VISITOR EXPERIENCE MANAGEMENT BEST PRACTICE

A PLAYBOOK FOR VISITOR ATTRACTIONS

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USING THIS GUIDE

Visitor experience management is not only important to achieving both social and commercial objectives, but represents the moments where the visitor attraction mission is realized.

This guide outlines best practices for increasing happiness, engagement and visitor outcomes.

Moments for inspiration where experience insights come into play:

- Daily stand ups with front of house team

- Visitor services weekly retrospectives

- Cross functional collaborations between departments, or with experience design partners

- Strategic initiatives for experience enhancements

- Management reporting and presentations

Things to ponder:

1. How do visitors feel and how do they describe their experience?

2. What are visitors doing onsite? Where are they going, how long are they spending and what are they engaging with?

3. To what extent does the visitor's experience impact visitor outcomes?

4. Where do visitors see value?

5. What improvements would visitors appreciate?

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TERMINOLOGY

Get to know these common terms used when managing experience.

	What is it?	How do you measure it?
Remark	*A free form visitor comment*	*Collected from reviews, surveys, comment cards or observed feedback*
Net Promoter Score (NPS)	*A best practice standard for measuring satisfaction*	*Collected from a survey asking the standardized question of likelihood to recommend on a scale of 1 - 10, where the percentage of detractors (1 - 6) is subtracted from promoters (9 - 10) for a score*
Rating	*A star rating of how much a visitor enjoyed their visit, usually out of 5*	*Collected from reviews or surveys*
Sentiment analysis	*The use of natural language technology to quantify voice of the visitor*	*Identification of percent positive versus negative sentiment, common terms or themes and emotions*
Dwell time	*How long a visitor spends onsite (in minutes), or in a particular space*	*Using location analytics to identify a unique presence or entry and exit point of connection*
Trail route	*The pathway a visitor takes through a venue or space*	*Using location analytics to identify the unique sequence of spaces of connection*
Location analytics	*The use of a venue network and visitor held device to track movement*	*Use of WiFi (using preferably connected devices), RFID, BLE or similar technologies*
Passersby	*An assumption of visitors passing through a venue or space, used to clean location analytics data*	*Commonly assumed as <1 minute*
Short visits	*An assumption used to distill location analytics data*	*Commonly assumed as <30 minutes venue wide*

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BEST PRACTICE

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

Traditional	Beginner	Learning	Great	Exceptional
Little or no data	*Developing data literacy*	*Descriptive analytics*	*Predictive analytics*	*Prescriptive analytics*
Given visitor experience is a notoriously difficult concept to define and monitor, many visitor attractions rely mostly on in house perceptions of what visitors might be thinking or feeling.	Anecdotal feedback from visitors starts to shape an understanding of visitor behavior and voice, but the lack of quantifiable measures make it difficult to monitor and improve. Single compliments or complaints risk disrupting team focus or prioritizing the wrong things.	The visitor attraction begins actively listening for voice of the visitor and visitor behaviors with quantitative measures in a way which is open and transparent across the organization, using this to learn more about the visitor with an aim to improve visitor outcomes.	Operational teams can predict visitor behaviors or operational environments to mitigate any negative impacts to the visitor or maximize visitor outcomes. The attraction team finds a rhythm of identifying insights, forming hypothesis and testing improvements to continuously improve.	The attractions organization comes together as a cross functional team to innovate and improve an integrate onsite and digital experience with lean and agile thinking.

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SOURCES

Using Dexibit?
Automate and monitor
data sources and operations.

