



# GENERATING DEMAND THROUGH MARKETING

A PLAYBOOK FOR  
VISITOR ATTRACTIONS

# USING THIS GUIDE

Managing demand is a key component to recovery to hold audiences and regain visitation, particularly in the wake of COVID-19.

*This guide outlines best practices for increasing reach, optimizing conversion and powering growth.*

Moments for inspiration where demand insights come into play:

- Daily stand ups with your digital team
- Marketing weekly retrospectives (including with agencies)
- Cross functional collaborations between departments
- Strategic planning and continuous improvement workshops
- Management reporting and presentations (including to external stakeholders for compliance reporting)



Things to ponder:

1. How many marketing dollars does it cost to attract a visitor? At what point is budget optimized?
2. What audiences deliver returns for visitation, membership and revenue? Which represent diversification?
3. In which channels and campaigns is marketing investment best concentrated? What is the return?
4. What content should we be posting, where and when?
5. How much media coverage is being achieved and what is it worth?

# BEST PRACTICE

Master these levels to adopt demand best practices in your visitor management.

Traditional	Beginner	Learning	Great	Exceptional
<i>Little or no data</i>	<i>Developing data literacy</i>	<i>Descriptive analytics</i>	<i>Predictive analytics</i>	<i>Prescriptive analytics</i>
Visitor attractions new to demand will have traditionally focused more on operations to service naturally occurring baseline visitation, perhaps supplemented with routine advertising spend, rather than investing into a growth engine.	Optimize growth investment begins with tracking the Visitor Acquisition Cost (VAC), monitoring initial reach and engagement metrics and attributing marketing tactics.	As the growth engine develops, the visitor attraction team develop their thesis on either committing to making the most out of naturally occurring visitation patterns to maximize high demand times, or to distributing demand over seasons, days and hours, starting with blunt measures.	A successful growth engine results in the consistent achievement of year on year growth attributable to insight informed campaigns and tactics (without a reliance on blockbuster exhibitions or similar).	High performing growth teams achieve hypergrowth (+10% YoY for established attractions) through intelligent investment and if a strategic intention, dynamic demand distribution.

# TERMINOLOGY

Get to know these common terms used when managing demand.

	What is it?	How do you measure it?
Visitor Acquisition Cost (VAC)	<i>The cost of attracting a visitor onsite</i>	<i>Total marketing and advertising investment divided by visitation</i>
Return on Ad Spend (ROAS)	<i>How profitable an advertising campaign is</i>	<i>Total visitor oriented revenue divided by advertising spend</i>
Cost per Click (CPC)	<i>The cost of attracting a digital visitor</i>	<i>Advertising spend divided by referred click conversions, or the sum of charges if Pay Per Click (PPC)</i>
Click Through Rate (CTR)	<i>The percentage of users who action an online ad or email campaign</i>	<i>Advert impressions or email recipients for a campaign divided by click conversions</i>
Reach	<i>Unique users who have been exposed to a campaign</i>	<i>Integration to social media, Google Adwords or other digital marketing efforts</i>
Impression	<i>The number of times a campaign has been seen</i>	<i>Integration to social media, Google Adwords or other digital marketing efforts</i>
Engagement	<i>The number of actions taken by users involving a social media account</i>	<i>Integration to social media (may include reactions, shares, comments, tags, check ins or other)</i>
Reactions	<i>Likes or other responses made by the public on social media posts</i>	<i>Integration to social media</i>
Remarks	<i>Comments made by the public in response to social media posts</i>	<i>Integration to social media</i>
Media mention	<i>A news article connected to the venue</i>	<i>Integration to Google Alerts or data feed from a similar media monitoring solution or service</i>

# SOURCES

PREMIUM



**Using Dexibit?**  
Automate and monitor  
data sources and operations.

Ensure you have the right ingredients at hand for measuring what matters.

