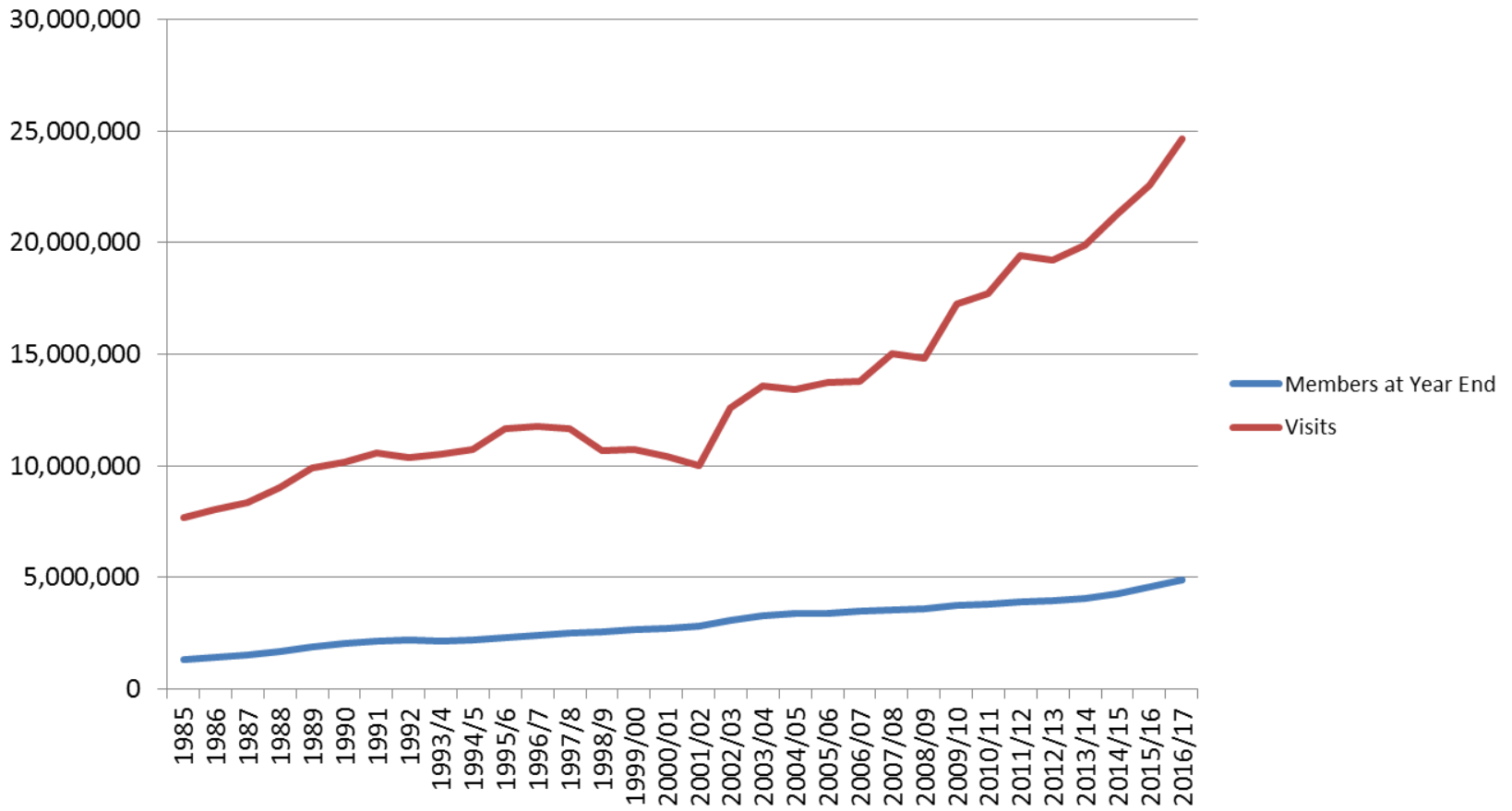




My! How we've grown!
Some things we've learned from a decade of growth





Ok, so we've grown....

