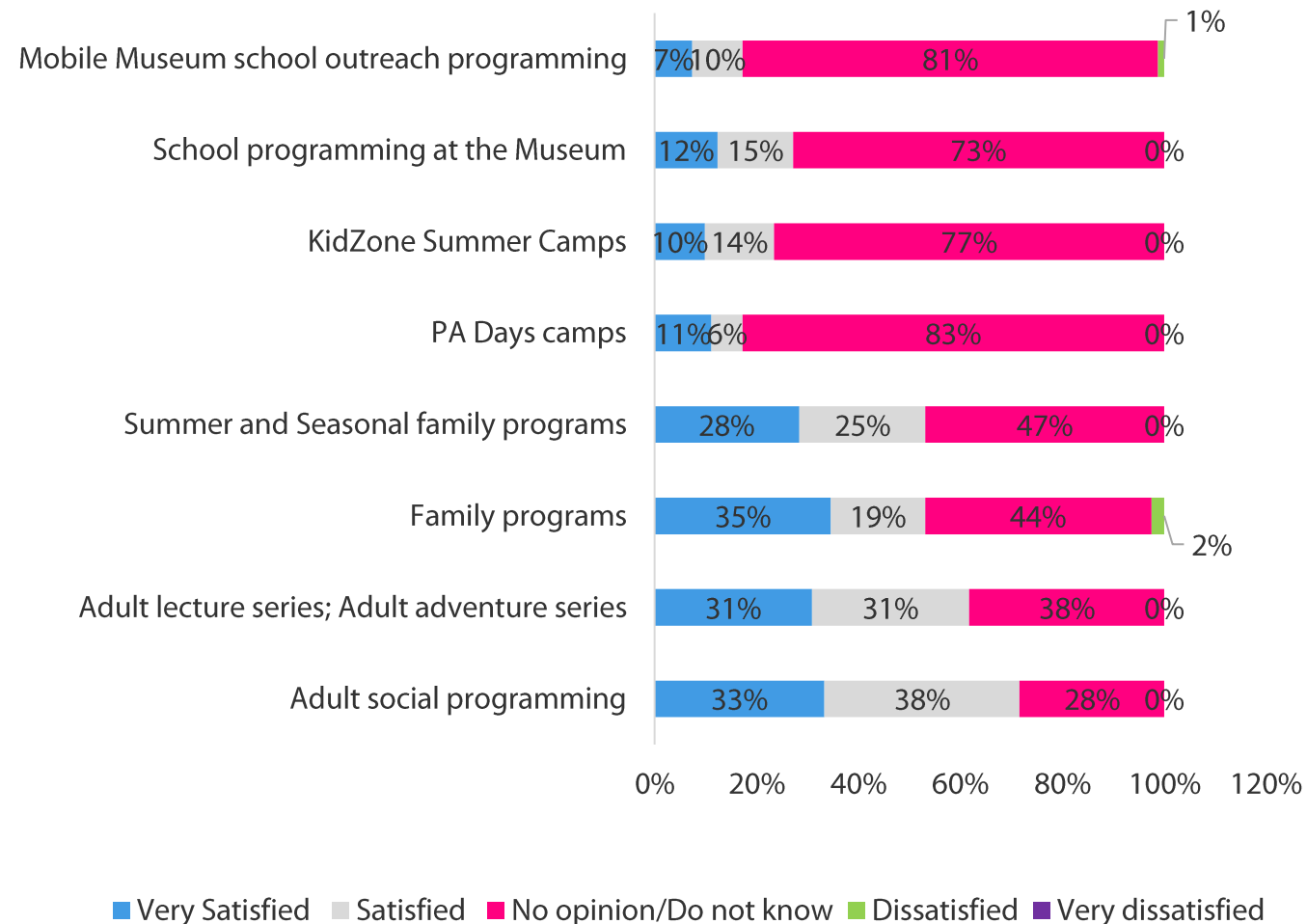


*Note that respondents could select more than one response.

Survey Analysis | Programming

- Respondents were typically satisfied with the adult social programming, with 38% indicating they were simply satisfied and 33% very satisfied.
- Satisfaction with the adult lecture series/adult adventure series programming was also quite high, with 31% of respondents indicating they were satisfied and 31% very satisfied.
- Over half of respondents also indicated that they were satisfied or very satisfied with the Family Programming and Seasonal Programming.
- A significant portion of respondents had no opinion on their satisfaction with BCM&CC programs, especially the mobile museum, camps and school programming. These results likely simply indicate that they had not engaged with the programming.

Satisfaction with Programs

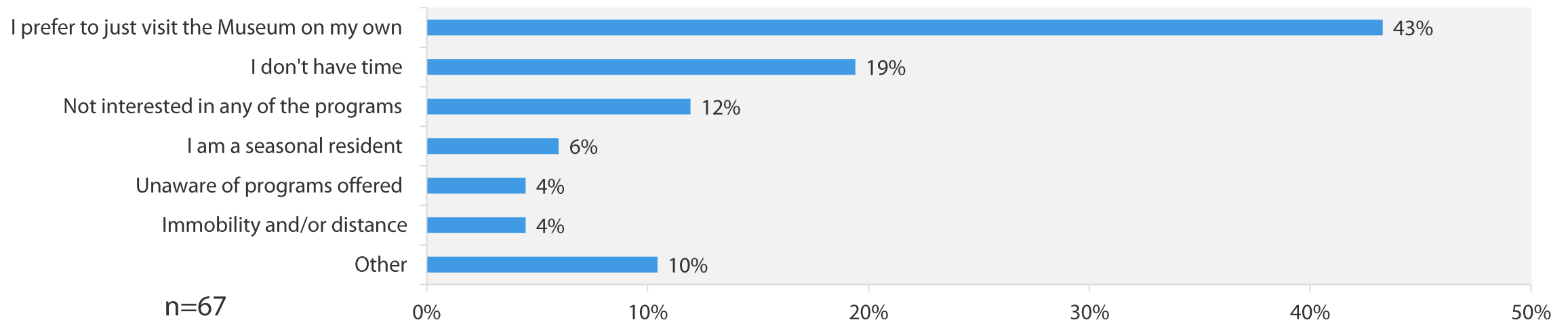


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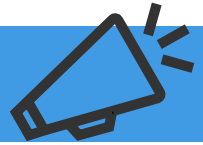
Survey Analysis | Programming

- When asked for their reasons for not participating in programming offered by BCM&CC, **many respondents noted that they simply prefer to visit the Museum on their own** (43%).
- **19% said they did not have the time or that their schedules conflicted** with when programming is offered.
- 12% are not interested in any of the programs offered.
- Some respondents who selected “Other” wrote “**distance**” and “**immobility**” as reasons for not participating in programming offered, indicating that getting to the museum and transportation was a barrier. About 4% of total responses included comments related to challenges regarding getting to the museum.

Reasons for Not Participating in Any of the Programming Offered



Survey Analysis | Programming Suggestions



Are there any other types of programming or exhibits you would like to see offered by the Museum?

Lecture and series, guest speakers

Adult programming (e.g. workshops/classes, after hours events, etc.)

Exhibitions, events, and programming outside the museum building and outside of Southampton

Interactive/virtual exhibits, tours and online education programs

Programming and events focused on local stories, artist and performers

Evening and weekend programming

Events that use outdoor area and patio

Indigenous exhibits and programming

Exhibits that showcase archived material and display items for the public

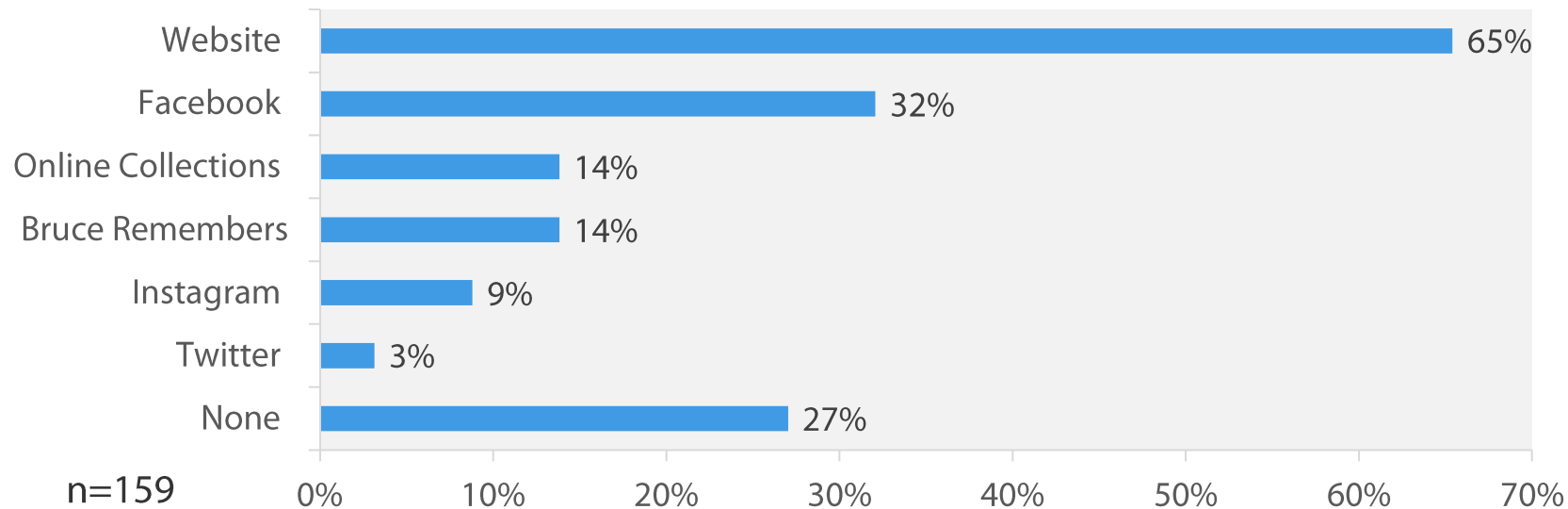
Exhibits on local wildlife and environmental stewardship programs

