

Come along with us

Tijana Tasich and Elena Villaespesa take us on their journey of spreading the analytics culture at Tate

In many cases, museums and other cultural institutions stumble blindly into the world of analytics, and at first see metrics reporting as a peripheral activity, largely undertaken without a plan or dedicated resources. They thus miss the opportunity to fully understand the deep insights analytics can offer.

Analytics can be used by arts organisations to easily find out which artworks, articles or videos are most popular and which aren't, which emails are opened and which are not read, what advertisements are clicked on and what search terms bring traffic. They can even reveal the make of users' phones and where they live. Moreover, through the inception of social engagement into the digital world, the museums can now get much deeper insights into their audiences. Although it is becoming increasingly difficult to make sense of metrics, can arts organisations afford to miss out on these opportunities to better understand who their online audiences are and use that knowledge to fulfill their missions?

But where do you start in order to make this shift and establish a culture of analytics in your museum? This case study presents the steps we have taken to bring Tate closer to adopting a culture of analytics (Fig. 1) below.

Figure 1: steps taken in spreading the culture of analytics at Tate

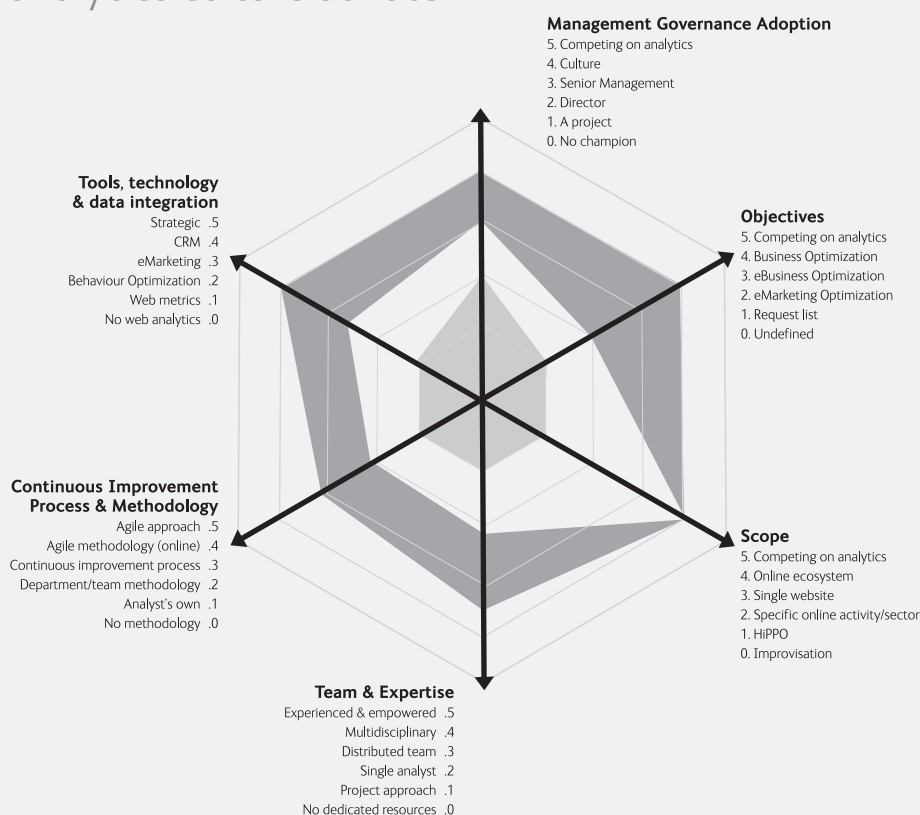


Figure 2: Stephane Hamel's model applied to Tate. In mid-grey (centre), the state of the analytics management in 2010; in light grey (surrounding the centre), the situation in 2012; in dark grey, our future ambition.

Get ready for the journey

The first step in reworking your analytics management is to assess where you are. There are different online analytics maturity models that can help guide you through this exercise. Back in 2010, we started using a model developed by the analytics expert Stephane Hamel¹ to assess the state of the analytics management at Tate in the following aspects: management and governance; objectives; scope; resources; methodology and process; and tools and technology (Fig. 2) above.

Where would you like to go?

Once you understand where you are, the next step is to define where you want to go next. Start by answering some key questions to help you form your strategic approach:

- What purpose would you like the analytics to serve in your organisation?
- Have you got a clear strategy and clear objectives?
- What would be the most efficient way of setting up the governance and ownership of the analytics in your organisation?
- How will you set up processes to make sure the analytics become integrated into the organisational culture?