	Insight	Approach
VISITATION	<i>Campaign returns on onsite visitors (via ticket bookings, walkups or both)</i>	<i>Integrate with ticketing or footfall, or manually upload</i>
REVENUE	<i>Campaign returns on visitor spend by line of business</i>	<i>Integrate with Point of Sale (PoS) or manually upload</i>
WEBSITE	<i>Campaign returns in digital visitors, behaviors and conversion to onsite visitors</i>	<i>Integrate with Google Analytics</i>
SOCIAL	<i>Reach, engagement and discussion from social channels</i>	<i>Integrate with Facebook, Instagram, Twitter and YouTube</i>
EARNED MEDIA	<i>Frequency, platforms and nature of news coverage, conversion to digital or onsite</i>	<i>Integrate with Google Alerts (free) RSS feed or paid equivalent vendor</i>
CAMPAIGNS	<i>Campaign efficiency, effectiveness and returns on digital or onsite</i>	<i>Integrate with Google Adwords, social media and/or enter manually</i>
ZIP / POSTAL CODE	<i>Visitor, member or customer origin and extrapolated demographics or other features</i>	<i>Ticketing, ecommerce or point of sale transactions, membership records, surveys</i>



PREMIUM



### **Using Dexibit?**

*Refer to 'Insights'  
for your data stories.*

THE INSIGHTS GUIDE TO DEMAND

# DATA STORY EXAMPLES



Talk to Dexibit about democratizing data with rapid insight - forecasts, insights, dashboards and reports with a unique data concierge, designed for visitor attractions.

*All visualizations use demo data for illustrative purposes only.*

# Demand management

Increase reach, increase conversions and power growth

**Across organic, paid and earned,  
online and offline:**

<b>Reach</b>	<b>Engagement</b>
<b>Impressions</b>	<b>Click Through Rate (CTR)</b>
<b>Campaign spend</b>	<b>Earned value</b>
<b>Return on Ad Spend (ROAS)</b>	<b>Visitor Acquisition Cost (VAC)</b>

**Understanding the efficiency, effectiveness and returns of demand generating activity across organic traffic, paid advertising and earned media enables targeted optimization of the growth engine for engagement, visitation, growth, diversity and more.**

Whilst the average visitor will need to be exposed multiple times to a venue's brand or call to action to visit, attributing back a visitor's decision to their various multichannel exposures and interactions is a complex challenge.

Understanding this picture requires crossing search, social, platforms, media, website and app in the digital realm alongside traditional advertising such as billboards, radio and print, along with the resulting online conversion. This insight helps inform budgeting decisions, journey optimization and forecasting efforts:

- Investment levels required for growth and returns achieved
- Target markets
- Focus channels
- What content reaches and engages audiences and when this peaks
- Campaign messaging and advertising tactics that prove effective

# 1. Target markets

## Demand management



Watch a video on understanding target markets, particularly visitor origin.

CALENDAR Q4  
Oct 1 2020 to Dec 31 2020

### In this view...

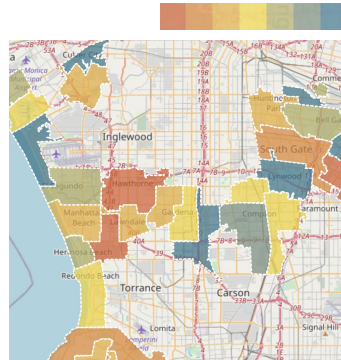
Driving demand begins with understanding the visitor, using this information to shape target markets, by geography, demographic, interest and more.

Location has a significant role to play in defining target markets and visitor behaviors - at a macro level, in terms of the nature of coordinating a venue visit as part of a holiday trip, or at a micro level, in terms of the likely demographic makeup of a particular part of a town or city, with a focus on what works balanced by a level of diversity in both areas.

Visitor origin can be taken from ticket bookings, member applications, WiFi authentication, exit surveys or digital analytics, to inform insight such as:

- Geographic audience spread (for onsite and digital visitors alike)
- Distance served

### WHERE DOES MY AUDIENCE COME FROM?



*In this example, locals comprise 53% of visitors and are spread over a corridor, with other areas unrepresented.*

When analyzing origin from bookings or members, slice and dice by product or type plus attrition, then compare over time, paying attention to who is visiting versus who is not, with a strategic decision on whether to retarget successful markets or diversify into new. Through census extrapolation, zip or postal codes can be used to understand demographics and nearby places of interest.

### WHAT DISTANCE DO WE SERVE?

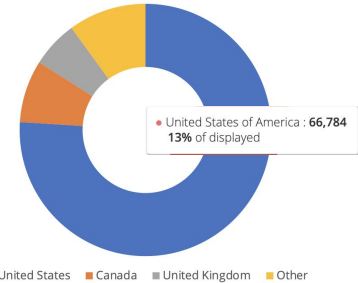


*At this venue, 30% of visitors to this venue are domestic tourists (from another state likely flying in), while 12% of visitors are come internationally.*

The Pareto principle suggests that 80% of outcomes come from a common 20% of causes, often true for visitor distance ratios.

