### Appendix 6

### **Supporting Information**

To find out about the existing public offer and visitor experience

http://www.iwm.org.uk/visits/iwm-duxford

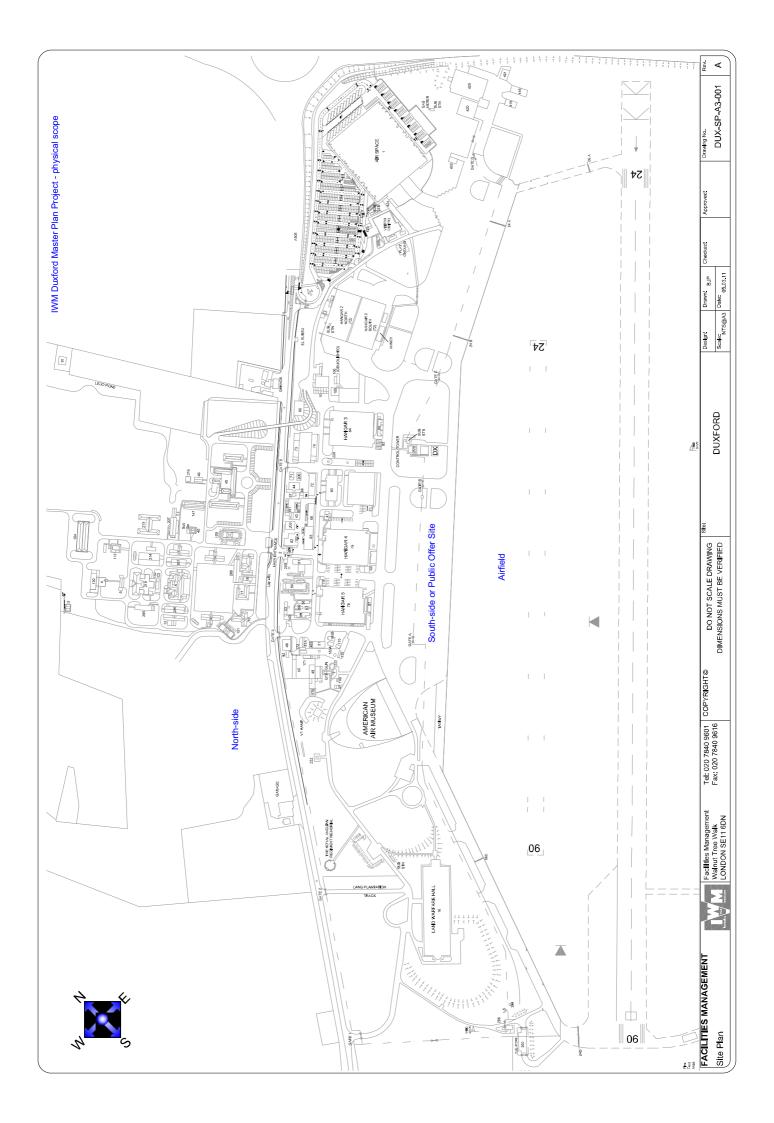
To find out about the historic site

https://www.scambs.gov.uk/content/conservation-area-appraisal-duxford-airfield

To see the draft South Cambridgeshire Local Development Framework

http://scambs.jdi-

consult.net/localplan/readdoc.php?docid=224&chapter=8&docelemid=d39462#d39462





## what does it mean for IWM Duxford? What is Role and Remit and

May 2015 Alicia Gurney

## The Role and Remit project

- In 2014 a project was carried out to position Duxford within IWM brand and clarify its public offer aspiration and potential for the next 20 years.
- The key outputs were role, remit and vision statements which were approved by IWM Trustees in December 2014.
- The role and remit report included a proto-vision for how this new role, remit and vision could be achieved and made recommendations about was needed to achieve it.
- The project drew on skills, knowledge and experience from across IWM, identified IWM Duxford's strengths, reviewed competitors and gathered audience opinion.

## IWM Duxford's strengths

Duxford's natural strengths were clarified as:

- Historic site at its heart IWM Duxford has a historic site of national significance.
- Airfield the airfield has been in constant use since Duxford was built in 1917 and continues today to provide the branch with its dynamic atmosphere, unrivalled amongst competitors.
- Large objects IWM Duxford has become known as the home of the nation's greatest collection of historic military aircraft, military vehicles and artillery.
- Size and space whether the result of its historic site, active <u>Duxford has an informal atmosphere, space and apparent</u> airfield or big indoor-outdoor museum environment, IWM sense of place', unusual amongst museums.

