



ALVA

Association of Leading
Visitor Attractions



**SACRED SPACE:
COMMON GROUND**

National Cathedrals Conference 2018

Bernard Donoghue
Director, ALVA

Shaping and marketing our visitor offer

In 2016:

More people visited the V&A, the Natural History Museum and the Science Museum, combined, than visited Venice

More people visited the British Museum and the National Gallery, combined, than visited Barcelona

More people visited the Southbank Centre, Tate Modern and Tate Britain, combined, than visited Hong Kong

In 2017 more people visited the top 10 Scottish attractions, including Edinburgh Castle, combined, than the total number of overseas visitors to Australia and New Zealand.



More people visit heritage properties in the UK every weekend than attend football matches.



Thirty two times more people visited Forestry Commission (England) sites, National Trust properties and Historic Houses last year than attended Premier League games.

In 2017 there were 226million visits to Forestry Commission sites, 202million visits to National Trust coastal and countryside managed areas and 24.5million visits to NT paid sites, and 26million visits to Historic Houses.

Combined, just these three members hosted 478,500,000 visits.
That's 32.8 times more.

What do visitors want:

- Value for money (if that's relevant)
- To experience, to learn, to be surprised
- To stand on the spot where history happened; the authenticity of place
- To remember and be invited / incited to return

Value for money

- Differential or dynamic pricing for Abbeys and Cathedrals (why charge the same at 4pm as 11am?)
- ‘Money can’t buy’ experiences; fundraising and development opportunities; on the roof, in the library, flowers, gardens, architecture, archaeology etc).
- Time-specific experiences (conservation projects, like ORNC, for example)
- Allow people to buy locally / tap-in to their innate philanthropy

To learn, to experience, to be surprised

- Can a visitor just culturally 'snack' at your cathedral? Can they pop-in as a visitor in their lunch break?
- Is their first experience one of awe and wonder or transaction and gift-aid?
- Do you thank them when they leave? A very good welcome experience increases propensity to recommend a visit by 20%.

Coventry Cathedral

Festival of Imagineers,
September 2018



What's your appetite for risk, or to partner with organisations who are not your 'usual suspects'?

- Partnering with organisations and people who are not like you enables you to tell your stories of your collections, people and places in different, more creative ways
- Engaging with and inviting people and audiences who don't cross your threshold