Understanding the ratio split of visitors between tourism versus drive markets and local visitors helps inform marketing investment in terms of targeted ads and offers.

### WHAT ABOUT DIGITALLY?



*We can see that 13% of this venue's website traffic is from the United States.*

Comparing how similar online audience origin is to onsite visitors helps to determine whether advertising efforts are attracting audiences in line with those likely to convert to onsite visitors. If the venue's website includes a significant resource for non visitors (such as an online collection), this may be best defined as a separate analytics property.



# 2. Channel performance

## Demand management



Watch a video on managing reach and engagement to encourage conversions.

CALENDAR Q4  
Oct 1 2020 to Dec 31 2020

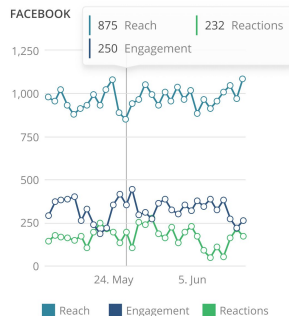
### In this view...

A combination of organic and paid social and search helps drive online traffic, supplemented with other online advertising efforts, email marketing nurture or channel partner promotions.

- For organic social, this involves analyzing followers, reach and engagement
- For sponsored social, paid search and other online advertising, this involves impressions, clicks and costs
- For email nurturing, this involves subscriber growth or churn, open and click through rates

**To test demand tactics for growth, split tests paid ads and email campaigns, and experiment with organic activity. Tests can include targeting, content, schedule, copy, imagery, calls to action and more.**

### PERFORMANCE BY CHANNEL

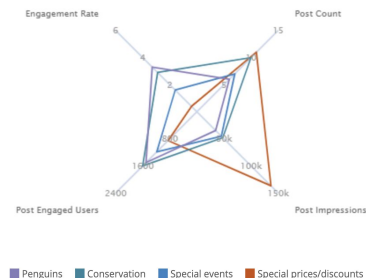


Facebook is this venue's most popular and best performing channel, with a 3.5% engagement rate on average.

A balance of social, search, display and email is usually optimal for paid advertising, retargeting included.

With social, most venues will usually find one channel stands out in driving traffic with an intention to visit, though may wish to incorporate a wider advertising regime to cover brand and audience benefits from building followers, reach and engagement alongside conversion.

### POPULAR TOPICS



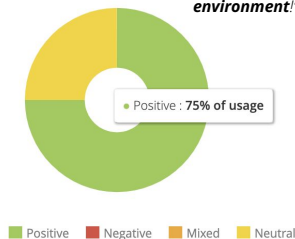
This radar plot shows that posts on social media about penguins get the most engagement, while announcements on special prices or discounts get the most impressions.

Given the various of reach versus engagement, consider a range of tactics behind the content schedule (though paid promotions will usually have an onsite conversion goal).

Tip: look for high performance topics across social, search and email - for example, if a particular keyword set performs well in paid search, test as a social post or email nurture campaign.

### MARKET RESPONSE

"I love learning about **penguins** and how we can take care of the planet so that they have a habitable **environment!**"



On Facebook, 75% of comments have positive sentiment, many coming from posts about penguins and environmentalism.

Monitoring the sentiment and topics present in comments made by users in response to social media posts is an often overlooked opportunity to understand how and why posts perform, particularly for organizations with an objective of encouraging conversation around important topics, or have an educational mission.

# 3. Online conversion

## Demand management



Watch a video on driving online to onsite conversion.

CALENDAR Q4  
Oct 1 2020 to Dec 31 2020

### In this view...

Once traffic has been generated to the website, the next step is in optimizing its conversion - firstly to an intention to visit, then secondly to either a ticket booking or straight to an onsite visit. Depending on the user experience, an intention to visit could be signalled by viewing a page about visiting the venue, or by clicking to book a ticket.

To deepen actionable insight on conversions, invest in configuring Google Analytics, including properties, views and goals (including for your online ticket booking system, unless this is managed by your ticketing vendor).

Many venues have websites with exciting content beyond information about the visit (such as digital experiences or online collections), attracting digital only visitors with no intention to visit onsite. To avoid diluting or distorting high level channel and conversion metrics, separate this content out into subsites.

### CONVERSION TO WEB



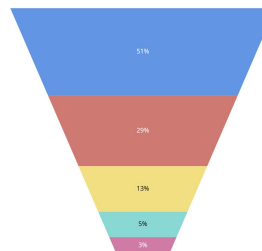
■ Organic search ■ Direct ■ Social ■ Other

The top referrers for this venue's website are organic search (primarily Google) and direct traffic.