Increased use of the stage and more performances, theatre and music

Survey Analysis | Online Engagement

- 65% of respondents said that they have engaged with the BCM&CC website in the last 12 months.
- Facebook is the most engaged with social media platform, with 32% of respondents noting that they have engaged with BCM&CC'S page within the last year. Instagram (9%) and Twitter (3%) are engaged with significantly less.
- For both the online collection and Bruce Remembers, 14% of respondents said that they had engaged in the last 12 months.

BCM&CC Online Platforms Engaged with in the Last 12 Months

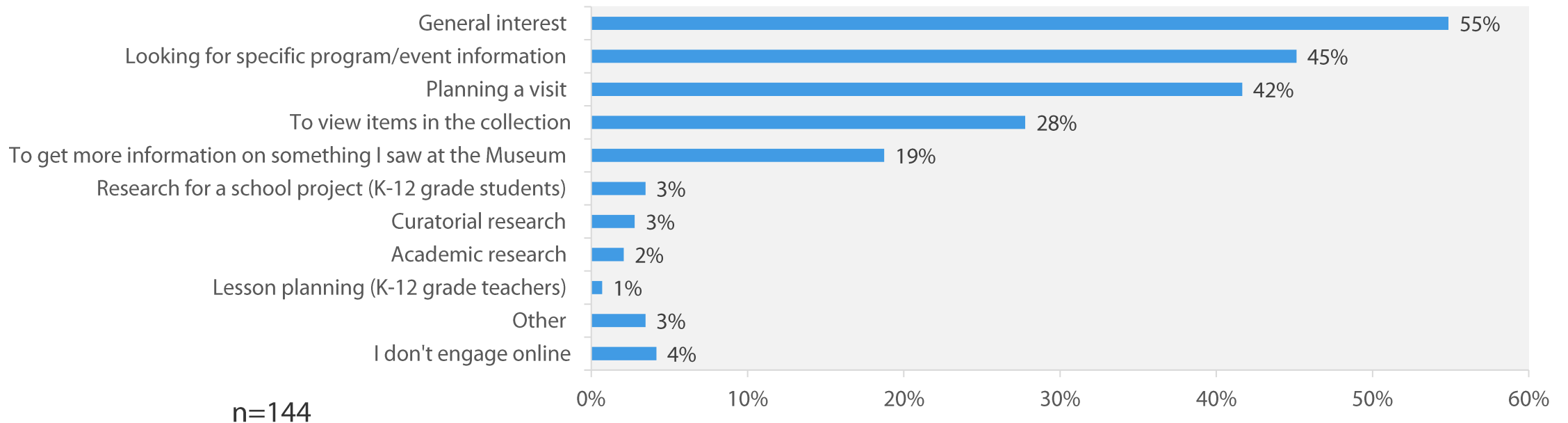


*Note that respondents could select more than one response.

Survey Analysis | Online Engagement

- The majority of respondents (55%) noted that their main reason for engaging with BCM&CC online is for general interest.
- 45% said that they mainly engage when looking for specific program/event information, and 42% said they engage when planning a visit.
- The few who noted that they do not engage with BCM&CC online said that they have not yet found a need to engage or they prioritize other sources.

Respondents' Reasons for Online Engagement

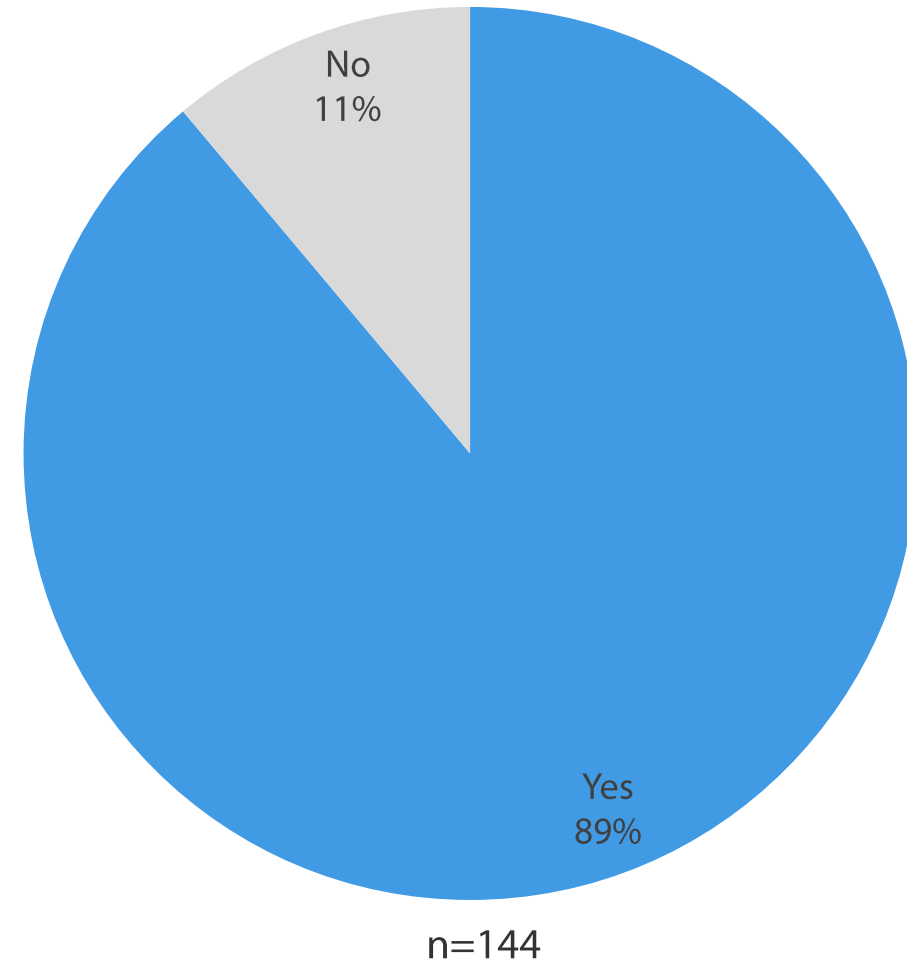


*Note that respondents could select more than one response.

Survey Analysis | Online Engagement

- 89% of respondents find what they are looking for when engaging with BCM&CC online.

Do you usually find what you are looking for when engaging with the Bruce County Museum & Cultural Centre online?





What might make you engage with Bruce County Museum & Cultural Centre online in future?