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

	Insight	Approach
VISITATION	*Whether visitor experience is altered or impacted by how busy the venue is*	*Integrate with ticketing or footfall, or manually upload*
FOOTFALL	*How visitors convert into a space*	*Upload spreadsheet from manual counts or integrate footfall hardware*
ACTIVITIES	*How visitors convert in engagement with exhibitions, experiences or events*	*Configure activities and integrate with ticketing or footfall, or manually upload*
REVIEWS AND REMARKS	*What visitors are saying and how they feel about their experience*	*Integrate with various social review sites (such as Google, Facebook) or manually upload from comment cards, compliments and complaints*
SURVEYS (INTERCEPT)	*How visitors engage with their experience*	*Integrate with survey tool or manually upload*
NPS	*How loyal visitors are as customers and how this compares globally*	*Integrate with NPS or survey tool or manually upload*
LOCATION	*Where visitors go, how long they spend and how often they return*	*Integrate with WiFi, RFID, BLE or similar hardware (cannot be uploaded)*
WEATHER	*How weather conditions impact visitor experience*	*Integration to a global feed from a third party source*
ALMANAC	*How context impacts visitor experience*	*Calendar entries of what's on in and around the venue*

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NET PROMOTER SCORE (NPS)

Best practices on data collection and calculation method

Rather than asking a generic question of 'how satisfied were you with your visit?', Net Promoter Score (NPS) provides a best practice and standardized way of assessing a customer's likelihood to recommend an organization as a measure of loyalty, based on their experience.

NPS can be administered by either an onsite or follow up survey, or used for other aspects of the visit, such as the website, an app or chat interaction. An NPS question can be asked as standalone, or as part of a wider questionnaire. Optionally, this can be via a NPS specific tool.

To calculate your NPS, subtract the percentage of scores of 6 or less from those of 9 or above (ignoring the passive scores of 7 or 8).

Tip: ask your promoters for a plug on social (either as part of the NPS workflow or as a follow up).

"On a scale of 0 to 10, how likely are you to recommend [Your venue name] to a friend or colleague?" (this is a standardized question)

| 0 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |

NOT AT ALL LIKELY   *EXTREMELY LIKELY*

"Help us by explaining your score" (you can tailor this question)

| DETRACTORS | PASSIVES | PROMOTERS |

Ratings of: *6 or less*   *7 or 8*   *9 or more*

YOUR NET PROMOTER SCORE (NPS) = **% PROMOTERS** - **% DETRACTORS**

| POOR (-100 to 0) | OK (1 to 29) | GREAT (30 to 69) | AWESOME (70 to 100) |
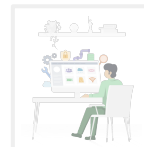
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Using Dexibit?
Refer to 'Insights'
for your data stories.

STRATEGIC
INSIGHT PLAYS

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.

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EXPERIENCE MANAGEMENT

Increase happiness, engagement and outcomes

What's in a visit?

Rating	Sentiment
Terms	Routes
Dwell time	Queue wait time
Repeat visit rate	Conversions

Developing a view on the visitor's journey requires a blend of quantitative data and qualitative views to reflect what visitors say, do and why.

To comprehensively understand the visitor's journey once onsite, data should cover conversion into various activities (such as exhibitions, experiences or events), physical pathways and dwell times through the venue, resulting visitor outcomes (such as member conversion or retail purchase) and actual feedback.

New technologies help power a unique look at visitor experience:

- *Sentiment analysis* - using natural language processing to automatically interpret freeform visitor remarks, determining emotion and key terms

- *Location analytics* - using RFID, WiFi or BLE technology to track either anonymous or identified visitor journeys through a venue via their device

Some venues may have the opportunity to conduct complementary studies, such as an intercept survey. Ideally, these should be focused more on audience research (a constant study of audience personas and motivations) or visitor evaluation (a limited study for a specific project).

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1. How visitors feel

Experience management

CALENDAR Q4
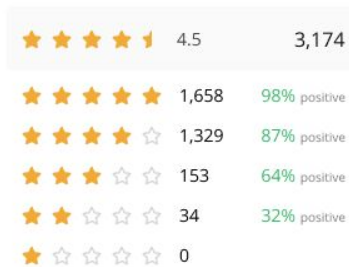*Oct 1 2020 to Dec 31 2020*

In this view...