Don't forget that the development of an analytics strategy is a continuous and iterative process that should organically evolve as the online ecosystem changes to support your organisation's overall aims.

Governance and structure to suit your needs

Putting in place good governance and management structure will ensure a certain pattern of behaviour is followed within your organisation. However, when it comes to setting up the most effective governance and structure, no one size fits all. Which model will work best for you will depend on a number of factors, such as the size of your organisation, organisational structure, and overall culture.

We found the model for structuring the governance that Avinash Kaushik (2007)² refers to as 'centralised decentralisation' to be the best overall fit for Tate. Following this model, the digital team are responsible for the analytics strategy, overall management, gathering requirements, setting up reports and dashboards pulling together data arriving from a range of analytical tools, communicating the finding to decision makers and making recommendations based on findings, and training others in the organisation on how to use analytical tools.

Get your stakeholders involved

Many departments contribute to Tate's digital output, and the same contributors also played a part in the metrics definition process. We carried out a process of gathering the metrics requirements from departments responsible for marketing, learning,

membership, research, fundraising, ecommerce and human resources to name but a few. Not only was this crucial in making sure an overarching analytics strategy was created, but it was also an important step in the journey of spreading the analytics culture.

Define your KPIs

Obviously, analytics KPIs must reflect your organisation's goals and objectives. The number of metrics that could be reported against each of these goals is vast and each requires a suite of metrics to be seen holistically, but creating a report with lots of metrics would not help the organisation identify the areas to act on. So, how do you decide

to single out the KPIs that are most important? To help us work out which ones would give us the best insights into our online activity, we analysed every performance indicator using the following questions:

- Why should this performance indicator be measured?
- What is the target?
- What actions will be taken to influence the results of this performance indicator?
- Which are the tools needed to report it?
- Who in the organisation is responsible for this performance indicator?

Choose your tools

It is very likely you will already have

Figure 3: example website KPIs.

Category KPI	KPIs
Reach and brand	Number of visits, new visits, searches including the keyword Tate
Audience	Audience KPIs in line with the audience strategy (families, young, local, international ...)
Conversion	Total revenue from ecommerce activities, revenue per visit, conversion rate
Social Engagement	Pages per visit, time on site, percentage of repeated visitors, community size, number and quality of user generated content, number of clicks on social media buttons
Accessibility	Percentage accessible content
Usability	Percentage positive comments, percentage satisfied users (online survey), ease of navigation (user testing)
Technical	Load time, number of broken links, browser compatibility