More detailed event descriptions, that include up to date information and pricing

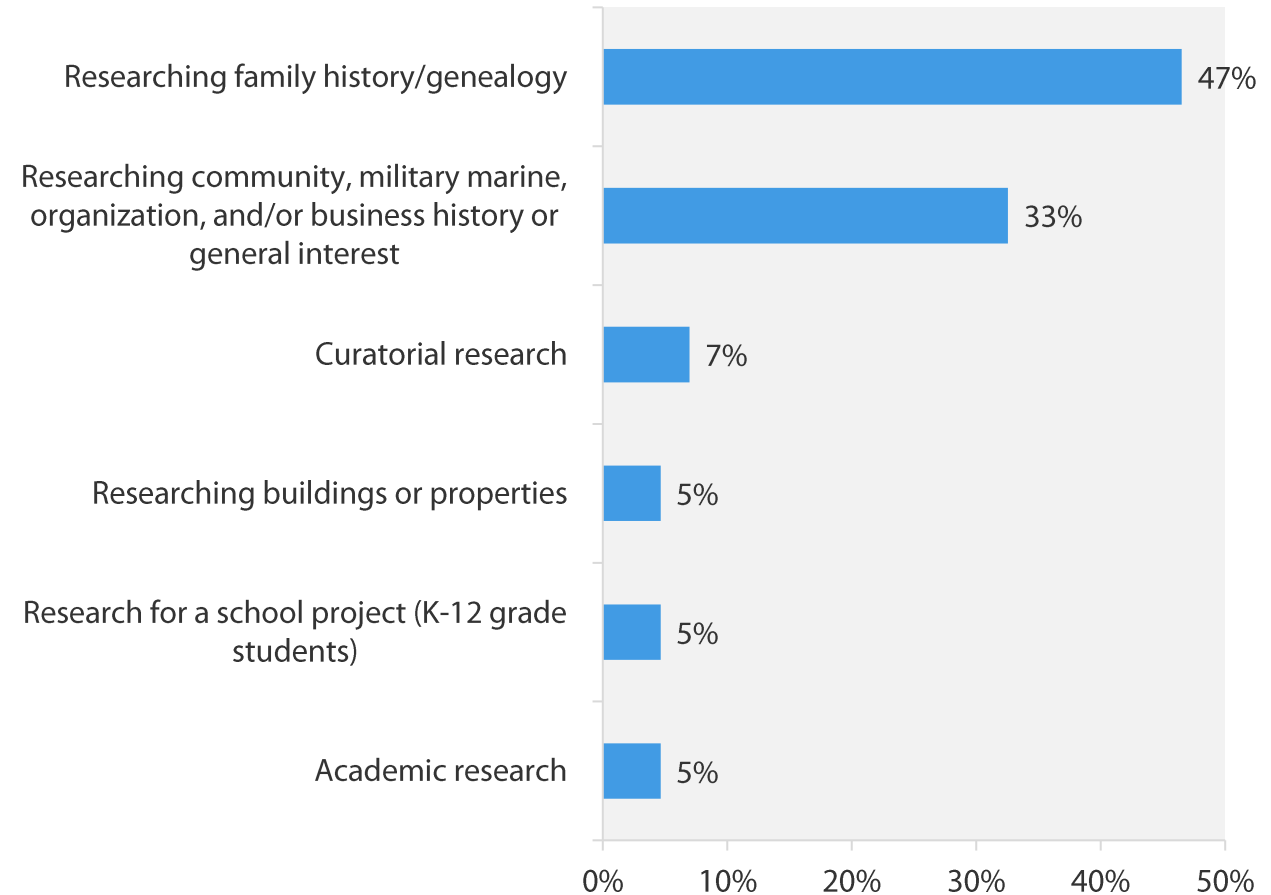
Provide more background information on exhibits and collections

Accurately synch event information on the website, with event information on social media

Survey Analysis | Research Room

- 29% of respondents have accessed the Research Room and Archives in the last 12 months.
- Respondents' primary reason (47%) for accessing the Research Room & Archives is to research family history and genealogy.
- One third (33%) of respondents noted that researching community, military, marine, organization, and/or business history of general interest was their reason for visiting the Research Room & Archives.

Respondents' Primary Reasons for Accessing the Research Room & Archives



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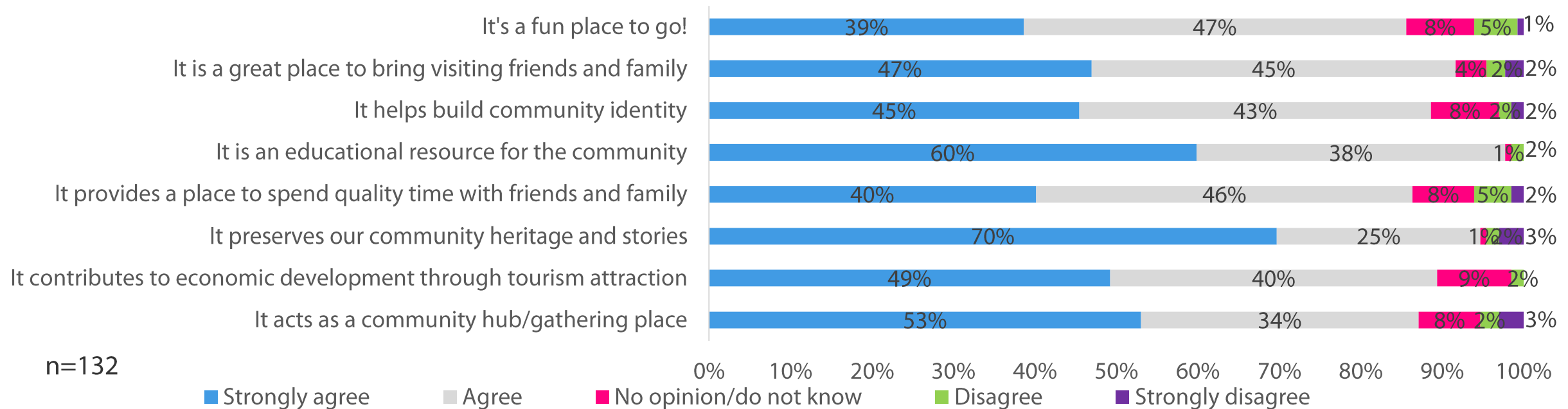
Survey Analysis | Research Room

- 100% of respondents indicated that they were able to access the resources they needed from the Research Room and Archives.
- When asked what would have made their visit to the Research Room & Archives better respondents said that they were **generally very satisfied with their experience** and that staff were knowledgeable and helpful. They also **noted that there was need for additional storage.**

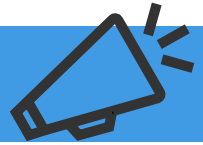
Survey Analysis | Community Role

- Overall respondents agreed with the statements concerning BCM&CC's role as a community asset.
- The majority of respondents agree that the BCM&CC preserves the community's heritage and stories (70% strongly agreeing; 25% agreeing).
- 53% of respondents strongly agree and that BCM&CC acts as a community hub/gathering place, while 34% simply agreed.

Satisfaction with Bruce County Museum & Cultural Centre as a Community Asset



Survey Analysis | Community Role Feedback



Tell us why you love the Bruce County Museum & Cultural Centre!

An excellent resource in providing knowledge on Bruce County's history and preserving the communities' culture.

The variety of programming, exhibits and collections

A great place to bring guests who are visiting Bruce County

A wonderful place for children and families

The interactive/hands-on exhibits e.g. Riding the Rails

The architecture of the building

The staff are knowledgeable and inviting

Great educational resource

The adult programming

Survey Analysis | Community Role Feedback



How do you envision the Bruce County Museum & Cultural Centre of the future?

Increase in programming and events that take place in outdoor space.

Increase in interactive/hands-on exhibits and programming

More activities for children, accessible for schools and teachers

Increase in physical space for meetings and events

Increase in events and programming outside the museum building and outside of Southampton (e.g. pop ups, etc.)

More adult programming and events (e.g. classes, workshops, lecture series, movie nights, tastings, etc.)

Food/drink options onsite (e.g. a café, snack bar, etc.)

Increase in evening and weekend events

More public outreach

More focus on environmental programming (e.g. Lake Huron, local flora/fauna, etc.)

Increase in the use of the stage and more performances, theatre and music

Increase in accessible, online activities, collections, tours, and virtual lectors/talks

Survey Analysis | Key Findings

- Based on respondents' feedback, people see the role of the BCM&CC as a gathering place, a hub for the community to gather and interact.
- Respondents also indicated a desire for BCM&CC to expand activities that would further deepen its role as a community hub and centre of cultural activity in Bruce County.
- Respondents enjoy the existing adult programming, however there is a strong desire for more, in addition to events on weekends and evenings that fit in with their work schedules.
- Based on responses there is a need for some programming to take place outside the museum, and outside of Southampton, many citing mobility challenges and distance as a their reasons for not visiting/participating in programming.
- Respondents are generally satisfied with their online engagement with BCM&CC, with most respondents engaging with the website.
 - Suggested improvements include more accurate and up to date event and programming information, as well as more content and information on collections and exhibits in general.
- Based on responses, community members primarily view BCM&CC as an excellent resource in preserving Bruce County's history and heritage.
- Respondents are most satisfied with the Research Room & Archives, praising the staff and the services provided.

2. External Research

External Research | Introduction

- Nordicity conducted an external research review of trends, data and best practices across **four areas of interest** identified by Bruce County Museum & Cultural Centre staff and stakeholders. These areas include:
 - Engaging younger audiences
 - Engaging diverse groups at historical museums
 - Promoting the use of archives
 - Enhancing digital discoverability
- Nordicity also completed a **scan** of the activities and operations of **7 museums and cultural centres across Ontario**. This baseline scan allowed Nordicity to situate Bruce County Museum & Cultural Centre among peers organizations as well as highlight activities among non-peer organizations that could provide inspirational or aspirational examples of how to address some of BCM&CC's key needs and priorities. Some interesting case studies profiling these organizations' activities are provided in this section.