### Audience research

- arching public offer ideas with recent and lapsed visitors across A new piece of audience research was carried out to test overour different audience segments.
- From a series of public offer 'propositions', visitors across the board wanted to get 'up close and personal' with our objects, looking for a more physically and emotionally engaging offer than currently provided.
- This fits well with IWM Duxford's strengths and can be applied to our large objects, our historic site and our living airfield.

## The Role and Remit statements

### Our Role

Inspired by and set in our historic and living airfield, we give visitors the opportunity to think about war by sharing real stories of IWM's unique collection of aircraft and large objects and how they have shaped people's experiences of modern conflict.

### Our Remit

We use our unique combination of authentic historic site, informal environment, living airfield and IWMs' world-class collection of objects to offer a range of physical, emotional and intellectual experiences.

get closer to the realities of war – to what it was like and how it felt We provide the spaces and content for a broad range of people to with our partners, we deliver a high-quality, relevant, inclusive and to experience conflict. By listening to our audiences and working seamless visitor experience

## The Role and Remit statements

Our Vision

bringing people physically and emotionally closer to the realities of IWM Duxford aims to inspire a deeper understanding of conflict by

### How will the IWM Duxford deliver the proposed role, remit and vision?

- The proposition for IWM Duxford is 'Closer to the realities of
- closer to the real place, real objects, real stories and individuals Enabling visitors to get physically, emotionally and intellectually that have played a part in modern conflict.
- aspects of what it was like and what it felt like to experience More than this it proposes to enable visitors to get closer to these conflicts.
- The application of the proposition will be seen most distinctly in the change of interpretive approach (referred to as the 'closer' approach) which will aim to not only provide for a broad audience but deliver more effective engagement.
- The 'closer' approach will act as an over-arching principle to apply in different ways across the branch.

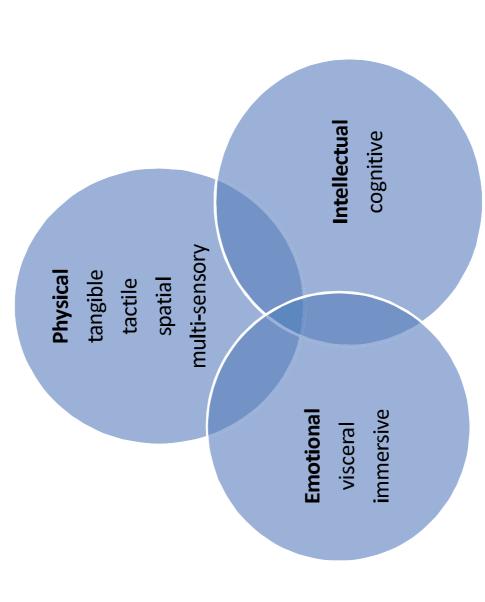
## Developing the future public offer

- Engagement
- Narrative
- Visitor experience

### Adapting our approach to developing the public offer

- Put the visitor genuinely at the centre of our thinking
- One holistic approach which integrates the physical displays with face-to-face engagement
- Think about the whole visitor experience -core public offer and everything before, after and in between
- Pushing boundaries by questioning our assumptions about how we use our objects and by reaching beyond the museum world for inspiration
- continuously engaging and responding to their changing needs Finding connections by truly understanding our visitors, and interests.
- Importance of real using real objects and stories is key
- 'They can't all be important be selective with our objects on display
- Play the role of the storyteller rather than the teacher

## Drivers for the new engagement approaches



Enabling visitors to get physically, emotionally and intellectually closer will be at the centre of new interpretation. It is anticipated that every display will comprise elements of all three.

### Zoning – changing the way visitors experience the public offer

- zones to support a coherent, defined, varied and easy-to-navigate It is anticipated that the public site will be divided into a series of visitor experience.
- The zone concept recognises that the public offer stretches beyond one single building to multiple buildings, external spaces, bigger andscapes and vistas.
- The public offer in each zone will be clearly defined in terms of narrative, interpretive approach, target audience and activities.
- carefully designed to both maximise the potential of IWM Duxford's The visitor journey within, between and across the zones will be strengths and ensure that visitor needs are met.
- Partners will be selected based of their ability to support IWM in delivering within the zones.

