The Spectrum of Audience Engagement

A relationship policy matrix

Andrew McIntyre

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Morris Hargreaves McIntyre (MHM)
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
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

- We believe WA is an amazing place
- We are some of the glue which holds the community together
- The Museum allows us all to experience a sense of wonderment
- We believe that audiences can and should make up their own minds
- We're a discovery centre, a portal, an extraordinary window on the world
- We want all Western Australians to explore, share and define their identity
- We have the authority to tell WA's stories
- We inspire curiosity and capture the imagination
- Visitors can create their own experiences
- Presented in an innovative, stimulating and thought-provoking way
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

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

**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.

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**Example:**

1. Innovative ideas and new ways of thinking and learning.
2. We open people's minds.
3. To infuse... with the urge to learn and connect with the world around them.
4. Teach kids how to think not what to think.
5. Expand their horizons and the way they think about the world.
Inform mode

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

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

[Images of people engaging with exhibits]

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 outcome is not yet social change.

Internal. These people are passionate and committed. We need to harness their energy and redirect it from the goal of individual inspiration to collective experiences.

[Logo: Morris Hargreaves McIntyre]
Involve mode

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 PROMISE
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

morris hargreaves mcintyre
Co-create mode

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.

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**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**

![Image](image.jpg)

**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 non-visitors 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.
# Spectrum of Audience Engagement

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Plotting current perceptions – vs – future desire
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Plot the current and potential audience...
Expression
- Receptive
- Confident
- Community
- Expressive

Affirmation
- Self-identity
- Aspiration
- Quality Time
- Improvement

Essence
- Discerning
- Spontaneous
- Independent
- Sophisticated

Stimulation
- 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

Deliver  Inform  Involve  Co-create  Empower

- Perspective
- Enrichment
- Entertainment
- Affirmation
- Expression
- Stimulation

- Essence
- Release
- Essence
Key target Culture Segments

Deliver
- Deliver
  - PERSPECTIVE

Inform
- Inform
  - ENRICHMENT

Involve
- Involve
  - ENTERTAINMENT

Co-create
- Co-create
  - AFFIRMATION

Empower
- Empower
  - EXPRESSION
  - STIMULATION

ESSENCE

[Diagram showing different segments and their relationship]
### Spectrum of Audience Engagement

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**Plot the ideal brand positioning**
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.”
“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.”
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.