3.1 | Scan of Ontario Museum & Cultural Centres

Ontario Museums & Cultural Centres | Introduction

- A scan was conducted of **7 Museums and/or Cultural Centres across Ontario**, namely:
 - Woodland Cultural Centre
 - Lincoln Museum & Cultural Centre
 - Sparta Church Museum & Cultural Centre
 - Fort Frances Museum & Cultural Centre
 - Japanese Canadian Cultural Centre
 - St. Catharines Museum & Welland Canals Centre
 - Lake of the Woods Museum
- Of these organizations **only 3 had their own websites**, though 6 of them had some form of a web presence (e.g. a blog, a page on their local municipality's website, social media pages, virtual exhibits).
- Notably, all these organizations **have engaged with their audiences digitally since the COVID-19 pandemic shutdown** on social media and/or blog posts that share historical facts, archival images, or digital cultural resources with their organizations and others.



WOODLAND
CULTURAL CENTRE



Ontario Museum & Cultural Centres | Notable Initiatives

- To stimulate interest in their library and archive collections, the **Woodland Cultural Centre** publishes **book reviews** on their website, giving prospective audiences an idea of the types of resources available to them.
- The **Lincoln Museum & Cultural Centre** has created a **virtual exhibit** through the Google Arts & Culture platform. This exhibit features archival images that tell the story of the unique and talented Women of the Town of Lincoln.
- The **Fort Frances Museum & Cultural Centre's** website acts as a **connector of all artists in their local community**. Their website features a Cultural Connections page, which is a registry of local artists and creatives in Fort Frances. Each listing features the artist's name, their product or service offerings, contact information, and links to their respective webpages. Housing links to other reputable websites offers **SEO benefits**.

Ontario Museum & Cultural Centres | Notable Initiatives

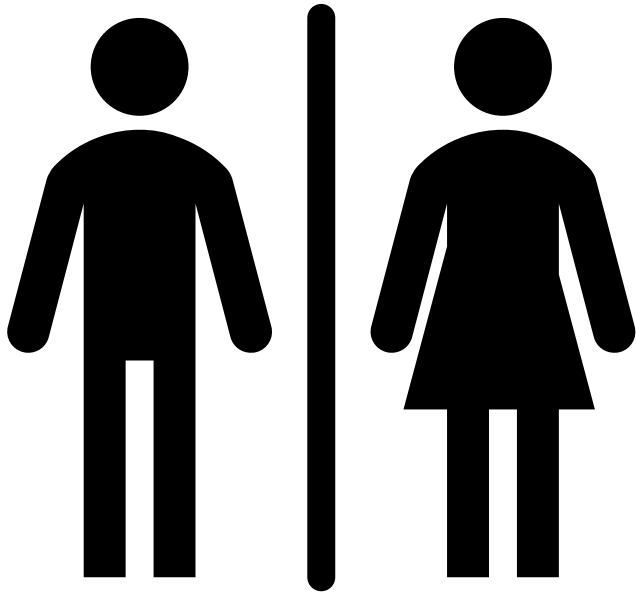
- The **Japanese Canadian Cultural Centre** offers various means of engaging with their audiences, including:
 - Offer **culturally relevant workshops** on topics from Japanese cooking, to origami making and martial arts.
 - A “**Volunteer**” page on their website that talks about their volunteer program and includes a Volunteer Handbook that lists the benefits of being a JCCC volunteer and the various roles available.
 - **Educational learning modules** on the topic of “Japanese Business and Protocol Training”, which provides Canadian businesses with the knowledge to establish and maintain productive relationships with Japanese businesses.

Ontario Museum & Cultural Centres | Notable Initiatives

- The **blog** run by the **St. Catharines Museum & Welland Canals Cultural Centre** has made use of new digital technologies to engage with younger audiences in unique ways. Some of their recent initiatives include:
 - A set of **virtual exhibitions** including a Victorian tweet series which profiles prominent Victorian icons and an interactive map of St. Catharines that documents where certain World War II homecoming events took place;
 - A **question & answer page** on their blog where their audiences can interact directly with museum staff;
 - The launch of their **“Legacy of a Pandemic” project** which encourages locals to submit their accounts of this unprecedented time for preservation and presentation in future years.
- Each year the St. Catharines Museum & Welland Canals Centre offers a **performative spirit walk** of a nearby historic cemetery where actors portray the stories of those within it.

3.2 | Engaging Younger Audiences

Engaging Younger Audiences | About Millennials



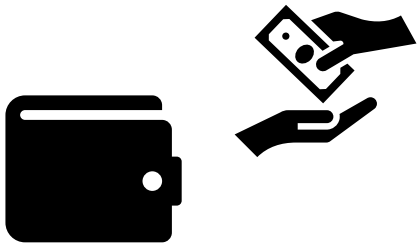
- **Born: 1986-2000**
- **Individualistic, Diverse and Educated**
- **Highly-connected**
- **New Social Values**

- In 2018, Millennials (i.e. those born between 1986-2000) controlled the majority of the purchasing power in North America
- Millennials are the most highly educated, diverse Canadian generation, with a record number having attained post-secondary education. This fact has contributed to the increased amount of student debt this generation has incurred, with 24.4% of millennial households carrying a median of \$12,000 dollars in debt in 2016.
- Members of this generation are perceived to portray “individualistic tendencies” and are having families later in life, with the average age of a first-time mother in Canada being 30.8.
- Millennials have grown up alongside the advent of new digital technologies and were early tech adopters of smartphones and streaming services. 91% of this group had a social media presence in 2018. They are much more connected than previous generations.
- Despite historically low levels of voter turnout from this group, research continues to suggest they are active participators and contributors to current events at both local and international levels through social media platforms.

Source: The Museum Scholar, The Canadian Encyclopedia

Engaging Younger Audiences | About Millennials

- Millennials brought new expectations, interests and values into the economy, including an increased frugality and a preference toward welcoming social environments.
- A survey was conducted from June 13th-18th, 2017 in the United States to assess what millennials want from museums. Some key findings are included below:



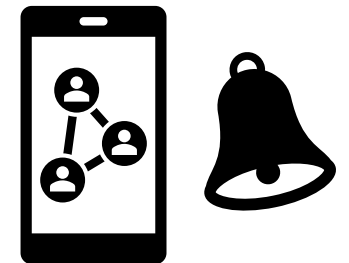
41% of respondents cited cost of museum admission as a deterrent



Motivations to visit museums were tied between having a unique experience (28%) and learning something new (28%)



81% of respondents cited Facebook, Twitter and Instagram as their preferred social media platforms. Facebook was the top platform.



75% of respondents stated they'd prefer to learn about museum events through social media

Engaging Younger Audiences | About Millennials

- According to Eventbrite, **¾ of millennials choose to spend money on experiences over physical products.**
- This new and unique audience demographic **values captivating educational experiences** that engages them in novel ways.
- The Museum Scholar research and blog page states that the “rise of the 21st century museum as a **participatory and interactive space to learn** about the history of ourselves, the world that surrounds us, and the creative output of humanity has **brought the audience to the forefront of the contemporary museum experience**” (2018)
- Museums should embrace the trends of the **experience economy** to captivate millennial audiences. The experience economy comprises 4 components:
 - Education
 - Entertainment
 - Aesthetic
 - Escapist

“Research has shown that young adults do find the content of museums interesting. However, the main problems are firstly getting them into the museum as well as making it an environment relevant to their social needs. Once museums accept and adapt to the social needs of young adults, they may be seen in a different light; no longer as old, boring dusty institutions, but instead fascinating destinations that are widely accepted social destinations”