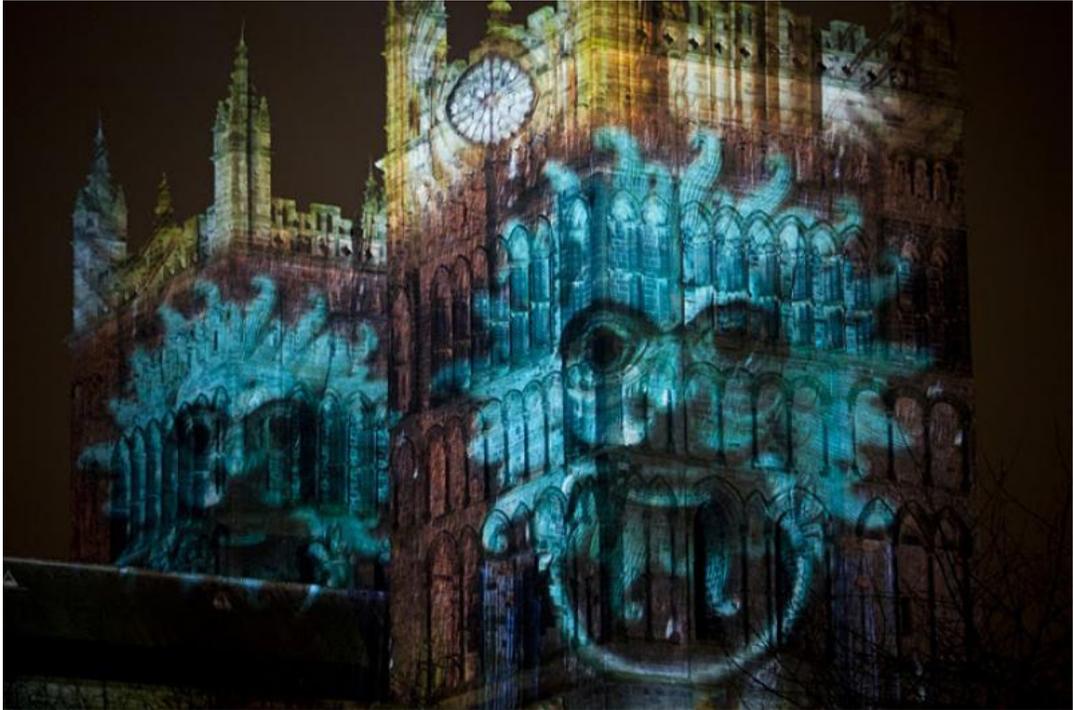


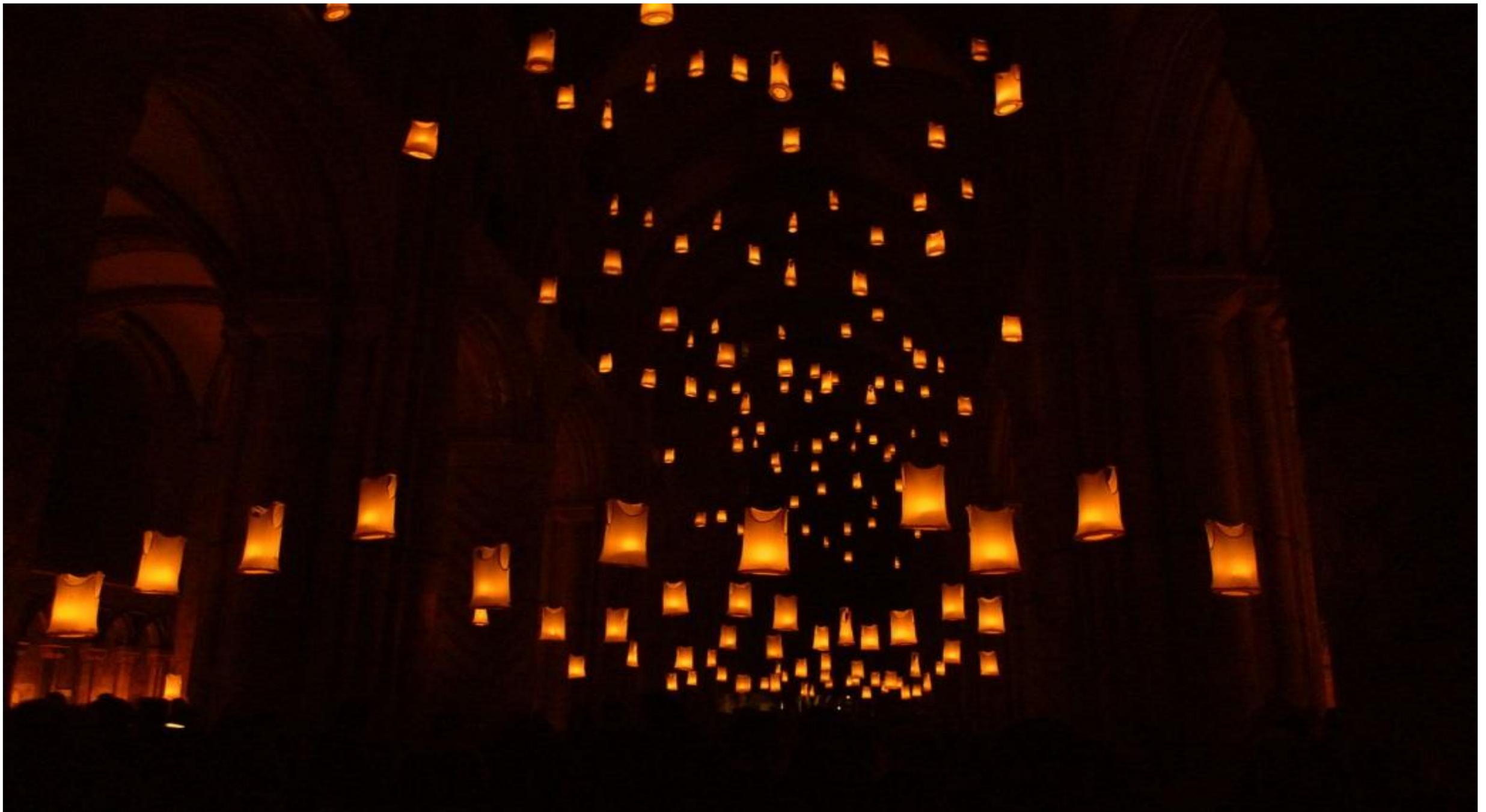




BLenheim PALACE

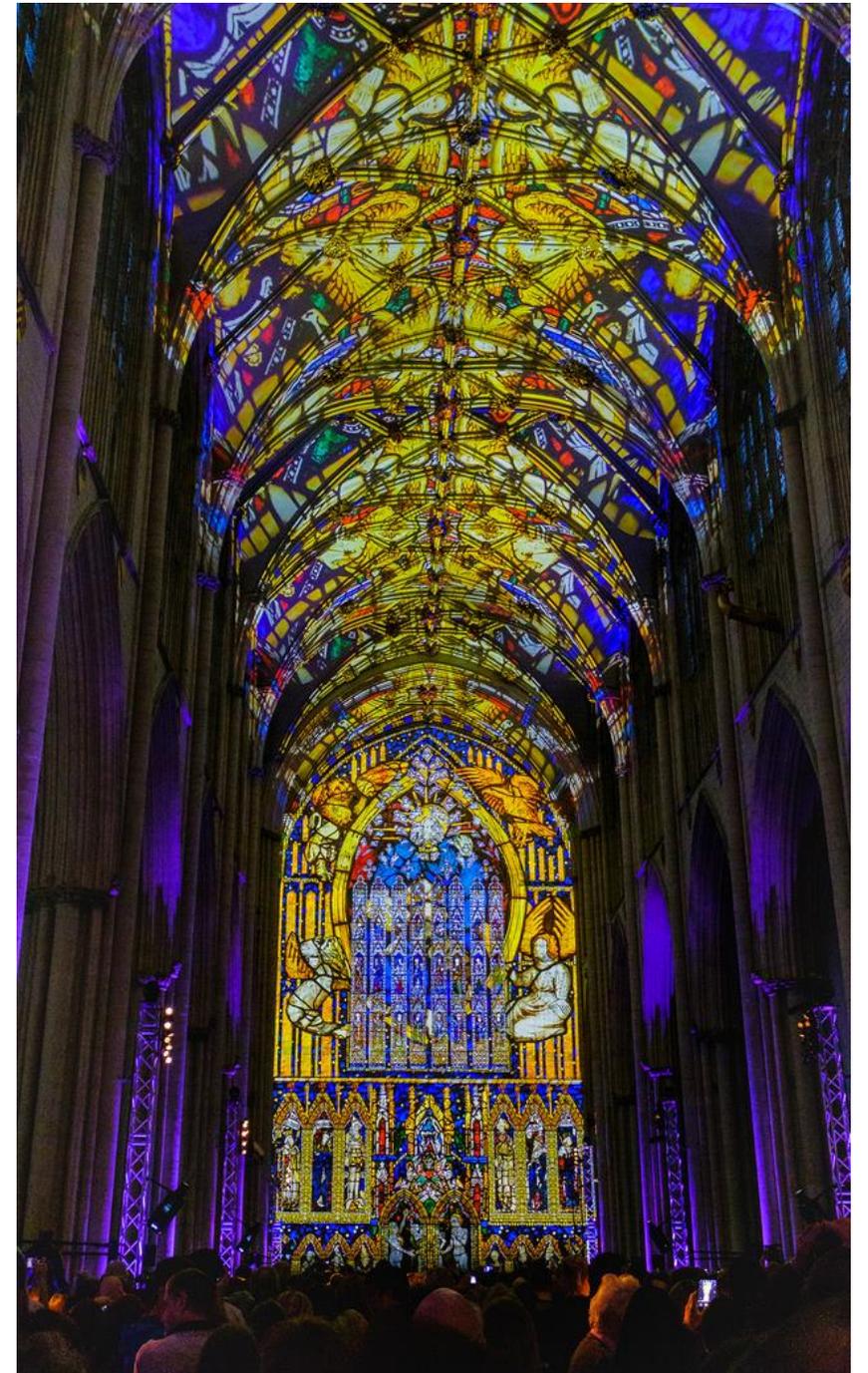






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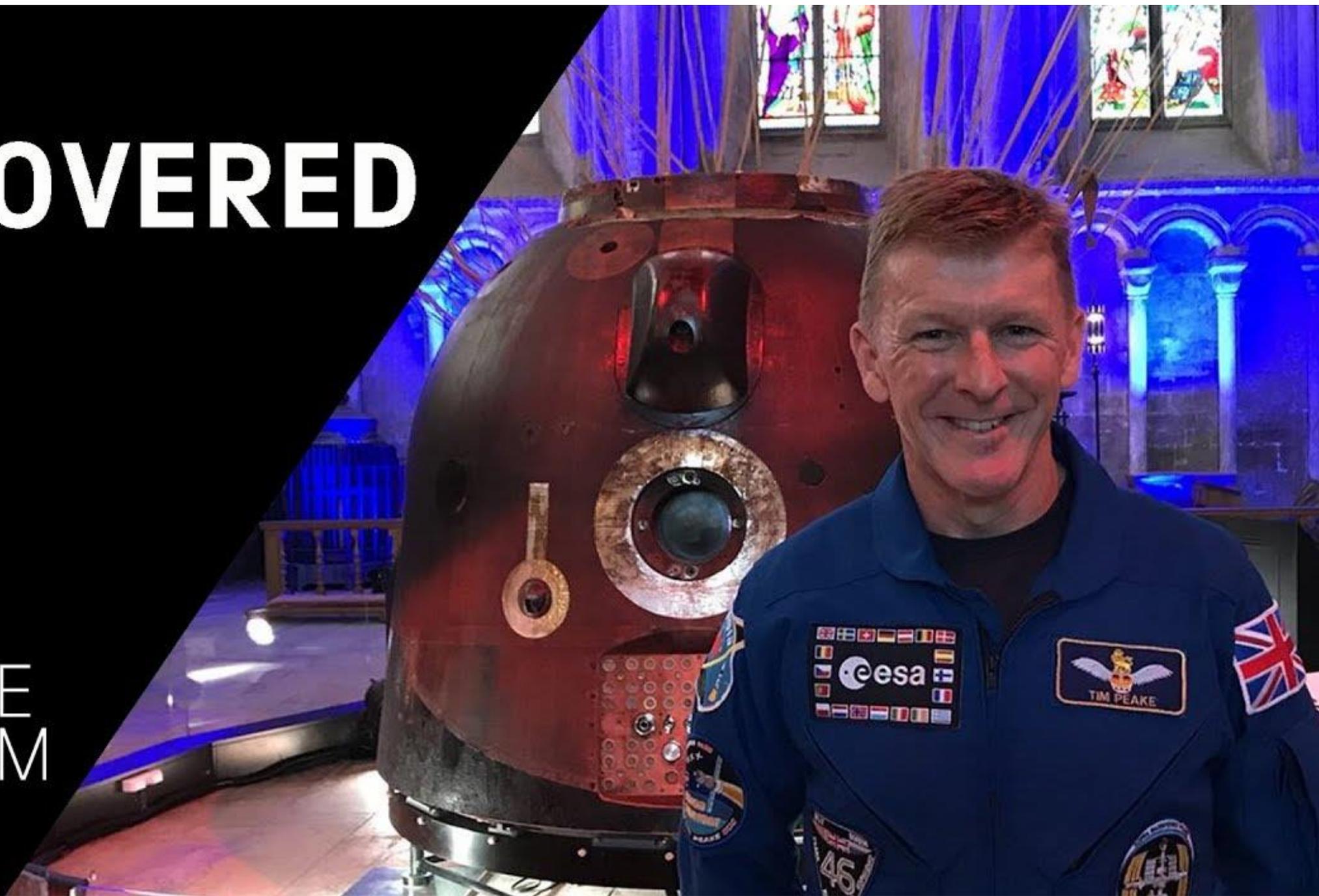
Northern Lights, York Minster



- 15th June 2018
- Fundraising Dinner: 700 people at £250 pp, total raised (inc. sponsorship, raffle and matched funding) = £1.4m
- 3000 public paying £5 per head for the next 2 nights = £12,000 (excl VAT)
- Light show 10 minutes long and played 3 times per night
- “The people who came to the two evening showings at £5 per head were mainly local visitors, who do not normally think the Minster is “for them”. They heard about it on the local TV news and from dinner guests”.

UNCOVERED

SCIENCE
MUSEUM
GROUP



Tim Peake's Soyuz capsule at Peterborough Cathedral



- New visitors
- Beyond the 'Catherine of Aragon' community
- People who felt invited and confident to cross the threshold
- Science, faith, modernity and heritage.