### How does the proposed role and remit deliver IWM brand?

- Putting IWM's unique collections and vivid personal stories centre stage, engaging with audiences through powerful physical, emotional as well as intellectual experiences.
- understanding of the cause, course and consequences of war to provide both a micro and macro picture of the role of aviation in Using the historic site and large objects to enrich people's conflict and the impact on people's lives.
- Using Duxford's strengths to share aspects of the physical and emotional force of war.
- Placing central importance on engaging with audiences in ways relevant to them.
- Pushing the boundaries of what visitors expect from a museum to challenge preconceptions and broaden audiences. To drive for inclusiveness of approach without 'dumbing down'.
- Delivering experiences which place high importance on the real object, real site and real stories to ensure we remain authoritative in our approach.

# The role of IWM Duxford within the IWM family

- Duxford's primary role is to deliver IWM brand through its public This project has confirmed that, first and foremost, IWM
- collection and conservation service, and these aspects are Its secondary role is as the home of IWM's large object considered core strengths of the branch.
- It is the branch which enables IWM to offer a full-day out experience to audiences wishing to connect with IWM.
- It provides IWM with not only its own airfield but a stage on which to host large scale indoor and outdoor events.
- Beyond the public site it is the home of the IWM collections centre and the branch containing the majority of the organisation built assets.



### **PEN PORTRAITS**

Illustrative example of how IWM thinks about its audiences. Updated information will be provided for the start of the contract.

### **CORE AUDIENCES**



LEARNING FAMILIES (CHILDREN 8–11)



OLDER SELF DEVELOPERS (60+)

### **DEVELOPMENTAL AUDIENCES**



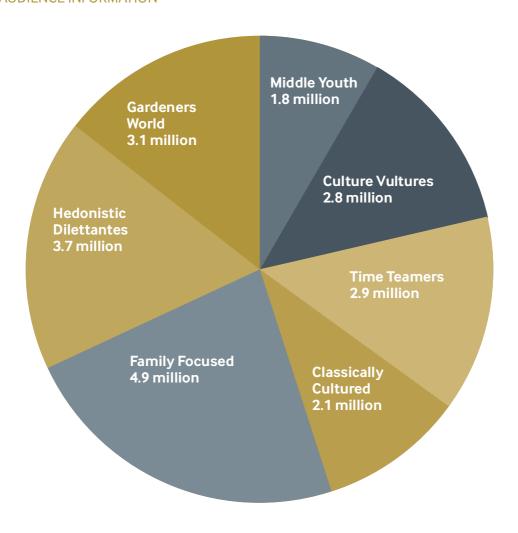
KIDS FIRST (CHILDREN 8-11)

IWM DUXFORD PEN PORTRAITS 23





### TGI AUDIENCE INFORMATION

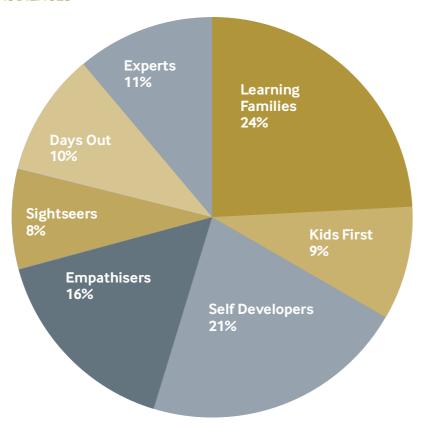


IWM DUXFORD PEN PORTRAITS 24

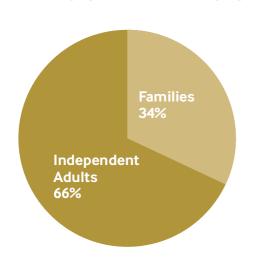




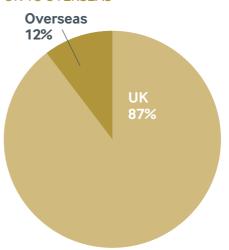
### MHM AUDIENCES



### **FAMILIES VS INDEPENDENT ADULTS**



### **UK VS OVERSEAS**



IWM DUXFORD PEN PORTRAITS 25

### **CORE AUDIENCES**

### LEARNING FAMILIES (CHILDREN 8-11)

### WHO ARE THEY?

**Culture Vulture** TGI characteristics (for marketing planning). Families with children aged 8–11. AB/higher family income £50k.