- Emma Shrapnel, MA

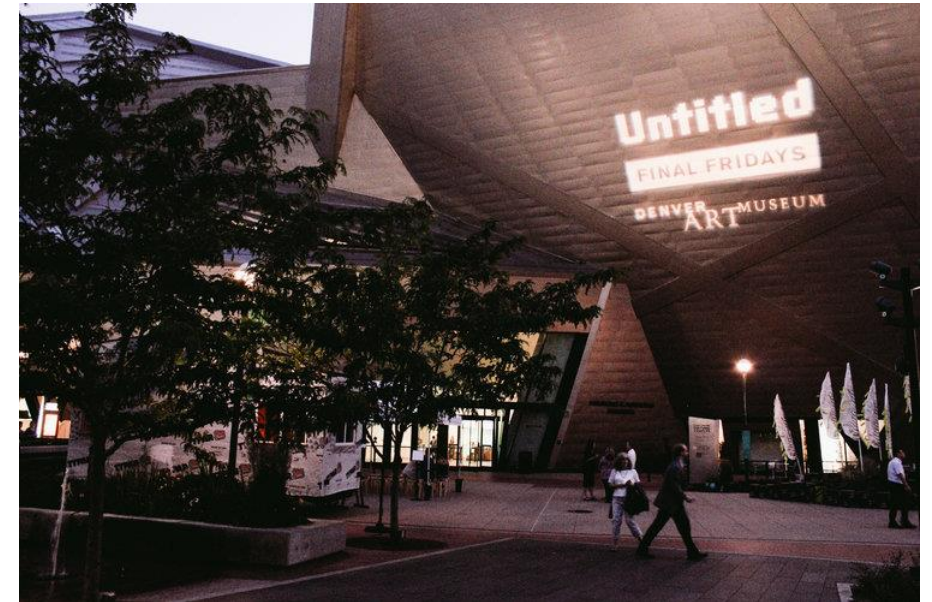
Engaging Younger Audiences | Best Practices

The Getty Museum conducted research around engaging younger audiences and presented the following four findings as best practices:

- 1. Engagement with younger audiences is more than just digital**
 - Visual representation and experiential components of exhibits are equally important.
- 2. To make information and objects relevant, you need to speak the language of your visitors**
 - Find ways to make the art relevant to younger audience.
 - Does this audience group see themselves reflected in this work? Can they relate to it?
- 3. Iterate and use feedback**
 - Millennials' needs and desires tend to change quickly, emphasizing the need for organizations to be agile in their development processes.
 - Regularly collect audience feedback, particularly within the first few weeks of a new activity, and iterate accordingly.
- 4. Engaging new audiences takes leadership support**
 - Having leadership support is crucial to the success of any new engagement initiative

Case Study | Denver Art Museum's Untitled Fridays

- In February 2007, the Denver Art Museum launched a new monthly event they called *Untitled* in a bid to attract and engage young adult audiences in innovative ways. Running from 6pm – 10pm the first Friday of every month, *Untitled* features live music, snacks and a cash bar alongside the Museum's traditional exhibits. Additionally, every month a new artist and/or industry expert is invited to curate and present an innovative exhibition to share with the audience of that evening. Presentations vary, from traditional visual artists to chefs and neurologists. Activities are intentionally offbeat and unexpected, to ensure each month's visitors are provided with an entirely new experience.
- The *Untitled* event continues to the present day on a quarterly basis. The event has been hosted online during the COVID-19 pandemic shut downs.



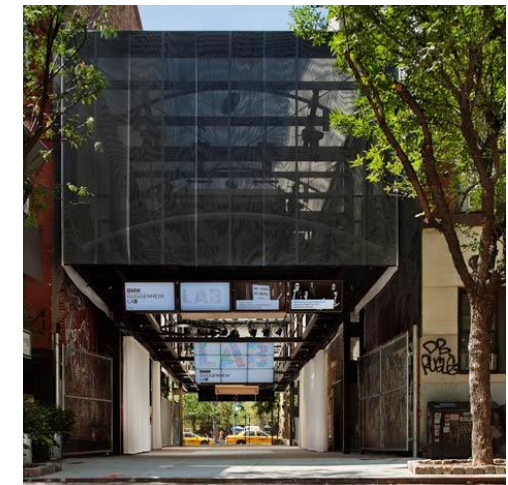
Case Study | Museum of London Junction Youth Panel

- The Museum of London created the Junction Youth Panel in 2012, consisting of a group of individuals aged 16-21 who act as consultants on the museum's new exhibits and events, ensuring they adequately appeal to their peer groups.
- With the help of the Junction Youth Panel, the Museum of London relaunched their Romans collections as a multimedia display and released various reports around their experiences engaging with this younger demographic.



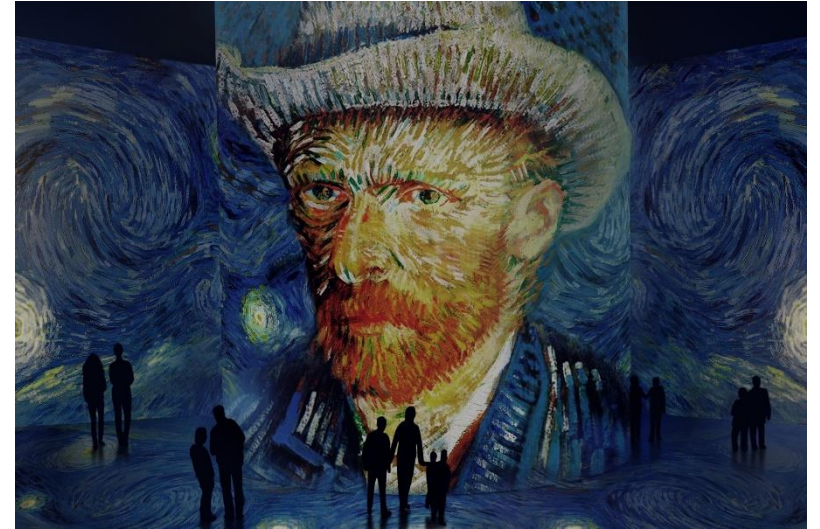
Case Study | Guggenheim BMW Lab in New York City

- From August to October 2011, The BMW Guggenheim Lab launched its world tour in New York's First Park. Described as a living museum exploring issues of urban living, the exhibit featured a diverse array of programs, from tours, workshops and roundtable discussions to games, panels and organic food kiosks.
- The Guggenheim BMW Lab went on to host similarly themed exhibits in Berlin and Mumbai.



Case Study | Immersive Van Gogh by Lighthouse Immersive

- Originally intended to launch May 1, 2020 in Toronto, The Immersive Van Gogh exhibit aimed to display a five storey immersive show, that brought Van Gogh's paintings to life with light, sound and movement.
- As a result of COVID-19, the exhibit was reorganized as a drive-in preview in June 2020, where 14 vehicles at a time were able to drive into the warehouse where the exhibit was hosted and enjoy the immersive experience. Re-named "Gogh in Your Car", this reworked experience had visitors stay in their vehicles to maintain social distancing.



3.3 | Engaging Diverse Audiences

Engaging Diverse Audiences | Overview

- Similar to engaging younger demographics, engaging diverse, geographically spread audiences requires gaining a deeper understanding of these audiences, their history, and values.
- To most effectively engage diverse audiences, the **National Arts Marketing Project** created a guidebook that details best practices. They detail the following four-step process to most effectively engage with diverse audiences:
 1. **Research your community** – Where are they located? What is their history? What are their values?
 2. **Encourage others to join the process** – share information on a local level to encourage a welcoming from your existing community.
 3. **Use language that is accessible and meaningful to them** – include stakeholders in the process that come from these communities you intend to reach.
 4. **Create partnerships within these communities** – create programs that create partnerships among different communities and emphasize the benefits to them of participation in those partnerships.

Case Study | The San Francisco Mobile Museum

- The San Francisco Mobile Museum was an experimental touring exhibition that ran from 2009-2013. Appearing in parks, store fronts and publicly accessible spaces, the SFMM allowed individuals to explore the museum's shared exhibits with peers in their local community, viewing them through more personal narratives. This mobile format introduced the museum in a new and exciting way to audiences who may not have otherwise engaged with the bricks and mortar institution.
- This Mobile Museum also encouraged audience collaboration through their Genius Loci project – which asked citizens across California and Colorado to create and submit shadow boxes that resemble the protective spirits of their cultural communities to be shared directly in the exhibit



The San Francisco Mobile Museum is a moveable feast of local culture. Exhibits are oftentimes by the people and of course, for the people.



Case Study | Cardiff Story Museum

- The Cardiff story museum opened in 2011 as place to tell the talks of the Cardiff community.
- The museum was **developed by the community for the community**, with exhibitions and events informed by public consultations and local advisory panels.
- Museum staff spent a significant amount of time out in the community, travelling to various towns to get to know the people of Cardiff and what they value.
- They've dedicated an exhibit of the museum as a changing '**city showcase**' where different community groups in Cardiff are invited to create and display their own exhibits. This exhibit changes every couple of months, with slots booked up until late 2020.



Engaging Audiences | Key Findings

- Pop-up exhibitions and community-curated programming provide an opportunity to bring the Museum to audiences across the county in meaningful and engaging ways.
- Pop-up exhibitions and programming provide a low-risk lower-cost opportunity for the museum to tell and test diverse stories that are not otherwise addressed in the museum's on-site galleries and programming.
- Unique, participatory experiences such as themed evening events are a great way to engage Millennials and build a relationship with this hard-to-reach audience.
- Developing advisory committees or working groups with representation from the diverse communities the museum wants to engage is a great way to ensure that efforts/initiatives targeting those groups are actually both representing the voices of the groups they want to engage and ensuring that efforts meet the needs of the community they want to engage.