Referrers are other sites which generate traffic to a website, such as social, online advertising, channel partners, news and more. Other sources of traffic can include organic or paid search and direct (users who enter in the website address).

Tip: changes in direct and organic search referral traffic volumes can be used to help attribute offline campaigns.

### CONVERSION TO TICKET



■ All website visitors ■ View tickets page ■ Visit buy now page  
■ Complete booking ■ Convert to member

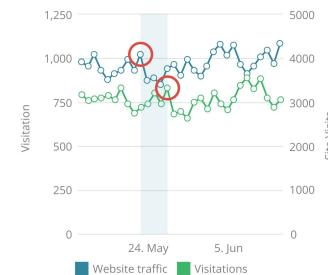
For this example, we see that 5% of all website visitors convert with a ticket purchase.

If users can book online, track:

- All website visitors
- Conversion to visit pages
- Conversion to book action
- Conversion to complete booking
- Onsite redemption (and window)

Tip: closely monitor fallout from errors or abandoned carts with automated follow up to bring users back, amongst other optimization tactics.

### CONVERSION TO ONSITE



At this venue, we can see a spike in visitation two days after seeing a spike in website traffic.

Website traffic is usually a predictor for walk up visitors and this correlation strength and lag time from online to onsite visit can also be sliced by channel and geography to understand and optimize the visitor journey in the absence of online bookings.

If no pattern exists from seeing all website traffic, consider viewing traffic only from your 'visit' themed pages (pricing, tickets, opening hours, parking etc)

# 4. Campaign attribution

## Demand management



Watch a video on campaign attribution and assessing ROI on marketing spend.

CALENDAR Q4  
Oct 1 2020 to Dec 31 2020

### In this view...

To be compelled to act, people usually need multiple touchpoints, often across channels and campaigns. Attributing influence on a visitor's decision to act is particularly difficult when the online and offline worlds collide, through either traditional media or walk up visits.

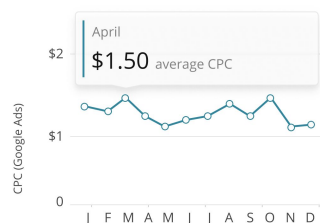
Attribution can be approached by:

- *Single source* (such as last touch), such as tracking the referrer of a booking conversion goal online
- *Even distribution*, such as using unit economics to assess overall return
- *Probabilistic attribution*, such as using machine learning to see uplift

Two financial metrics complement this:

1. **Visitor Acquisition Cost (VAC),**  
*Marketing Investment / Visitation*
2. **Return on Ad Spend (ROAS)**  
*Revenue / Ad Spend*

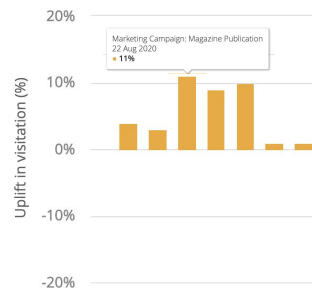
### CAMPAIGN EFFICIENCY



*This venue's CPC lowers during peak season (March - July) and is also where more conversions are seen on the website.*

To work out a suitable budget for Cost Per Click (CPC) spend, calculate the average conversion rate for the platform (in this example, Google Ads) and multiply this by your venue's Average Revenue per Visitor (ARPV)

### CAMPAIGN EFFECTIVENESS

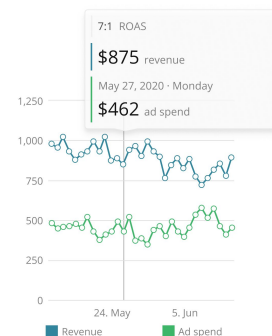


*A magazine ad coupled with a discount led to an 11% uplift in visitation.*

In addition to efficiency, uplift helps define campaign effectiveness:

- **Blunt uplift** - comparison of visitation or revenue to average (may be impacted by seasonality)
- **Forecast residual** - comparison of performance to forecast (where predicted without campaigns)
- **Experiments** - comparison of performance between a control and testing group

### CAMPAIGN PERFORMANCE



*On average, for every dollar spent on advertising, this venue gets a \$7 return (7:1 ROAS)*

**Return on Ad Spend (ROAS)** provides a ratio of advertising spend to revenue generated. What constitutes a 'good' return for a venue depends on its profit margin and operating expenses, measured by analyzing Cost to Serve (CTS) and Net Value Per Visitor (NVPV).