Following a visit, voice of the visitor provides insightful feedback to evaluate visitor satisfaction. Responses from social, surveys or other interactions (such as compliments and complaints), provide inputs to quantify:

- Ratings, showing the average, distribution and trends or patterns over time in how visitors self report satisfaction and how this feedback is portrayed to the public

- Topics, showing key terms or themes from freeform visitor remarks to identify what topics are driving compliments and complaints, or to isolate trends of what visitors are focusing on

- Sentiment*, showing the visitors' emotional response

Natural language is usually around 80% accurate, useful for rapid insight or as a first pass for codifying data.

RATINGS

|		
⭐⭐⭐⭐⯪	4.5	3,174
⭐⭐⭐⭐⭐	1,658	98% positive
⭐⭐⭐⭐☆	1,329	87% positive
⭐⭐⭐☆☆	153	64% positive
⭐⭐☆☆☆	34	32% positive
⭐☆☆☆☆	0	

In this example, we can see the distribution of ratings geared towards higher levels of reviews. These ratios and the average can be tracked over time for trends and patterns.

Ratings can come from channels such as Google, Facebook or Yelp reviews (Trip Advisors' current terms do not allow business use of data for analysis). For online reviews, ratings will be out of 5. For Net Promoter Score (NPS), ratings will be out of 10.

Tip: responding to reviews (even negative) is great advertising, especially when written by leadership.

TOPICS
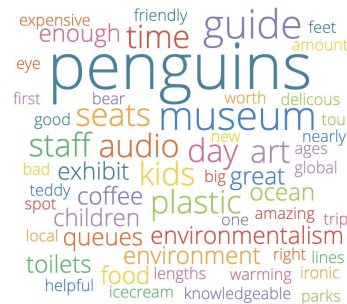
Here, we can see the significant themes 'penguins', 'staff' and 'plastic'. Word clouds are great motivators to use with staff, especially visitor facing teams.

Pulling out common terms and themes from key words and phrases used multiple times helps perceive what visitors are talking about. These can be compared positive to negative, for trends over time or during particular times (such as during construction). Monitoring the top 5 topics behind compliments and complaints helps to identify opportunities for improvement.

SENTIMENT

Sunday
● POSITIVE : 53%
● NEUTRAL : 32%
● MIXED : 5%
● NEGATIVE : 11%
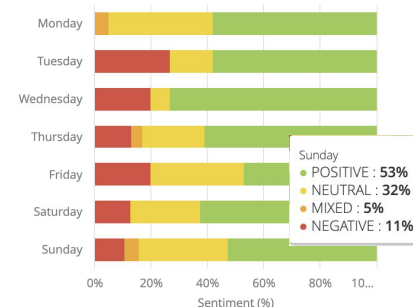
We can see that this venue's visitors are more likely to encounter issues on Tuesdays. Use sentiment analysis to track emotions for trends, patterns and correlations.

Tracking emotional response is particularly useful for remarks where the visitor comment does not contain a quantitative measure such as a rating. Simply, emotion can be measured as a sentiment (positive, neutral, mixed or negative) or for more complex insights, as a standard human emotion classification. This can also be correlated, such as with queue wait time.

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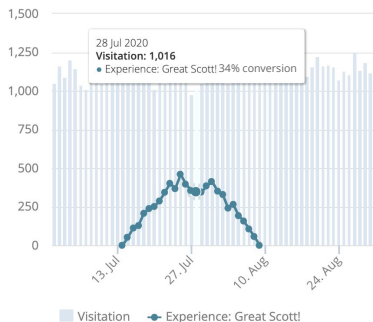
2. What visitors do

Experience management

In this view…

For the time that visitors are onsite, their experience can be measured in terms of:

- Participation - describing what activities (such as exhibitions, experiences or events) visitors attend (including revenue if applicable), depending on how this is recognized

- Conversion - describing where visitors go onsite, from either footfall counters (at entrances or internally, such as for a shop) or location analytics

- Dwell time, queue time and repeat rate* - using location analytics, across the venue, a space or a particular zone

Without location analytics, the only way to get dwell time and repeat rate is via survey, unless tickets are scanned in and out (for dwell time), or via member scans (for repeat rate). Queues are best managed using footfall flow in and out.
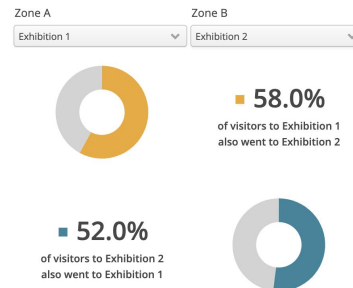
PARTICIPATION

> 28 Jul 2020
> **Visitation: 1,016**
> ● Experience: Great Scott! 34% conversion

Visitation   Experience: Great Scott!