3.4 | Animating the Archives

Animating the Archives | About Archives

- Historically, the audience for archives has been academic institutions, researchers and students. This audience has gradually grown to include the media, recreational historians, authors, and other curious individuals over the years. Despite this shift towards a broader audience, archives have been perceived to hold an elitist, authoritative and educational reputation and are often not considered useful to people who do not fit into those traditional user group categories.
- The advent of the 21st century brought with it a highly educated and diverse generation that are consistently seeking out novel forms of entertainment that serve to both educate and entertain. Within this context, archives can serve a renewed purpose among more diverse audiences.

Animating the Archives | About the Archives (Cont.)

- According to research conducted by the Staffordshire Archives and Heritage, social media, in the way that it promotes a value of sharing and conversation, could prove valuable in engaging audiences that archives and museums have not traditionally engaged with. To address new audiences, archives are encouraged to have conversations about their collections and shift their culture from that of 'telling' to that of 'sharing'

"In the past, if someone wanted to share a thought or experience, they would phone or talk to an individual, their family, a class or a group of friends. Mass communication was the realm of marketers and journalists. With the advent of social media and easy access to the internet, what were once private, one-to-one interactions, or personal observations can now be recorded and shared very quickly and easily via social media – society has become one of Self-documenters or Sharers and with these growing expectations."

- Staffordshire Archives & Heritage, UK

Animating the Archives | Renewed Interest in Genealogy

- As a result of the increased availability and accessibility of archival materials due to digitization initiatives in the 21st century, family genealogy has experienced a surge in interest.
- For a piece in the Guardian, sociologist Anne-Marie Kramer explained that “genealogy allows people to personalize the past.” Through an exploration of ones genealogy, formerly unrelatable historical events and dates become meaningful. These historic explorations into the past allow one to evaluate the circumstances leading up to their position in their current lives, evoking philosophical connections and a renewed appreciation of the world’s history.

Source: The Guardian

Case Study | Wiltshire and Swindon History Centre 'Story Box' Project

- 'Story Box' was created to encourage artists to explore the Wiltshire & Swindon History Centre's archives with expert support from archivists, academics and researchers. Writers, playwrights and visual artists are invited to the WSHC to take part in curated content development workshops, encouraging use of archival materials as a source of inspiration and the use of the archives as a collaborative community space.
- The project introduced the value of the archives to a new audience and created an ongoing relationship between the WSHC and local artists in the community.
- 'Story Box' was initially a project which began in February 2013 but has become an ongoing part of the business of the archive. This is due to the popularity of the sessions and the emergence of lasting partnerships.



Case Study | University of the Arts London

- The University of Arts London developed a set of learning sessions for undergraduate and post-graduate students to use items from the University's archival collections to creatively enhance their research capabilities. Using archive items as a basis for discussion, the sessions encourage students to be self-critical and identify unconscious bias in their approaches to research.
- These sessions encouraged students to think critically about their research processes and raw materials, considering the value of collaborative meaning-making.



Case Study | Comic Book Conservator

- Comic Book Girl was a campaign developed by archival conservator, Lorraine Finch, which aimed to raise awareness of the preservation of archival materials by presenting it in a unique way that was both creative, engaging, and relevant to the general public.
- Stemming from the idea that everyone has something (if not many things) they unknowingly act as a conservators of, Finch designed the campaign in a way that was highly relatable to a diverse audience.
 - How often do you hear that someone collects coins, fine china, stamps or comic-books?
- The campaign included a robust and comprehensive social media strategy delivered through the persona of a superhero, Comic Book Girl. Other personas were created and served as archetypes for preservation-related topics.
 - i.e. Mela-X was an Agent of Destruction, who represented causes of deterioration of archival material

Case Study | Comic Book Conservator

- Information was presented through enticing visuals, captivating social media narratives and audio-visual content.
- Finch further spread her message through appearances at sci-fi conventions (Comi-cons) and sending out press releases to local media organizations.
- Alongside raising awareness about the value of conservation and preservation activities, this campaign acted as a promoter of heritage preservation career paths and advocated for the value of properly maintaining archives.



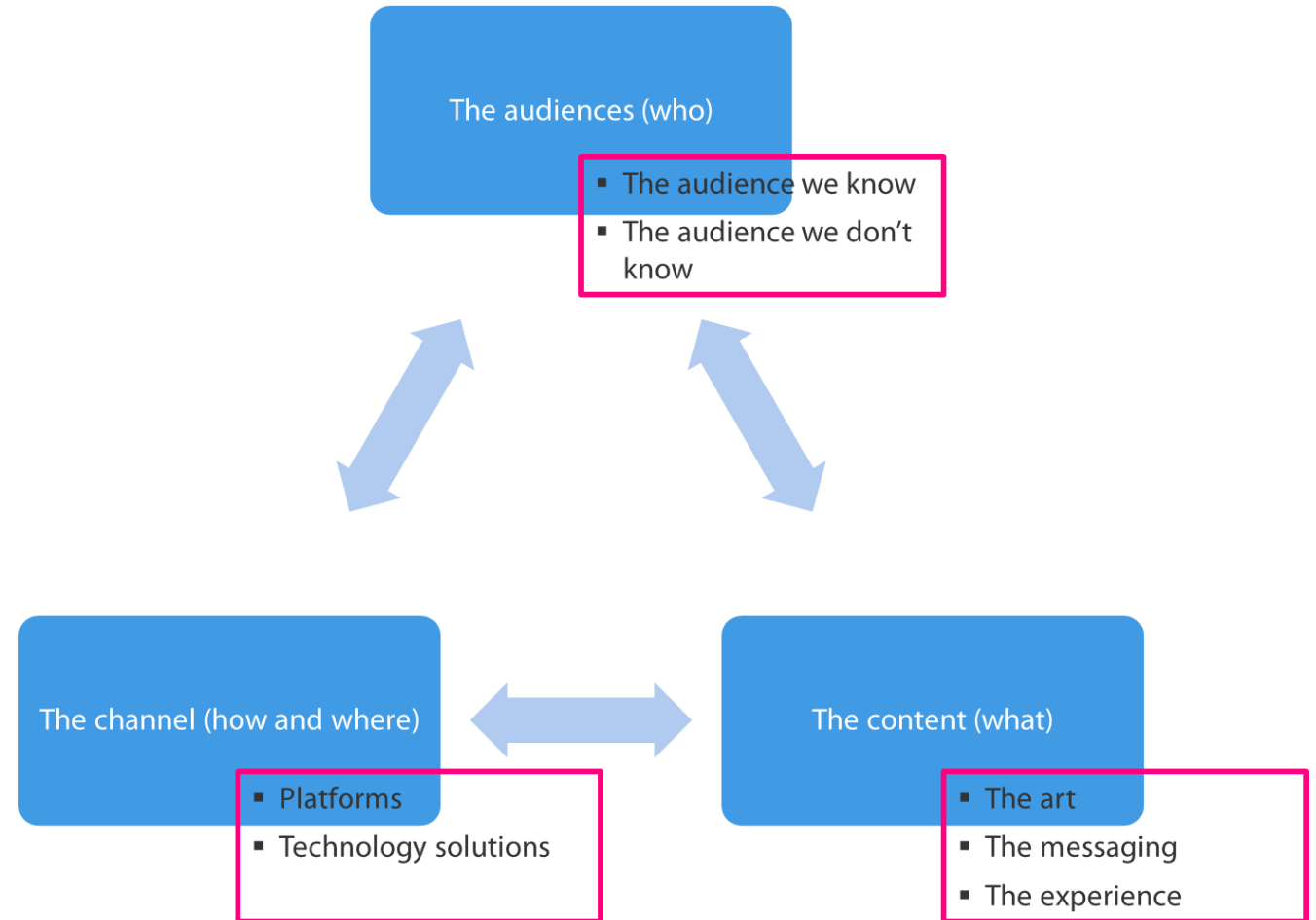
Animating the Archives | Key Findings

- Leveraging archival collections to create engaging content, serve as a forum for collaborative research and provide educational programming is a great way to highlight archival collections to audiences.
- Communications about archival records should promote dialogue with communities to increase engagement with new audiences.
- Archival collections can be promoted as:
 - A great way to explore personalized, unique histories;
 - A unique source of artistic inspiration;
 - A great way to build connection between the community and its history through education