### **INTERESTS**

- I am interested in the arts
- I am interested in other cultures
- My work is a career, not just a job

### **KEY CHARACTERISTICS**

- Married with average number of children
  - Well educated and career focused
    - Successful, busy, active

### **LIKELY TO ALSO VISIT**

- Local National Trust locations
- Zoos and leisure offers
- Fitzwilliam Museum

### WHAT NEEDS DO WE NEED TO FULFIL?

Looking for accessible history for their children with national curriculum links: Battle of Britain, technology and design in *AirSpace*.

### CONNECTION

- Driven by a desire to educate their children
- Broaden their knowledge
- Share life experience
- More likely to visit outdoor venues and family museums when relevant

### **EXPERIENCE NEEDS**

- Engage and stimulate children whilst also engaging with adults to facilitate children's engagement and learning
  - Welcoming and child friendly experience
    - Café: clearly promoted fairtrade, organic range
    - Retail: ethically sourced, fairtrade products

### WHAT IS THEIR VALUE?

They are likely to spend in the Café and Shop – but require relevant product offers.

24%
of IWM Duxford
audiences are
Learning Families

27.5% of Culture Vultur

of Culture Vultures are Learning Families Nationwide audience potential for Culture Vultures (in the UK marketplace) is 770,000

61% would spend in the Shop

72% would spend in the Café 14% would spend online

### **HOW TO REACH THEM?**

This audience uses a mix of traditional media (display and outdoor ads) but they will go online to view relevant content.

### **ONLINE BEHAVIOUR**

- Spend a lot of time online visiting a variety of sites but particularly news (43%) and specialist interest
- Most likely to be (IWM online behaviours):

Planners: 'I had already decided to visit but wanted more information'

Opportunity Seekers: 'I wanted more information to help me decide whether to visit or not'

■ Of the 88% of Culture Vultures that use Social Media: 61% use YouTube. 46% use Facebook, 45% use TripAdvisor and 30% use Twitter

### **KEY CONSUMER STATEMENTS**

- It's worth paying more for organic food
- I only buy products with good ethics
- I buy fairtrade products when available
- I enjoy owning good quality products

### **MEDIA CHOICES**

- Guardian and weekend papers,Time Out
  - Cinema goers rather than TV watchers
  - Very likely to see rail and roadside ads, as well as on the London Underground

### **CORE AUDIENCES**

### **OLDER SELF DEVELOPERS (60+)**

### WHO ARE THEY?

**Time Teamer** TGl characteristics (for marketing planning). 60+ AB. Educated to a degree level. Retired empty nester.

### **KEY CHARACTERISTICS** Dutiful **INTERESTS** Outgoing ■ Archaeology **LIKELY TO ALSO VISIT** ■ Liberal History ■ National Trust ■ Socially aware Castles ■ English Heritage ■ Ruins Cambridge museums ■ Gardening shows and horticulture ■ Different cultures and international events ■ Classical culture: theatre, classical music

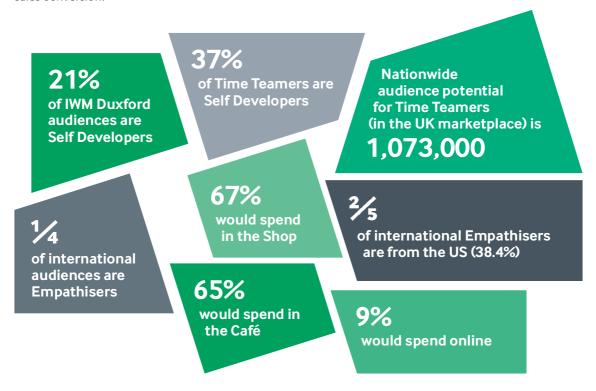
### WHAT NEEDS DO WE NEED TO FULFIL?

Self Developers are looking for an experience that increases their knowledge of a subject matter or to be inspired to find out more. They want to be intellectually stimulated.