Particularly recently. In the last two years alone we have seen members increasing by 15% and visitors to our pay-for-entry properties by 17%.

.. And families have been the fastest growing part of our audience.

A decade ago, families made up:

Less than 20% of our memberships

About 35% of our members

About 1,182,000 people



Now, families make up:

24% of our memberships

40% of our members

More than 2,000,000 people







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Three catalysts for growth:

1. Segmentation.
2. Enjoyment.
3. Everything Speaks.



Things we've learned

#1:



Putting our audience at the heart of our thinking

Inner directed



Live Life to the Full



Explorer Family



Out & About



Young Experience Seekers



Curious Minds



Kids First Family



Home & Family

Outer directed


Social motives



Intellectual+ motives

Kids First Families....

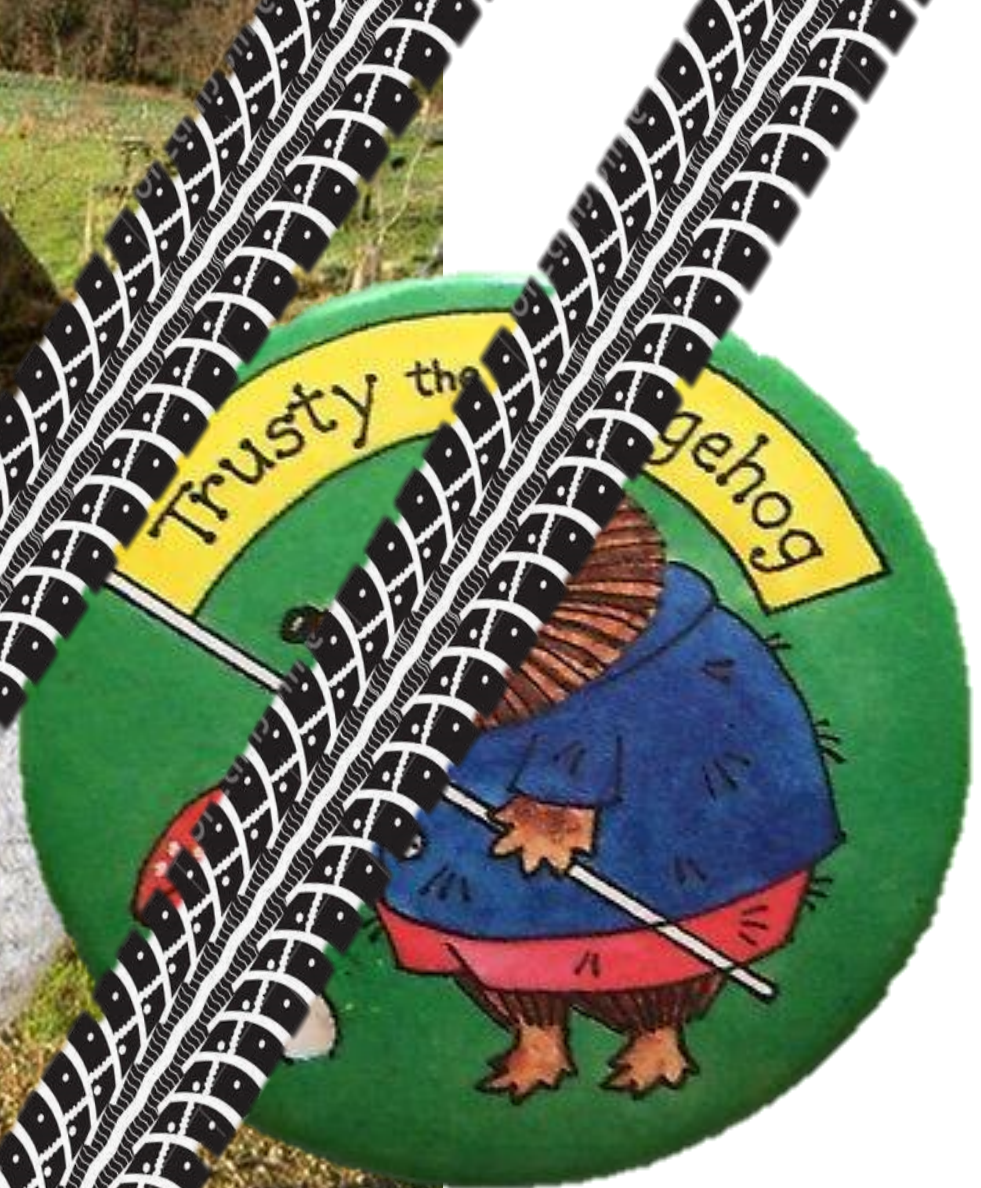




Kids First Family want to be entertained, with lots for their kids to see and do. It's essential that kids enjoy themselves: that way the parents don't have to worry and can relax and enjoy themselves too. Kids are definitely the main focus.

For **Explorer Family** a day out is time together to create family memories. Always keen to take on challenges and learn about themselves, they like to try new things, and have stories to share with their friends about the things they've done and places they've been. It's important for every member of the family to be involved, the parents want to be there with their kids to see how they react, what they're interested in and what questions they ask.





Explorer

Familles



Its not all about the model:
its about your mind-set

- The Audience Agency model (used by ACE):
<https://audiencefinder.org/> and a quick summary of 10 segments here:
<https://www.theaudienceagency.org/audience-spectrum/profiles>