347 of visitors on 28 July visited the museum's Great Scott exhibition, a 34% conversion.

Activities such as exhibitions, experiences or events have their own business rules of how they recognize attendance and revenue - this may be from footfall, ticketing or a hybrid method. To normalize for visitation, activities should be measured as a conversion rate, which can be analyzed both over time or for percent or days in for newly launched or temporary activities. This is especially great for monitoring the effectiveness of onsite calls to action.

CONVERSION

Zone A — Exhibition 1

Zone B — Exhibition 2

58.0%
of visitors to Exhibition 1 also went to Exhibition 2

52.0%
of visitors to Exhibition 2 also went to Exhibition 1

In this example we can see how people navigate onsite - travelling between Exhibitions 1 and 2.

Spaces within the venue may have onsite sensors available using footfall counters or location technology to track the conversion rate of visitors. This is especially useful for monitoring the effectiveness of wayfinding, or commercial transaction rates (such as the number of visitors who entered the shop who then made a purchase).

Tip: cross zone conversion requires location analytics in order to track a unique visit (visitors who went to area XYZ also went to area ABC).

DWELL TIME

> Nov-16
> ● First: **80**
> ● Ground: **50**
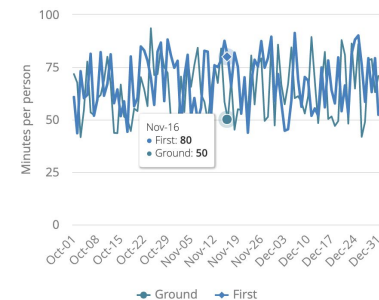
Ground   First

On the 16th Nov, average dwell time on the ground floor is 50 mins and 80 mins on the first floor.

From the venue overall down to an individual space, location analytics can be used to measure dwell time - a visitor outcome which can also be correlated with aspects such as what's on, holidays, weather, capacity and more.

When analyzing dwell time, you may wish to filter out passersby (< 1 minute) or short visits (< 30 minutes).

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3. Where visitors go

Experience management

In this view...

Using location analytics, trail paths can be used to analyze common routes visitors take through the site (including how this may differ from the desired experience design) and spaces where visitors double back.

Along with dwell time and conversion rates, trail paths are also useful to inform a deeper dive into each space:

- Other spaces from which visitors come in a space

- Directions to where visitors are headed afterwards a space

- Sequence order or percent through a visit when the space is frequented

Tip: if your venue has a high density of network access points, group these into summary spaces for simpler and more insightful location analytics.

HEAT MAP

Plan: Ground

Hall Visitors: 68%

Low ▬ High
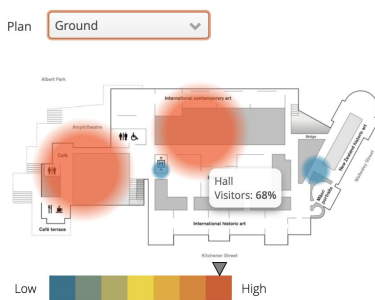
The two most populated areas on the Ground floor are the Hall and Lobby with more than 65% of people visiting these areas.

A heatmap is a great way to see how visitors disburse through your venue and how this changes over time, especially when making construction, wayfinding or other experience design changes.

Tip: avoid using busy and confusing architectural or network diagrams of your venue as the basis for heat map - stick to simple illustrations instead, like the site map you use on visitor brochures or wayfinding.