# 5. Earned media

## Demand management



Watch a video on monitoring earned media and press mentions.

CALENDAR Q4  
Oct 1 2020 to Dec 31 2020

### In this view...

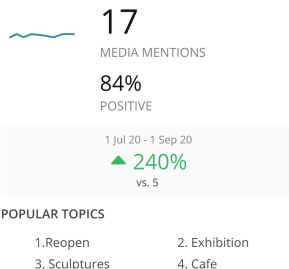
Most media mentions don't usually result in a correlation of visitation or revenue outcomes, however press does play an important role in brand awareness and overall attribution. In addition, it can provide a noticeable uplift especially for special occasions such as openings and events, or a spike on other metrics such as website traffic.

To add a performance aspect to media monitoring, analyze:

- Media mention volume
- Uplift to onsite and online visitation
- Mention sentiment and topics

**Tip: if a media mention does not include a hyperlink, look for uplift in direct or search referrers to website traffic.**

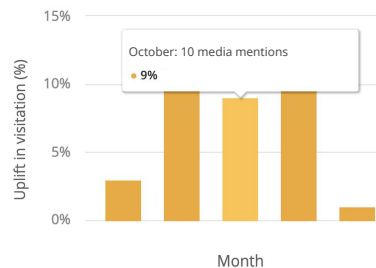
### MEDIA SUMMARY



Compared to the previous 3 months, this venue received a significant uplift in media mentions, with 84% of those being positive coverage. Recording popular topics provide a reminder on what the mentions focused on. In this case, the most popular topic was the venue's reopening.

Use a summary dashboard of key metrics for monthly reporting on the volume and nature of press activity. Additionally, overlaying media mentions with online and onsite visitation helps identify where a spike might have been prompted by press.

### MENTIONS UPLIFT

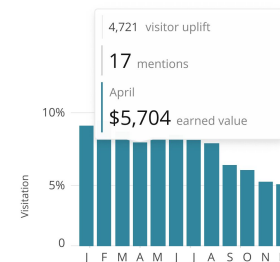


The media mentions this venue received resulted in a 9% uplift in visitation for October.

As with campaigns, the impact of press on visitation can be measured through uplift or changes to referrers. Multiply this uplift by the Average Revenue Per Visit (ARPV) to understand the value generated.

Measuring media mentions closely will uncover whether "any press is good press". Unfavorable news coverage may negatively impact visitation, which this metric will measure.

### EARNED VALUE



Due to their 17 media mentions in April, this venue has seen an uplift of 4,721 visitors, a value of \$5,704.

Measure the impact of press by either looking at the uplift of visitation compared to the daily average, visitation compared to same time last year, or by comparing against a forecast (using Machine Learning).

Using the impact of press on visitation multiplied by the Visitor Acquisition Cost (VAC), the earned value of media mentions can be calculated in terms of the worth of advertising spend saved.

# Strategies and tactics

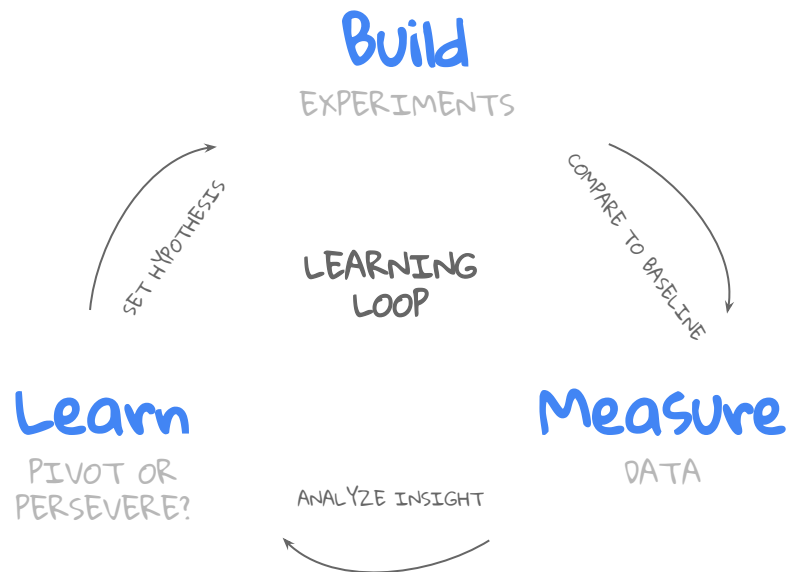
Where to from here?