- The international model (developed by Morris Hargreaves McIntyre):
<http://mhminsight.com/articles/culture-segments-1179>



Enrichment

mature
traditional
heritage
nostalgia



Entertainment

consumers
populist
leisure
mainstream



Expression

receptive
confident
community
expressive



Perspective

settled
self-sufficient
focused
contented



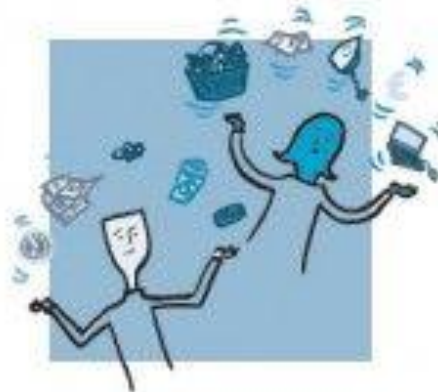
Stimulation

active
experimental
discovery
contemporary



Affirmation

self-identity
aspirational
quality time
improvement



Release

busy
ambitious
prioritising
wistful



Essence

discerning
spontaneous
independent
sophisticated



Metroculturals

Prosperous, liberal, urbanites interested in a very wide cultural spectrum



Commuterland Culturebuffs

Affluent and professional consumers of culture



Experience Seekers

Highly active, diverse, social and ambitious, engaging with arts on a regular basis



Dormitory Dependables

Suburban and small towns interest in heritage activities and mainstream arts



Trips and Treats

Mainstream arts and popular culture influenced by children, family and friends



Home and Heritage

Rural areas and small town, day-time activities and historical events



Up Our Street

Modest in habits and means, popular arts, entertainment and museums



Facebook Families

Younger suburban and semi-urban, live music, eating out and pantomime



Kaleidoscope Creativity

Mixed age, low level engagement, free local events, outdoor arts and festivals



Heydays

Older, less engaged, crafts, knitting, painting, sheltered housing, church group or community library



Things we've learned #2:

*Getting our core offer right – and
holding ourselves to account*

“We need to learn to love people as much as we love places”

11 Overall, how would you rate the time you spent here today?

Disappointing Not enjoyable Acceptable Enjoyable **Very Enjoyable**

Overall Enjoyment

What makes people tick this box?