Exeter Cathedral





To stand on the spot where history happened

- We have a yearning to know how the past informs and has shaped us, particularly at moments of economic and political stress and turmoil
- Do you tell your stories with passion and flair?
- Do you allow your volunteers to inspire (without hectoring and making things up?)

NORWICH CATHEDRAL

Cathedral to host 'Dippy the Dinosaur'



Norwich Cathedral has been chosen as one of just eight venues to host the magnificent 'Dippy the Diplodocus' as part of a special UK-wide tour organised by the [Natural History Museum](#) which will last two and a half years.

Dippy will travel across the country, starting in Dorset in early 2018 and finishing the tour in Norwich where he will be on display in the magnificent Nave of the Cathedral from July to October in 2020.

The Natural History Museum has hosted the famous 22 metre dinosaur since 1905 and, with generous support from the Garfield Weston Foundation, it is hoped the nationwide tour will help to inspire another generation of scientists and allow families to explore nature on their doorstep.

The Dean and Chapter of the Cathedral are delighted that Norwich was chosen as the East of England venue and Dean Jane Hedges said: "Historically Naves in churches and cathedrals have been used for a wide variety of activities. Today, cathedrals across the country host a variety of events from traditional concerts and dinners to fashion shows and Christmas markets.



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Our science ▾



Home / Visit / Exhibitions and attractions / **Dino Snores for Kids**

Dino Snores for Kids



Ever wonder what happens in the Museum when everyone's gone home?

 Tickets £60, Members £54
Includes breakfast

★★★★

Biggest difference between a 4 star
Tripadvisor review and a 5 star review is that
a 5 star review was 4 times more likely to
mention a staff member's name.



‘Staff not stuff’

- Best memories are of people not objects
- People first visit because of what you’ve got but they return because of whom you employ
- Allow your staff to bring stories alive, to explain, to excite, to dramatise, to surprise

• Visitor Experience

- Welcome - say it
- ‘Staff not stuff’
- Personal learning
- ‘On this spot’
- Restoration / conservation – watch it happen
- Thank you and goodbye





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- Repeat visitors and recommendation
 - Good experience
 - 54% very likely to recommend, 46% possibly
 - Good welcome experience
 - 74% very likely to recommend, 26% likely

Memberships and repeat business benefits

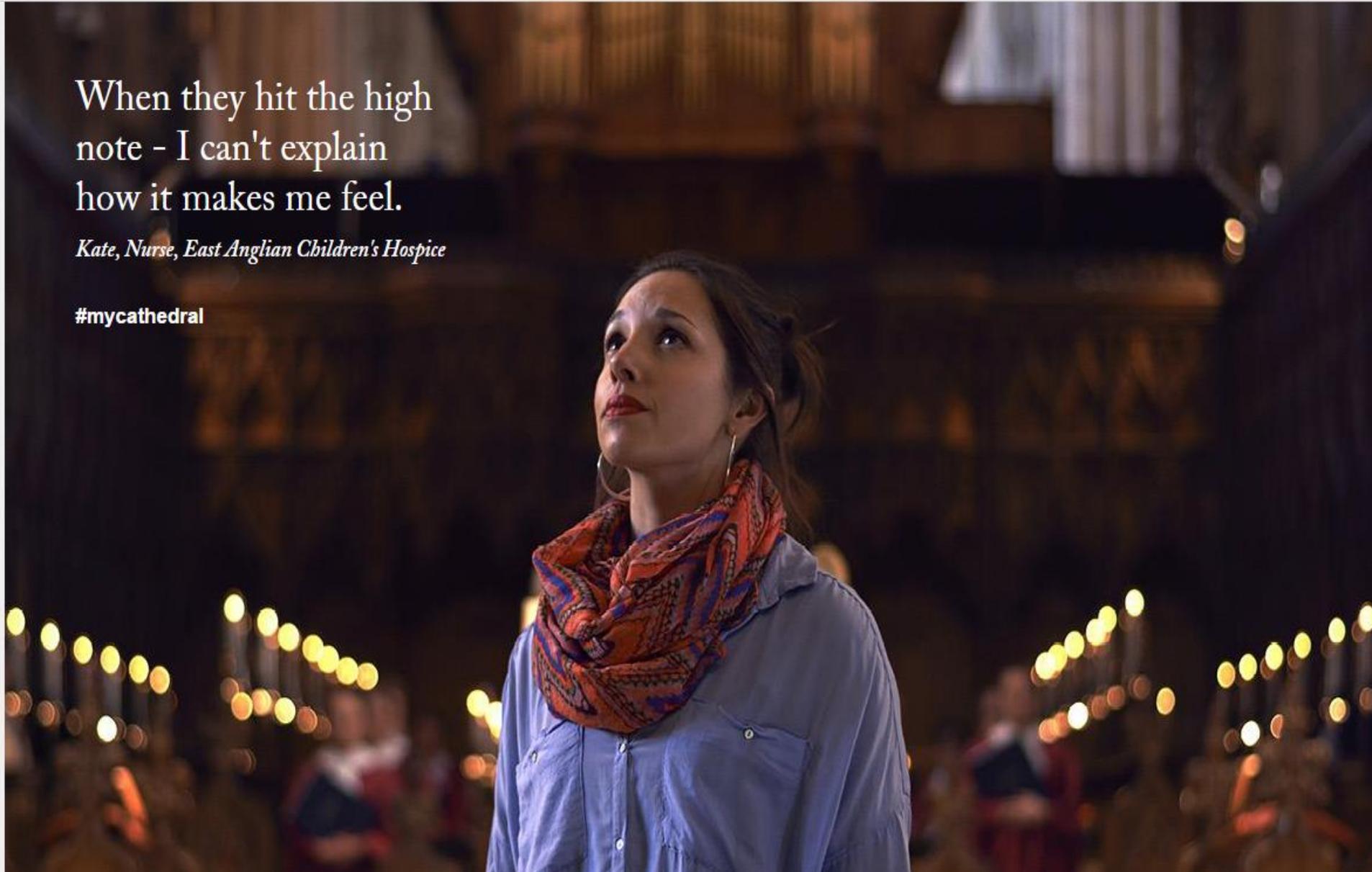
Social media: Twitter, Facebook, Youtube, Instagram, Tumblr, etc.