TRAIL PATHS

Exhibition 1 → Cafe → Toilets → Lobby   0.205%
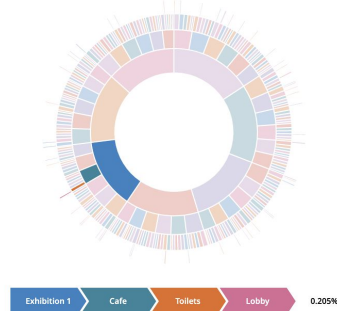
This visualization is a 'sunburst', which identifies all of the trails visitors take onsite from area to area. In this example, 0.2% of visitors take this specific route starting from Exhibition 1 and ending at the Lobby.

There are many different ways of visualizing trails... the trickiest part being that every visitor trail in terms of pathway sequence and dwell times is almost unique!

We love a sunburst - if the beginning of the visit starts in the center, we can see how visitors traverse the venue - including the most common ways in which routes begin and how they diversify as they deepen.

SPACE ANALYSIS

Atrium 63%   Gallery 1 41%

Cafe 22%   Gallery 2 43%

WC 15%   Cafe 16%

‹ Sculpture Gallery ›

75% of visitors visit this space

AVERAGE ARRIVAL TIME	AVERAGE DWELL TIME
15 mins	3 mins

In this example...

Another way to view visitor routes is to travel the venue through the eyes of a visitor, seeing one space at a time.

What proportion of visitors went there? How far into their visit were they? How much time did they spend there? Where did they come from? Where were they going?

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VISITOR PERSONAS

As part of analyzing and designing for visitor experience, many teams find defining personas useful. Personas can be used in visitor experience design (such as creating separate website landing pages or visitor brochures designed for each persona), or codified into analysis for insight (such as 'members from this persona had a 12% higher per cap spend').

Personas might be *motivation, behavior* or *demographic* based - or a combination. Try to keep the number of personas low, by focusing on your most common only (5 - 7 is ideal). Maybe even give them fun names inspired by a theme from your venue - if your venue is a zoo, name them after animals, or if a gallery, after artists.

Personas are an exercise in research and creativity. In addition to discovery such as interviews, focus groups and surveys, data helps inform these too (such as what users are searching for on your website, or enquiring about when asking for help onsite).

|	
Persona name	Pop culture panda
Prevalence	34% visitors, 7% members, 45% subscribers
Motivations	Entertainment (often entertaining children)
Goals	A fun day out, socializing, not missing out
Effective channels	Email newsletter, Facebook paid ads, peer endorsements
Willingness to pay and price sensitivity	Ticketed admission: 3% uplift with 20% discount Member products: $50 - $70 per year Store spend: $5 average revenue
Annual revenue (non members)	$52.50 (averages 1.2 visits per year)
Lifetime value (members)	$195 (averages 2.3 visits per year, 3 year lifetime)
Value importance	Likely to attend blockbuster exhibitions, holiday themed events, buys mainstream merchandise
Messaging	Patriotic environmentalism Gift with purchase
Pain points	Parking convenience, entrance queues

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VISITOR JOURNEY MAPS

As part of understanding, optimizing, improving and innovating the visitor experience - mapping the visitor's journey is a useful communication tool for the venue team. Make sure to cross before, during and after the visit, onsite and online, and covering all business units.

A visitor journey map, such as this example, should focus on how the visitor discovers information about their visit, engages with your organization and how their loyalty is retained.

These maps are also great for selecting what data metrics are important for current priorities.