3.5 | Digital Discoverability

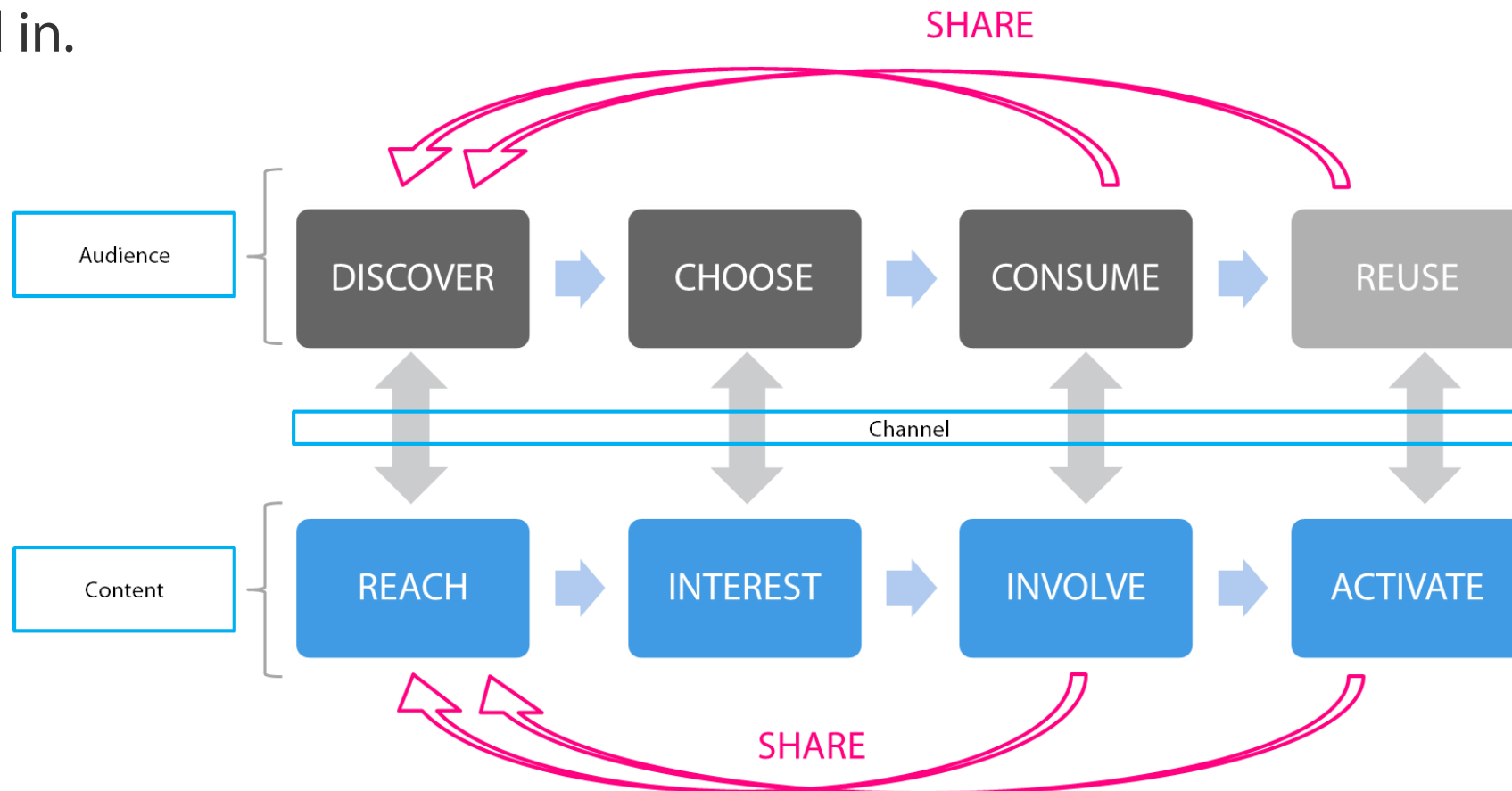
Digital Discoverability | Overview

- “Discoverability” is made up of **three key elements** – audiences, content and channels.
- These **three elements are interacting forces** that impact what is discovered, by whom and how easily.



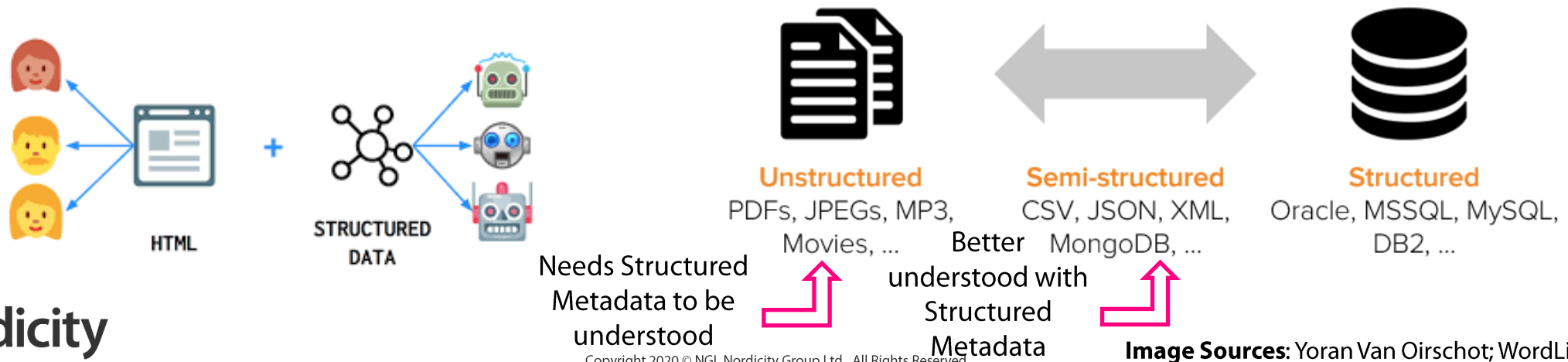
Digital Discoverability | Overview (Cont.)

- Discoverability does not end once an audience member finds your organization or content online, it is a journey that must be constantly maintained and invested in.



Digital Discoverability | SEO and Structured Metadata

- Search Engine Optimization (SEO) helps to make an organization more discoverable.
- Key **SEO approaches for the Semantic Web (essentially, the machine-readable world-wide web)** include:
 - Use of **Linked (Open) Data**. Linked data connects structured data from different sources. So when you have some data, you can find other, related, data.
 - Auditing your website's **Structured Data**. SD is a standardized format for providing information about a page and classifying that content on the page.
 - Ensuring that relevant and complete **Structured Metadata** exists for all media assets. Structured Metadata pairs info tags (like title and description) with content formats that are not otherwise machine-readable (e.g., image and video content, otherwise known as unstructured data).



Digital Discoverability | SEO and Natural Language Detection

- With increasing transition to mobile browsing, **ensuring that your SEO is mobile-optimized is critical**
 - ~60% of Google searches in the USA are made from **mobile devices** (*Statista, 2019*)
 - According to StatCounter, Google controlled upwards of 90% of the international mobile search market share in 2017
- **Best practice to optimize your website for mobile use**
 - Ensure you have a responsive page design for it to be easily accessed through mobile devices
 - Responsive design extends to the way content is written and displayed on your website – utilize short paragraphs, larger fonts, headings and bulleted lists
- On mobile devices, voice commands are being used more frequently to make queries. **Voice commands** tend to be more complex (using sentences and natural language rather than keywords).
- **Influenced by this trend, search engines have invested in natural language detection technologies** – Achieving optimal SEO in 2021 and beyond means optimizing websites for voice activated, increasingly complex searches.
 - Google has made continuous advancements to their search engine's linguistic AI capabilities. Their 2016 Hummingbird algorithm is trained to understand the intent and contextual relevance of a search query
 - Search results are increasingly delivered based on what a sentence means in its entirety as opposed to strictly delivering information based on keyword matches (i.e. **search engines can now process the meaning of words and phrases in**

Digital Discoverability | Social Media and Impact on SEO

- Having a defined social media presence across multiple platforms is an increasingly important determinant of search engine optimization on the web.
- Search engine indexing algorithms now use social media presence and activity as one factor in measuring “relevance” as a growing number of people turn to these platforms as their primary source of information. Producing new, relevant content on social media is a critical part of search engine optimization.



Thank you!

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Appendix A | Additional Resources

A.1 Spotlight on Search Engine Optimization

Supporting Guidance for Objective 2.3 (b) | Undertake a Search Engine Optimization (SEO) and discoverability audit.

Spotlight on Search Engine Optimization | Overview

- Discoverability is about connecting the right people, with the right content, in the right place, at the right time.
- Posting regularly on social media, using SEO techniques on digital platforms, and leveraging location-based digital references all serve to improve the digital discoverability of an online entity.
- Optimizing the display of your content to be accessible for viewing on mobile devices is an increasing determinant of relevance for search engines.