Site name: QNR ???

1 When did you visit this place? (Day, Month, Year)

2 What time did you arrive and leave the place? (Arrive, Leave)

3 Are you a member of the National Trust? (Yes, No)

4 How many times have you... (Visited this site in the past 12 months, Visited other National Trust sites in the past 12 months)

5 How many people of the following age were in your party? (Please indicate which age group your party falls into)

6 What were the main reasons for your visit today? (To experience something new, To develop an interest, To enjoy the beauty of the place, To spend time with family, To enjoy a seasonal celebration, To make the best use of your membership)

7 Overall, how would you rate... (The service you received on your visit)

8 On arrival/reception to the place, how did you rate the... (Overall first experience, Welcome and information, Value for money)

9 If you visited the buildings on the site, how would you rate... (Your overall visit to the buildings, Information and display, Warmth & friendliness of the staff)

10 If you visited the gardens on the site, how would you rate... (Your overall visit to the gardens, Information and display, Warmth & friendliness of the gardeners)

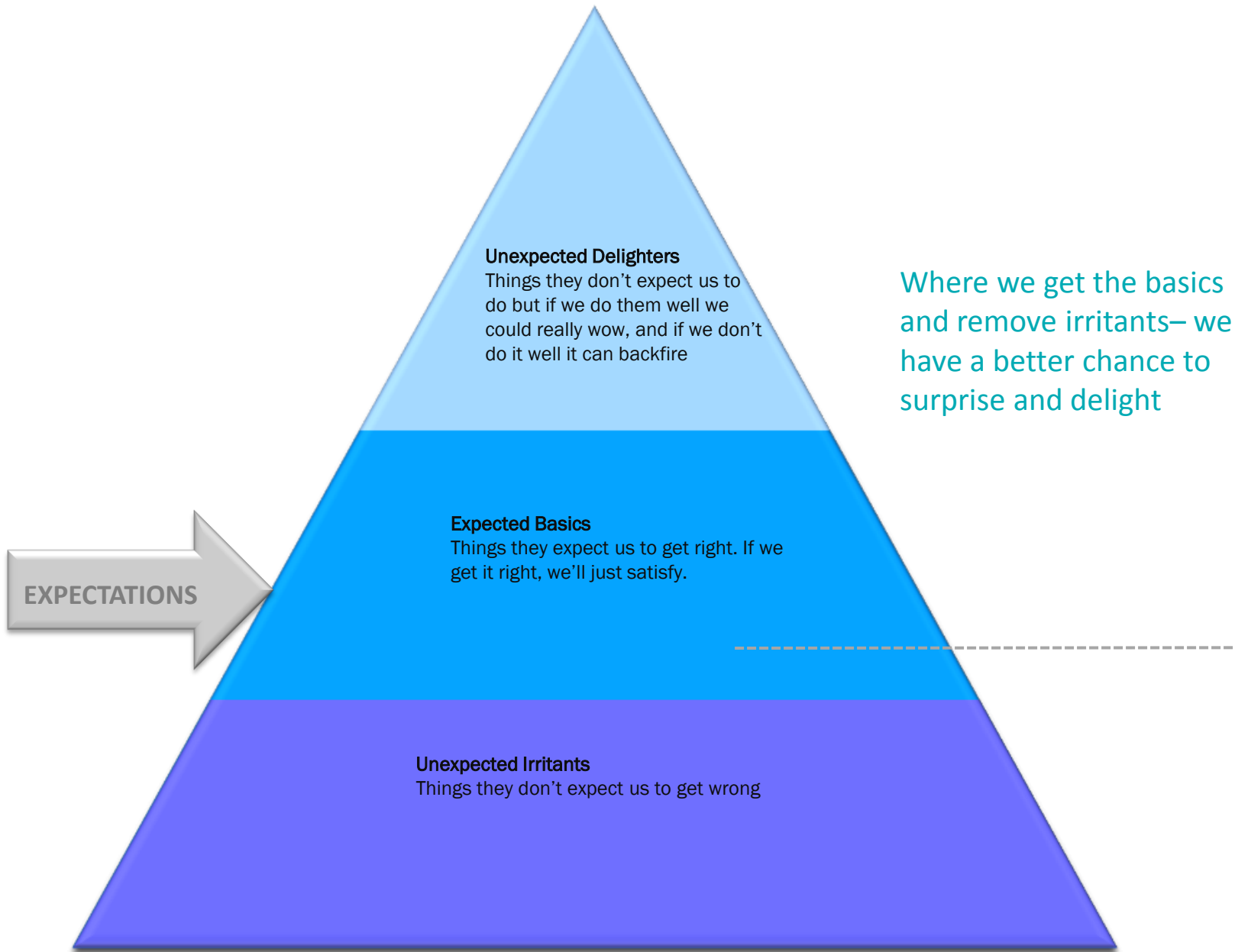
11 If you visited the countryside, parkland or coast, how would you rate... (Your overall visit to the countryside, parkland or coast, Access information about things to do, Warmth & friendliness of the staff)