**The goal of insight is to inform our thinking - to be actionable by seeding ideas, shaping discussions and making decisions. Through being insight inspired, high performance visitor attractions empower their teams to become lean and agile.**

This involves achieving a learning loop - the feedback cycle of:

1. Using experiments to explore ideas and improvements
2. Gathering performance data from these tests
3. Determining whether to pivot or persevere as a result

The tighter this loop, the more shots at goal the team has, the steeper the growth curve. As a result, teams that master this style of thinking and collaboration are more likely to succeed.



# My action plan

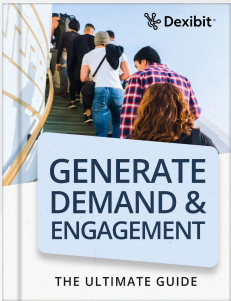
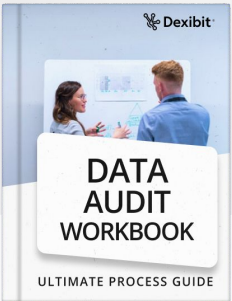
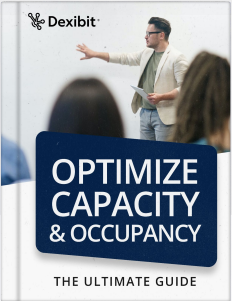
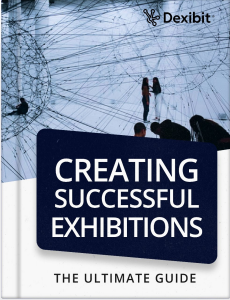
Here's what, so what.... now what?

Use this worksheet to form an innovation and improvement plan from your own data story.

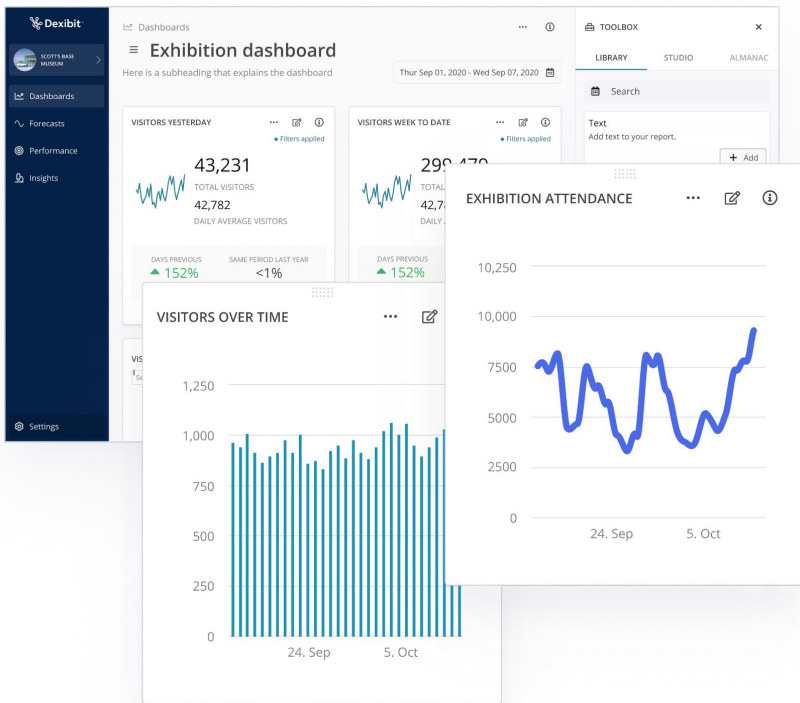
Insight	Hypothesis (strategy / tactic)	Experiment	Baseline prior change	Actual following test	Pivot or persevere?
Posting on topics relating to 'behind the scenes' increase reach and engagement	Connecting audiences with behind the scenes increases digital interaction and in turn onsite visits	A weekly 'behind the scenes' with content series featuring different departments with 1 short video and 3 additional photo posts on each topic	2 posts with impressions averaging 150k and an engagement rate of 5%	8 posts over 2 months with impressions averaging 175k and an engagement rate of 6%	Persevere

# LEARN MORE

*As the Visitor Attraction Industry's no.1 data and analytics platform, we've worked hard to uncover the most important themes which ensure that you and your team are providing world class visitor management.*



# ABOUT DEXIBIT



## Big data and analytics, designed for your visitor attraction.

Track all of your exhibition and event attendance and revenue metrics in a single dashboard, and discover insights to inform your event strategies.

Get in touch to learn how we can work together to help you achieve your goals.

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