Spotlight on Search Engine Optimization | SEO 101

- Search Engine Optimization refers to methods and approaches that allow a website to be more easily discoverable through organic keyword searches.
- Search engines and their algorithms rank web documents by relevance and importance.
 - **Relevance** is referred to as the degree to which a document's contents matches the search term and its intent
 - **Importance** is the degree of priority assigned to a document, determined by the amount of times it is cited on the web in other documents, webpages, and social media sites.
- The Semantic Web is an extension of the standard web in which information is given well-defined meaning, to allow the web to be truly machine-readable and to make the information it contains structured in a logical, comprehensible and transparent fashion.

Spotlight on Search Engine Optimization | SEO 101

- Key **SEO approaches for the Semantic Web** include:
 - Use of Linked (Open) Data. Linked data connects structured data from different sources. So when you have some data, you can find other, related, data.
 - Auditing your website's Structured Data. SD is a standardized format for providing information about a page and classifying that content on the page.
 - Ensuring relevant and complete Structured Metadata exists for all media assets. Structured Metadata pairs info tags (like title and description) with content formats that are not otherwise machine-readable (e.g., image and video content).
- **Thinking ahead: Preparing your website for natural language detection technologies.** The next frontier for SEO will be optimizing websites for voice activated searches.
 - It is estimated that close to 50% of people start their search processes from their mobile devices
 - On mobile devices, voice commands are being used more frequently to make queries, which tend to be more complex (using sentences rather than keywords).

Spotlight on Search Engine Optimization | SEO 101

- **SEO for Social Media properties**

- Content on social media sites are increasingly being allotted value by search engine indexing algorithms as growing numbers of people turn to these platforms as their primary source of information.
- Having a defined social media presence across multiple platforms is an increasingly important determinant of search engine optimization on the web.

- **SEO for music streaming platforms**

- While the algorithm is a key feature of discoverability on streaming platforms, there are a few things that can help to use streaming services to increase overall SEO.
- YouTube content comes up high on google, so is a powerful tool to link back to the website.
- Use consistent text/titles for all content posted on these platforms.
- Also, Keyword “stuffing”, so including in the content description as many keywords as possible, and ensure that website is always linked along with content.

Spotlight on Search Engine Optimization | Steps to Consider

- SEO should be considered throughout the website re-design process.
- Three key elements of a strong website (with good SEO) is that is it **mobile friendly, fast, and accessible.**
- A website's SEO can be improved both by text on the page, and actions on other sites:
 - On-page:
 - Have clear semantic markup for accessibility
 - Consider the use of natural language in descriptions – easier for voice activated searches
 - Use key words (think about what someone might be searching for, and then sprinkle these words throughout your website text)
 - Have headings listed in a hierarchy/built into the code (e.g. name of play, then date, the description)
 - Include clearly defined titles for each sections, followed by short description
 - Link to all external content/platforms on website (e.g. podcasts, YouTube videos, social media pages)

Spotlight on Search Engine Optimization | Steps to Consider

- Off-page:
 - Backlinking- digitally aligning with similar entities or organizations to put your website link on their site
 - Place website link on general, industry-specific directories. Search engines rank a link to your site from higher traffic websites as more important than having numerous links from multiple, low-traffic sites.
- Once the website is up and running, there are many free online sites that can help to identify key areas of weakness on a website, such as www.seoptimer.com and/or <https://neilpatel.com/seo-analyzer/>
- It is important to continue to review and refine SEO periodically
 - [Schemaapp](#) is a potential future add on, which is useful once website has been live for a bit – helps search engines understand website content so that you can be found and stand out more online

Spotlight on Search Engine Optimization | Steps to Consider

- **Relevance** can be enhanced by:
 - Ensuring your website's copy and meta description tags are concise and include all terms you wish to be associated with.
 - Ensuring all sections/subsections have substantial word counts to increase chance that search engine will rank your page relevant (pages with low word counts rank lower).
 - Ensuring relevant images are understood by search engines by including "alt attributes" in their image tags (this also ensures a website is accessible for people who are visually impaired).
 - Including transcripts for audio and/or video content.
- **Importance** can be enhanced by:
 - Digitally aligning yourself with similar entities or organizations to put your website link on their site.
 - Placing website link on general, industry-specific directories. Search engines rank a link to your site from higher traffic websites as more important than having numerous links from multiple, low-traffic sites.
 - Creating your own link repository on your site where you link to similar organizations, resources, and interesting articles.

Spotlight on Search Engine Optimization | Steps to Consider

Linking, in its multiple forms, can be an inexpensive way to enhance SEO:

- **Reciprocal Linking**

- This practice is where you link to the website of an organization that is similar to yours and they, in turn, link back to your website.

- **Site Submissions**

- Submit links to your website to directory sites that encourage free and/or paid submissions.
- Examples include:
 - Yelp
 - NOW Magazine

- **Editorial Backlinks**

- Achieving press around your performances and receiving coverage in digital newspapers/magazines.
 - These provide valuable citations as they typically come from already-indexed, highly credible sources which helps your website achieve favour with the algorithm.

Spotlight on Search Engine Optimization | Social Media

- Social media platforms can be used to increase overall SEO, but they also have search capabilities *within* them, as well - Your presence on these platforms can be “optimized” just like on Google
- Names, Hashtags, Locations, etc. can all be searched on Facebook, Instagram and Twitter
- On Instagram, the “Explore” page acts as a “Feed” for discoverability, beyond what people are already following (200 million people visit Explore page every day)
- Explore presents posts for every user from accounts they don’t yet follow based on their past likes and interests (e.g. Instagram’s algorithm uses several triggers, like *recency* and *location* when it comes to determining what to show on Explore, as well as content/hashtags people search)
- Several actions can increase visibility on this page:
 - Set up an Instagram Business profile to view the “Insights” analytics page and find out more about your followers to tailor content that aligns with their preferences
 - The more comments/likes you get, the more likely you are to find your place on the Instagram Explore page
 - When users engage with your posts, your content has a better chance of showing up in the Explore Page, creating a chain reaction of brand reach

Spotlight on Search Engine Optimization | Social Media

- Location can also be a powerful tool to increase discoverability on Social platforms, as well.
- Specific social platforms have built in location-based components, and can be tools for discoverability
- There are several key actions that organizations can do to ensure that their location is tied to their business, and that location becomes another way for users to discover them:
 - Ensure location is “taggable”
 - Encourage visitors to tag location and hashtag
 - Use in combination with hashtags on all posts
 - Research shows that brands who use at least one hashtag per post achieve more engagement than those who use none
 - Combine branded tags with locations, trending topics and fun phrases that all relate to your post’s topic and target audience

A.2 | Spotlight on Systems Audit

Supporting Guidance for Objective 3.2 (a) | Conduct a systems audit

Spotlight on Platforms/Systems Audit | Steps to Consider for Audit

1. Create a “map” (this can be a spreadsheet) of all systems and platforms used, the purpose of each system, and what data is collected by it – essentially this is a list of all internal and external facing systems (including plug-ins)/platforms used.
2. In the map, note how the tools integrate with each other (for example, is there any manual intervention required – copy paste, uploads, reconciliation).
3. At the end of the mapping process, you should have a more concrete idea of your systems/platforms, how they interact with each other, and what data you collect.
4. Consider the customer journey map created (in Objective 3.1 (b)), which was desired to help you understand customer behaviour, interactions with the organization, and gaps and challenges – all from the customer’s point of view.
5. Augment this list of gaps and challenges with ways that the organization can leverage audience data.
6. Prioritize this list of gaps/requirements.

Spotlight on Platforms/Systems Audit | Steps to Consider for Audit

7. Compare the gaps with the systems map and identify which gaps can be addressed with existing data collection and systems.
8. For the gaps that cannot be addressed with existing data and systems, research solutions in the CRM platform's ecosystem:
 1. Find features/plugins on the website
 2. Talk to your sales representative to price features and understand what would work for your organization
 3. Add plugins/integrations one by one, based on assigned priority, as well as cost to implement
9. For the list of requirements that can be met with existing data and systems, identify the steps involved in implementing processes to meet the requirements. The process should include systems as well as workflows. It should also consider the ease of implementation and ongoing admin.
10. Identify training needs for new as well as existing systems.

Spotlight on Platforms/Systems Audit | Additional Resources

- Plugins/integrations:
 - Post-show survey/feedback: wordfly (<https://www.wordfly.com/features/>)
 - Tracking conversion – explore marketing impact tracking on Perfect Mind and potential for Google analytics integration with CRM
 - Segmentation (demographics, location-based targeting) – JCA segmentation engine, Intrinsic Impact (<http://www.intrinsicimpact.org/>)
- How to create a customer journey map:
 - <https://medium.com/choice-hacking/how-to-create-a-customer-journey-map-ffbd580284d7>