Download the *Visitor Journey Map* poster in full size at resources.dexibit.com
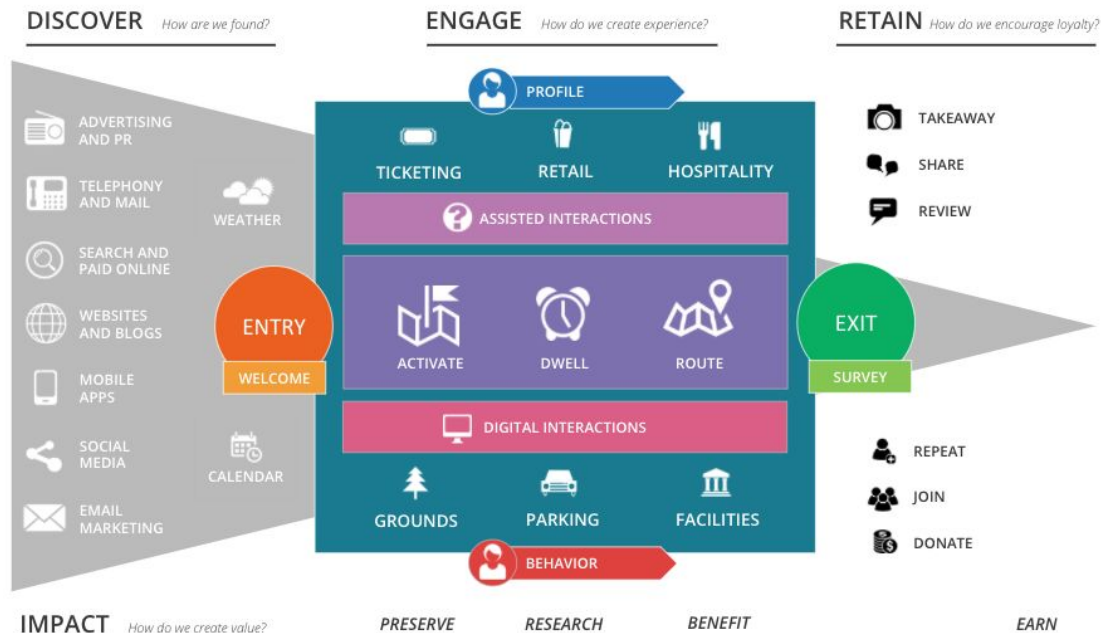
VISITOR EMOTIONAL RESPONSE

When it comes to analyzing emotion in visitor remarks (either through natural language or manual codifying), and in visitor responses during research and evaluation, Plutchik's wheel of emotions provides a basis for emotions to use in classification.

There are 8 primary emotions, together with secondary and tertiary dyads. The primary emotions are:

1. Joy
2. Trust
3. Fear
4. Surprise
5. Sadness
6. Disgust
7. Anger
8. Anticipation

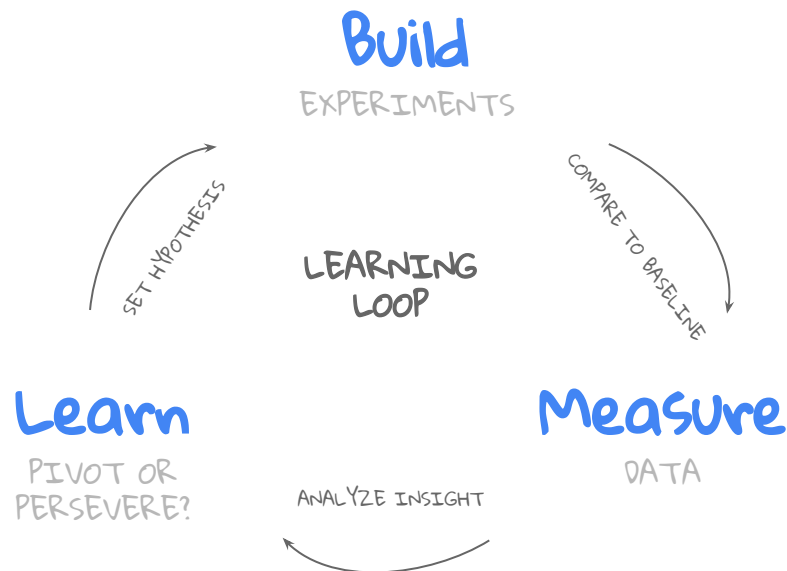Dexibit®

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.

Build
EXPERIMENTS

SET HYPOTHESIS

COMPARE TO BASELINE

LEARNING LOOP

Learn
PIVOT OR PERSEVERE?