12 If you visited the catering, how would you rate... (Your overall visit to the catering, Range of food and drink, Warmth & friendliness of the staff)

13 If you visited the shop, how would you rate... (Your overall visit to the shop, Range of goods, Warmth and friendliness of the staff)

What we've learned about enjoyment....





People make the difference.



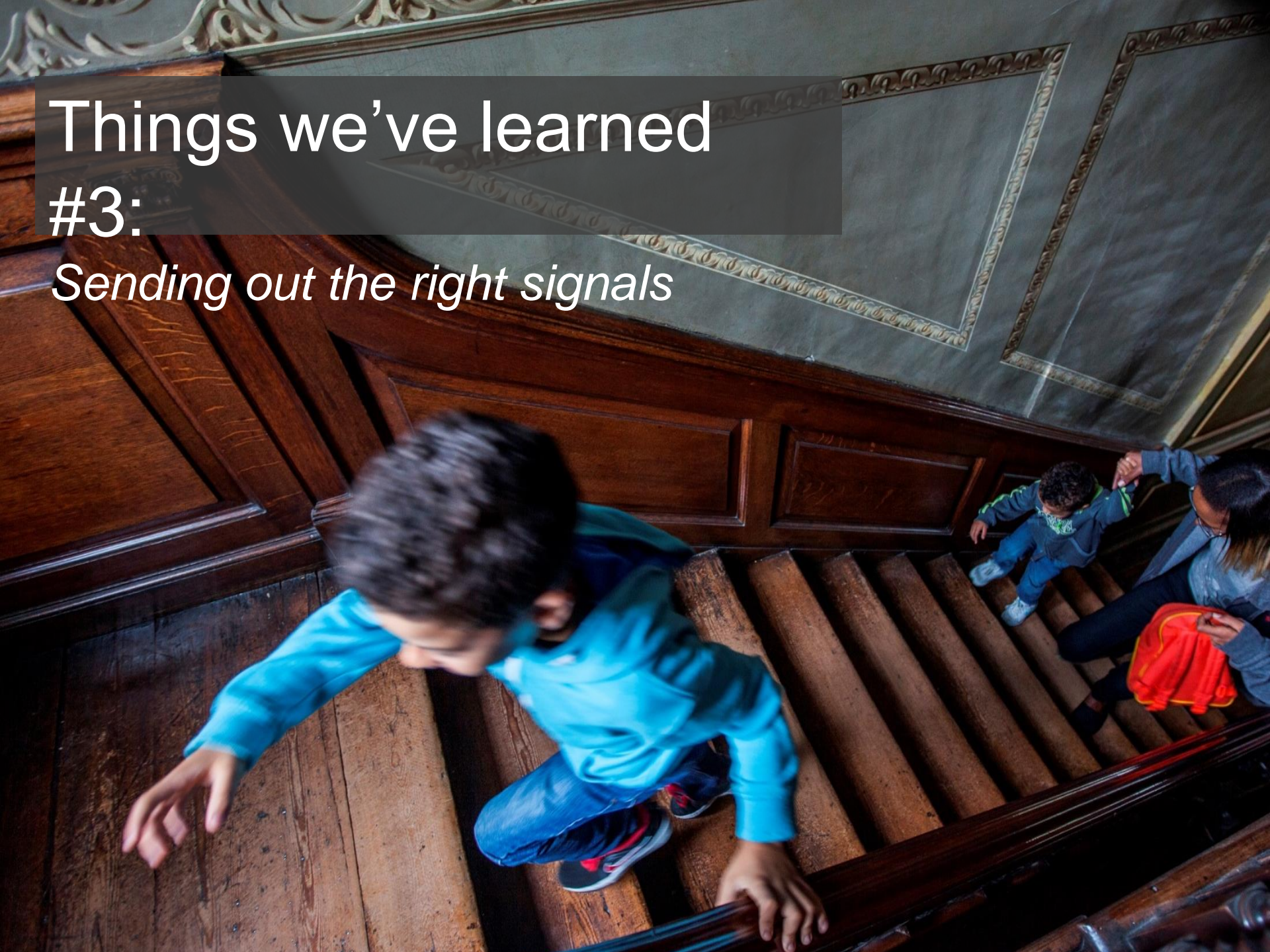
... and everything speaks



Things we've learned

#3:

Sending out the right signals





enabling memorable

family experiences

What changes did we need to make at properties?



- Focus on core offer and facilities
- Making life easier for families
- Helping them feel valued
- Giving them choice



Working out which components are repeatable and dialling them up

We focussed
on play...