### CONNECTION **EXPERIENCE NEEDS** Looking for a learning ■ Need warm welcome and excellent experience orientation information ■ Satisfy their own quest for ■ Would appreciate interpretation knowledge formats for post visit to supplement their learning (offline and online ■ Often for hobby rather than products) academic or professional purposes ■ Interpretation in a number of different formats

### WHAT IS THEIR VALUE?

Providing consumer services that appeal to their ethics for café and retail, will help to drive up possible sales conversion.



### **HOW TO REACH THEM?**

Older Self Developers are most likely to respond to traditional marketing approaches, although some are engaged in internet surfing and social networking.

**KEY CONSUMER STATEMENTS** 

- It's worth paying more for organic food
- I only buy free range products whenever I can
- I pay attention to where products I purchase are made/grown
  - I am prepared to pay more for environmentally friendly products

### **ONLINE BEHAVIOUR**

- Infrequent internet users, mainly visiting business sites
- Most likely to be (IWM online behaviours);
- Extenders: 'I was following up on a visit I had already made'
- Opportunity Seekers: 'I wanted more information to help me decide whether to visit or not'
- Of the 60% of Time Teamers that use Social Media: 38% use YouTube, 36% use Facebook and 27% use TripAdvisor

### **MEDIA CHOICES**

- Quality news titles, particularly Saturday Guardian/Telegraph
  - Cinema rather than TV and radio
  - Likely to see outdoor ads, particularly rail

### **DEVELOPMENTAL AUDIENCES**

KIDS FIRST (CHILDREN 8-11)

### WHO ARE THEY?

Family Focused TGI characteristics (for marketing planning). With children aged 8–11, C1C2

### **INTERESTS**

- I enjoy spending time with my family
- My family is more important to me than my career

### **KEY CHARACTERISTICS**

- Busy mainstream families
- Enjoy spending leisure time together
  - Fun and entertainment is the centre of a family day out
    - Learning and information is a secondary benefit
      - Find it difficult to say no to my kids

### LIKELY TO ALSO VISIT

- Zoos
- Alton Towers/Chessington World of Adventures

### WHAT NEEDS DO WE NEED TO FULFIL?

Offer fun day out — communicate large open spaces and lots of things to see and do. Interactive elements — Concorde and *AirSpace*.

### CONNECTION

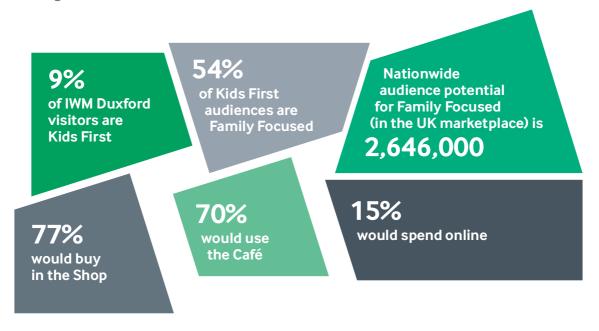
 Primarily driven by social needs and motivations

### **EXPERIENCE NEEDS**

- Adults need to be able to engage and occupy their children.
  - Looking for both adult and childcentred interpretation.
    - Welcoming and child friendly throughout from the food in the café to interactive and immersive displays

### WHAT IS THEIR VALUE?

They are likely to buy special event tickets and souvenirs, family meals. Kids First has a large audience potential in terms of numbers in the marketplace, but are less likely to visit IWM or spend money than Learning Families.



### **HOW TO REACH THEM?**

This audience is more mainstream than Learning Families, with a high level of TV and cinema watching. They respond to leisure marketing tactics rather than heritage or museum.



- I look for the lowest possible prices when I go shopping
- I am very good at managing money

### **ONLINE BEHAVIOUR**

- Spend a lot of time online, particularly using price comparison and sports sites
- Most likely to be (IWM online behaviours):

Opportunity Seekers: 'I wanted more information to help me decide whether to visit or not'

Planners: 'I had already decided to visit an IWM branch but wanted more information'

■ Of the 92% of Family Focused that use Social Media: 62% use YouTube. 60% use Facebook and 30% use TripAdvisor

### **MEDIA CHOICES**

- Like watching TV and going to the cinema
- Read tabloids, and lifestyle and celebrity magazines. Often enter competitions in newspapers and magazines
  - See a lot of roadside ads, but not many on rail, bus and tube