ANALYZE INSIGHT

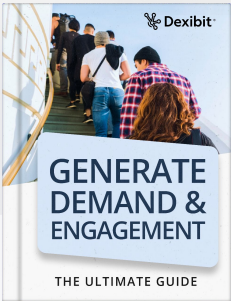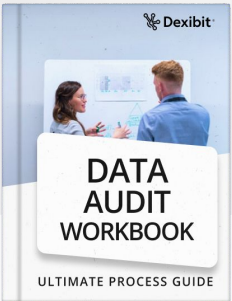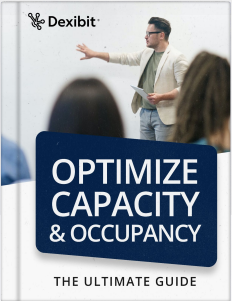Measure
DATA

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ACTION CANVAS

Here's what, so what…. now what?

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

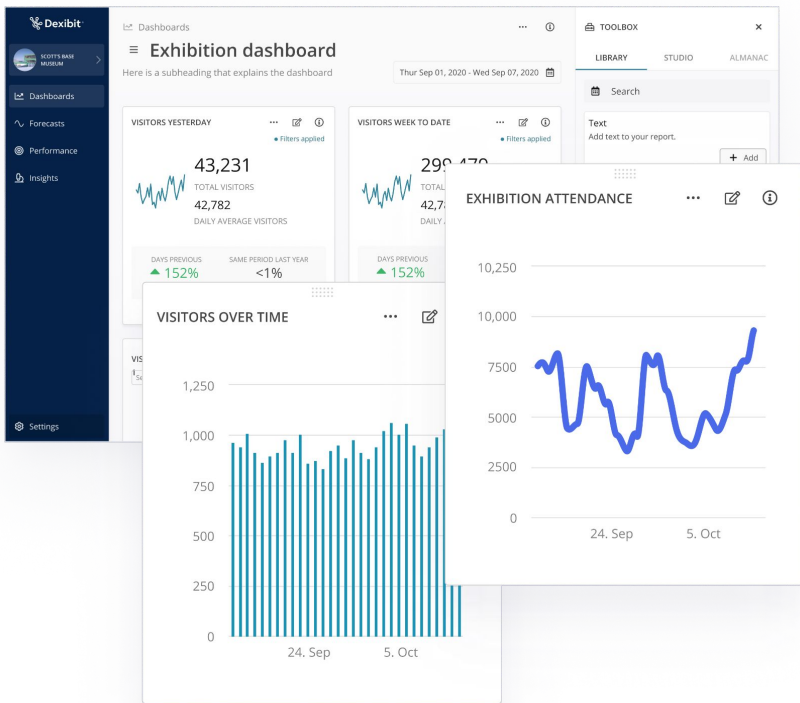| ACTION CANVAS: EXPERIENCE			DATE
INSIGHT E.g. Visitors to the pavillion cafe also visit shop c nearby	**HYPOTHESIS (STRATEGY/TACTIC)** E.g. We can increase the number of visitors to the shop, increasing likelihood to purchase and average revenue	**BASELINE PRIOR CHANGE** E.g. 15% of visitors to the cafe also visit the shop, shop footfall averages 31% of visitation	**PIVOT OR PERSEVERE?** E.g. Persevere - next experiment get cafe staff to casually ask visitors if they've visited the shop, and recommend a favorite item
	EXPERIMENT E.g. Put a shop advertisement and promotion on cafe tables	**ACTUAL FOLLOWING TEST** E.g. 27% of visitors to the cafe also visit the shop, footfall averages 42%	

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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.

CULTIVATE VISITOR LOYALTY — THE ULTIMATE GUIDE

MANAGING VISITATION & ATTENDANCE — THE ULTIMATE GUIDE

CREATING SUCCESSFUL EXHIBITIONS — THE ULTIMATE GUIDE

OPTIMIZE RETAIL REVENUE — THE ULTIMATE GUIDE

OPTIMIZE CAPACITY & OCCUPANCY — THE ULTIMATE GUIDE

DATA AUDIT WORKBOOK — ULTIMATE PROCESS GUIDE

GENERATE DEMAND & ENGAGEMENT — THE ULTIMATE GUIDE

VISITOR EXPERIENCE BEST PRACTICE — THE ULTIMATE GUIDE

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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.

BOOK CONSULTATION

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