For
Wild Play
follow the fish

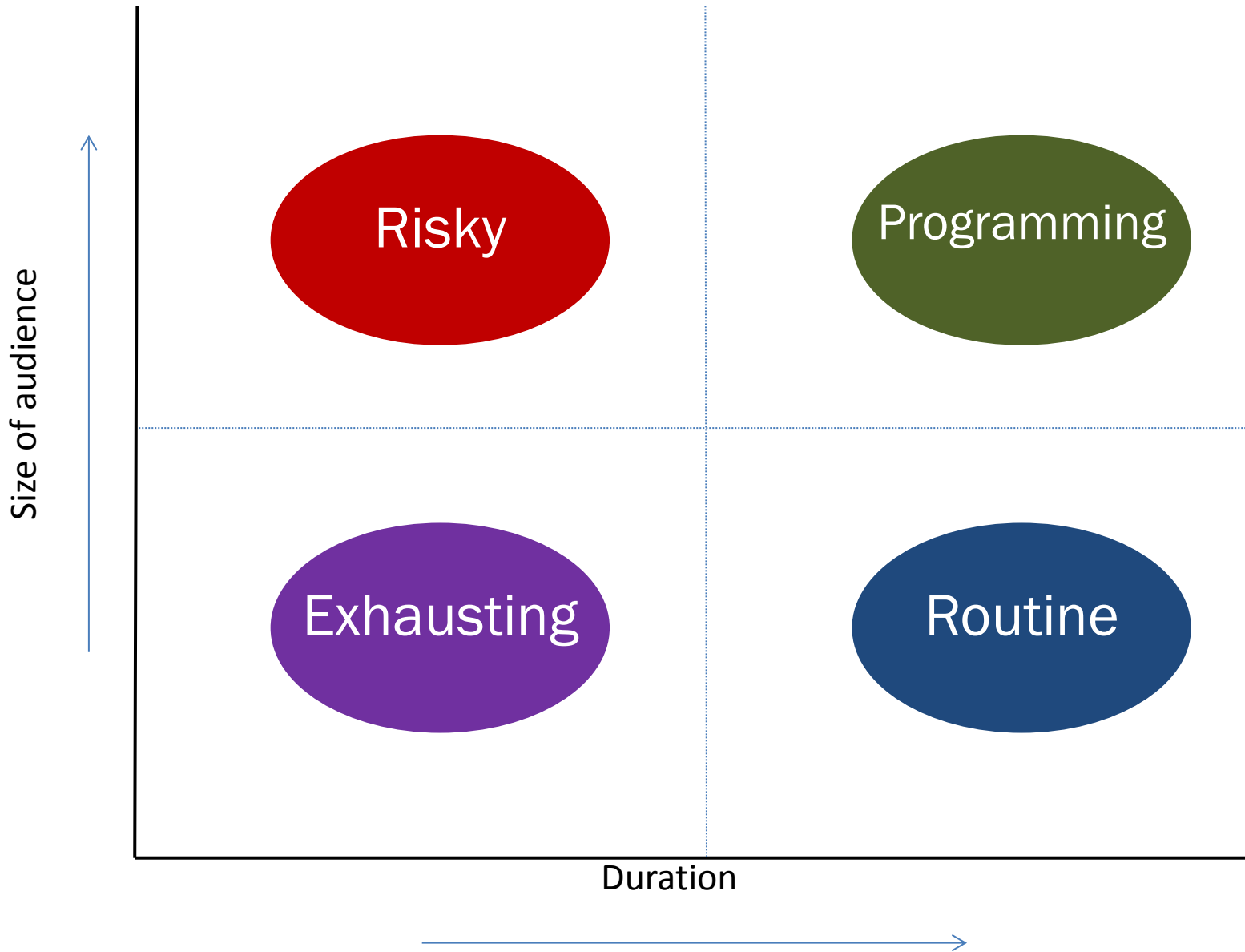




Things we've learned

#4:

It's all about the programme



A night landscape photograph featuring a path that curves through a wooded area. The path is illuminated with a vibrant blue light, creating a strong contrast with the dark surroundings. The trees are also lit with blue light, highlighting their intricate branch structures. In the background, a cluster of trees is lit with a warm orange light, providing a secondary color palette. The overall scene is a blend of natural elements and artificial lighting, creating a serene and artistic atmosphere.

Working with natural rhythms

Until we eventually felt confident enough to go public...



50 THINGS TO DO BEFORE YOU'RE 11 $\frac{3}{4}$

Sign up online to get your own virtual explorer, plus top tips and extra secret challenges!

Adventurer

1. Climb a tree
2. Roll down a really big hill
3. Camp out in the wild
4. Build a den
5. Skim a stone
6. Run around in the rain
7. Fly a kite
8. Catch a fish with a net
9. Eat an apple straight from a tree
10. Play conkers

Discoverer

11. Go on a really long bike ride
12. Make a trail with sticks
13. Make a mud pie
14. Dam a stream
15. Play in the snow
16. Make a daisy chain
17. Set up a snail race
18. Create some wild art
19. Play pooch sticks
20. Jump over waves

Ranger

21. Pick blackberries growing in the wild
22. Explore inside a tree
23. Visit a farm
24. Go on a walk barefoot
25. Make a grass trumpet
26. Hunt for fossils and bones
27. Go star gazing
28. Climb a huge hill
29. Explore a cave
30. Hold a scary beast

Tracker

31. Hunt for bugs
32. Find some frogspawn
33. Catch a falling leaf
34. Track wild animals

Explorer

35. Discover what's in a pond
36. Make a home for a wild animal
37. Check out the crazy creatures in a rockpool
38. Bring up a butterfly
39. Catch a crab
40. Go on a nature walk at night
41. Plant it, grow it, eat it
42. Go swimming in the sea
43. Build a raft
44. Go bird watching
45. Find your way with a map and compass
46. Try rock climbing
47. Cook on a campfire
48. Learn to ride a horse
49. Find a geocache
50. Canoe down a river

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