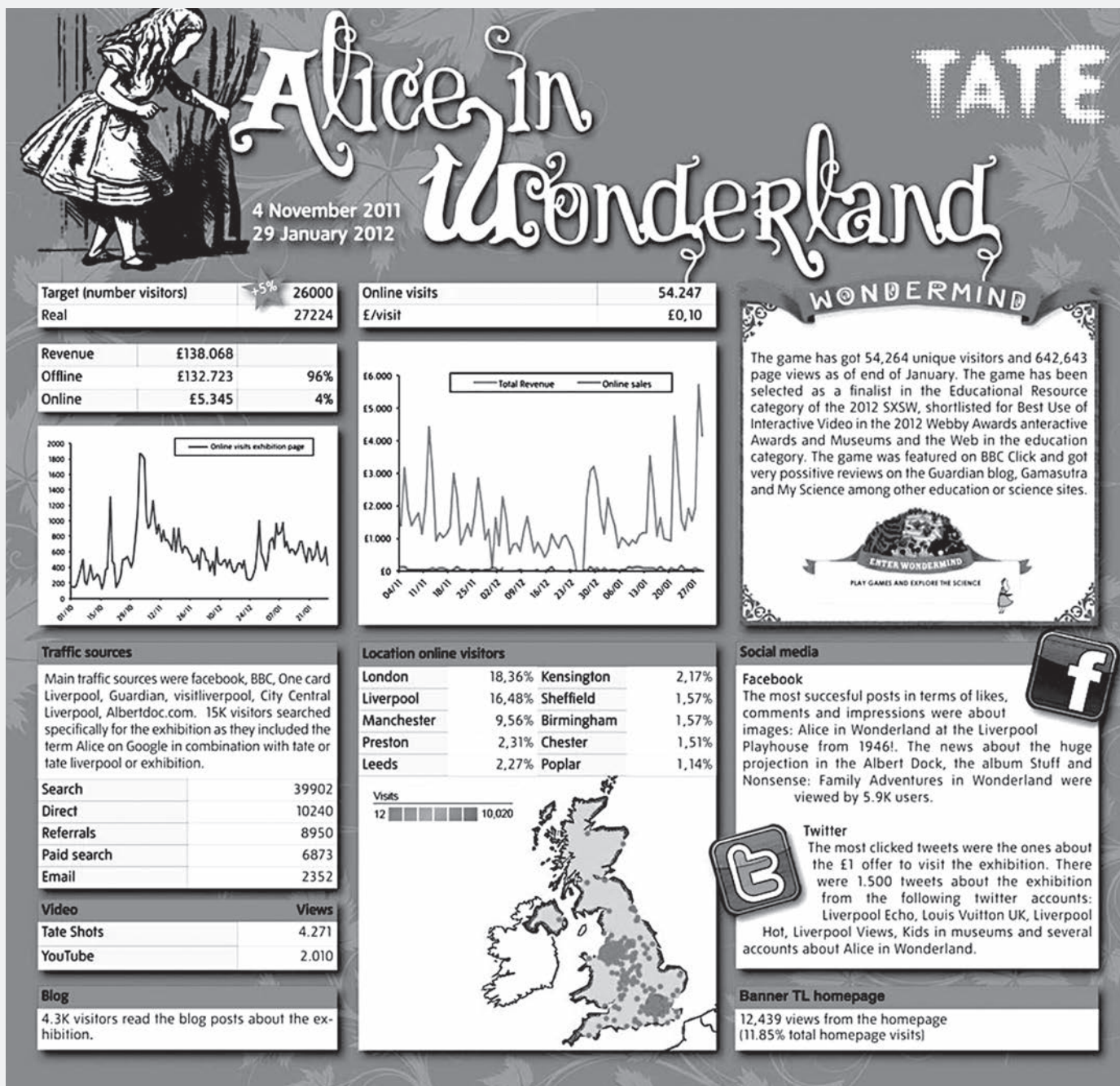


Figure 4: example of a custom report: Alice in Wonderland exhibition report

more than one Web presence to manage. As you start encouraging social engagement on all your platforms and disseminating your content beyond your website, it becomes even harder to measure user interactions and your activities against your KPIs. It therefore becomes crucial to have appropriate

analytics measurement tools and expertise to capture and analyse just the right information for your organisational needs. We use a combination of tools and methods such as Google Analytics, Hootsuite and online surveys.

Communicate the results
Good communication is a

fundamental aspect of any mature analytics culture. The analytics reports are your main tools in communicating the results to the stakeholders and they should aim to aggregate and present the data in such a way to drive the decision-making process.

We create different types of reports from executive ones that include the

Top ten

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top-level metrics to more custom ones based around more detailed requirements (Fig. 4).

Apart from distributing the reports electronically and making them available on the Tate's intranet, we are increasingly communicating the results in meetings.

The future looks rosy

There is no doubt that our new approach to analytics has attracted positive attention from across Tate. The ongoing challenges are to increase levels of investment and improve our analytics reporting, to keep the tools in tune with organisational objectives – both digital and physical – and to create new analytics-driven decision-making processes that will deliver great user experiences to the Tate's audiences. ■



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1. Set up your goals

When a visitor comes to your website, you want them to do something. This action might typically be sign up to your newsletter, join your patron scheme, buy a ticket, or fill in a questionnaire. These activities are called goals and by setting up your goals then you will give real meaning to your analytics. Not only will you be able to report the fact that you had new email subscribers this month, you will also see how they discovered your website. And quite simply, without goals, your analytics lose purpose.

2. Set up your dashboard

Many analytics users find the amount of data overwhelming, and often don't understand or need all the data that is being presented to them. You can cut your analytics down to size by setting up a dashboard that contains the essential data you need to manage your organisation. A typical marketing dashboard might contain a list of where your visitors are coming from, showing you the keywords they used in the search engines, as well as a list of referring websites. It will also contain information about your most popular content, some basic data about your visitors, and a summary of your goals. If you are running a particular campaign, then you could have a separate dashboard to report on its effectiveness.

3. Audience development: branded vs. non-branded traffic

We all have our core audiences who know us and love us and regularly come to our performances. But we are always looking to reach new audiences, and search engines are a primary way new visitors can discover your website. What phrases would your target audience use if they did not know yet that you exist? You can set up a report in your analytics that will show you visitors from the search engines to your website using phrases that do not contain your organisation name. Typical non-branded phrases are 'what's on in Nottingham' or 'family friendly activities'. You can use this data to see if your site is getting found in the search engines, and indeed if these visitors then complete the goals you identified.

4. Exclude your own traffic

Your analytics only wants to report your visitors' activity, and not count the time you spend visiting your own site. You can configure your analytics to exclude your own