- A corporate voice, but a human one. Still professional, but likeable, accessible, and with humour. Inviting and down-to earth. Approachable.
- A dialogue, not a monologue.
- The voice of your front of house team.

When they hit the high
note - I can't explain
how it makes me feel.

Kate, Nurse, East Anglian Children's Hospice

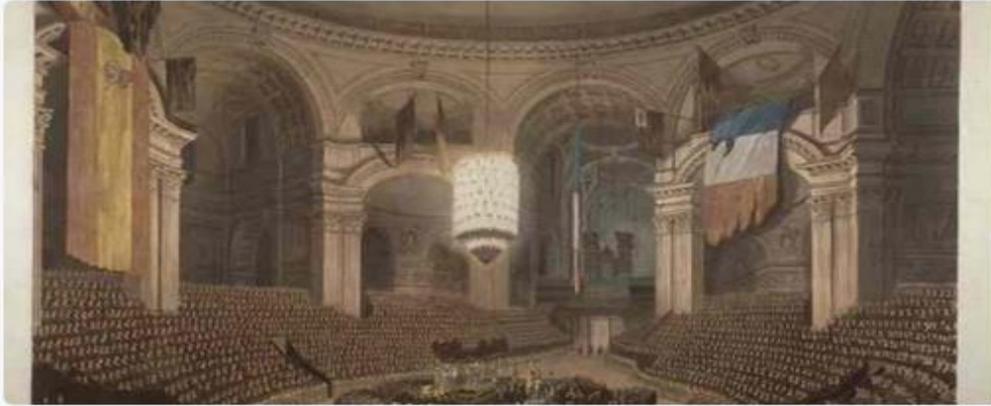
#mycathedral





St Paul's Cathedral @StPaulsLondon · Oct 21

Admiral Nelson, killed in action
#OnThisDay His funeral, under the Dome,
at St Paul's Cathedral #TrafalgarDay



49 35



St Paul's Cathedral @StPaulsLondon · Oct 19

Would you like to be our new organ scholar? bit.ly/orgscholar Deadline
5pm tomorrow *dramatic chord*



St Paul's Cathedral @StPaulsLondon · Oct 15

Daz doing a great job getting the entrance
sparkling to welcome today's visitors



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↻ You Retweeted



Bristol Cathedral @BristolCathe... · 7h ✓

We're working on our new welcome message, "welcome to the house of fun", but we're concerned it sounds like madness.

Becky Clark @beckyclark83

"If you can't have fun in a cathedral, you don't know what fun is."

@JustinWelby remembers unusual celebrations during his time in cathedral ministry and wishes #SS1...

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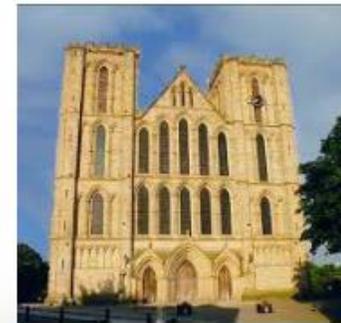
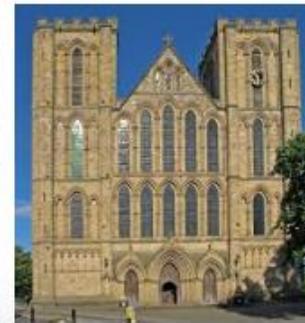
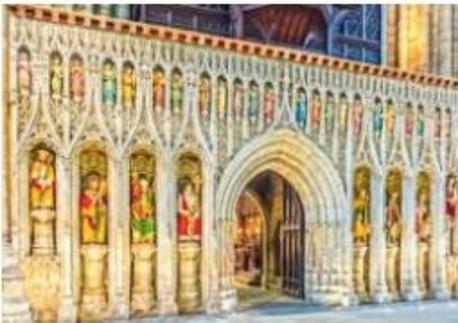
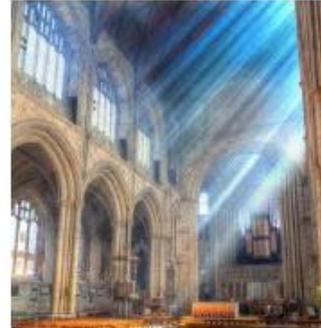


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Ripon Cathedral



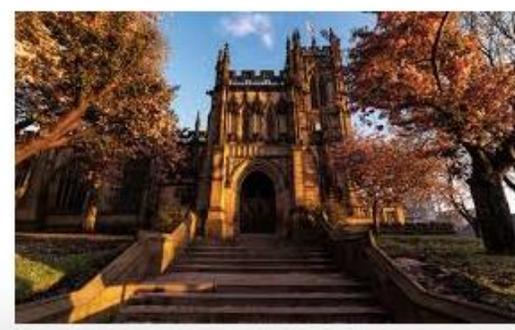
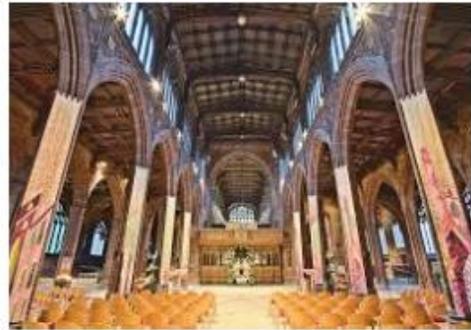
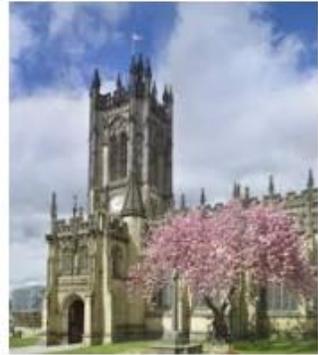
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Ely Cathedral



Manchester Cathedral



Challenges

- Exploiting staycation; overseas visitors up 4.4% in 2018 to over 41 million
- Scenario-planning the tourism consequences of Brexit
- Measuring economic impact of what you do
- Measuring social and health and welfare benefit
- Develop case studies of great practice

To remember and be invited / incited back

- Making visitors part of the community #mycathedral (Norwich)
- Giving people ‘permission to enter’
- Creative partnerships with unusual suspects
- Norwich and Dippy The Dinosaur; Durham’s Lego Cathedral; Bristol and WWI and the honesty of the legacy of slavery; Salisbury and Magna Carta; York and the RHS Chelsea Flower Show; Manchester and, well, frankly, lots of alcohol...)

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- **Provocative**
- **Disruptive**
- **Risk-taking**
- **Brand-stretching**
- **Audience / Community / Congregation-developing**
- **A safe place for unsafe conversations**