FREE WORKBOOK · BEYOND FOOTFALL

Put your visitor data to work.

A fill-in workbook for museums, heritage sites, galleries, attractions and destinations. Work through five steps with your team and leave with a plan for your next meeting.

THIS WORKBOOK BELONGS TO

Venue or organisation

Completed by

Date

HOW IT WORKS

STEP 1
Inventory
What data do we already have?

STEP 2
Question
Which decisions do we face?

STEP 3
Connect
What can our data tell us together?

STEP 4
Identify the gap
What can't we explain yet?

STEP 5
Act and learn
What will we change or test?

Step 4 is where most teams get stuck, and where new evidence earns its place. Each outcome raises the next question.

BEFORE YOU START

- Type straight into the boxes on screen, or print it and write by hand.
- Do it with two or three colleagues who own different data. It takes about 30 minutes.
- Be honest. "We never look at it" is a perfectly common answer, and a useful one.

01 Inventory. What do you already have?

Useful evidence often sits in separate systems, owned by different teams. Tick what you hold, then note how often someone actually looks at it and who owns it.

TICK THE DATA YOU HAVE	HOW OFTEN	OWNER
☐ **Footfall and admissions** How many visit, and when		
☐ **Ticketing and bookings** What sells, and when people book		
☐ **Website and social analytics** What people look at before visiting		
☐ **Surveys and feedback** What visitors say they enjoyed or needed		
☐ **Retail, catering and spend** Where revenue comes from		
☐ **Events and membership** Who comes back, and to what		
☐ **Observation and visitor flow** How people move through a space		
☐ **Destination footfall** Movement across a town or place		
☐ **Something else**		

For your most-used source: what can it tell you confidently, and what can't it?

> Remember: knowing how many people saw an exhibition says nothing about whether they understood it, enjoyed it or hit a barrier on the way round. Somewhere there's a file called Visitor_Survey_FINAL_v3_actually_final.xlsx. That counts too.

02 Question. Start with the decision, not the data.

Work backwards from the decisions you need to make. The same data can serve several decisions, and one decision usually needs several kinds of data.

What kind of decisions are on your desk right now?

Tick all that apply.

- ☐ **Programming and interpretation**
  What do people find interesting or confusing?
- ☐ **Visitor experience and access**
  Where do visitors get stuck?
- ☐ **Destination and place**
  What keeps people exploring?
- ☐ **Marketing and audiences**
  What stops interested people coming?
- ☐ **Commercial performance**
  What do visitors want but not buy?

Which decisions do you need to make in the next six months?

Write up to three. Be specific: a decision has a yes, a no, or a choice between options.

D1

D2

D3

NEED AN IDEA? DECISIONS OTHER VENUES ARE WORKING ON

- Which exhibition should we extend next year?
- Should we open later on Thursdays?
- Which events turn visitors into members?
- Why are online bookings lower than we expected?
- How do we grow café and shop spend?
- How do we get more town visitors through our door?

> Try this: next to each decision, jot down the data you'd want. The gaps show up fast, and they're exactly what Step 3 and Step 4 are for.

03 Connect. Choose the data that answers each decision.

Patterns often only appear when two kinds of data sit side by side. For each decision, you choose what to combine. These combinations are a good place to start:

Footfall + weather + programme
Did attendance dip because of the exhibition, a local event or the rain?

Footfall + feedback
Are the busiest days also the best-rated ones?

Bookings + membership
Which first visits turn into repeat visits or memberships?

Web analytics + bookings
Where do people drop out of the booking journey?

Footfall + spend
When numbers rise, does spend per visitor rise too?

Visitor flow + feedback
Do people actually reach the spaces they say they enjoyed?

D1 Decision

DATA WE'LL PUT SIDE BY SIDE

- [ ] Footfall and admissions
- [ ] Ticketing and bookings
- [ ] Website and social analytics
- [ ] Surveys and feedback
- [ ] Retail, catering and spend
- [ ] Events and membership
- [ ] Observation and visitor flow
- [ ] Destination footfall
- [ ] Programme calendar
- [ ] Weather
- [ ] Local events and holidays

Blue items are context you can add for free. Ticked something you don't collect yet? Add it to your action points.

WHAT WE'LL LOOK FOR

Remember: these are leads, not proof. Before you blame the exhibition, check whether it rained. It's Britain. It probably did.

Connect, continued

D2 Decision

DATA WE'LL PUT SIDE BY SIDE

- [ ] Footfall and admissions
- [ ] Ticketing and bookings
- [ ] Website and social analytics
- [ ] Surveys and feedback
- [ ] Retail, catering and spend
- [ ] Events and membership
- [ ] Observation and visitor flow
- [ ] Destination footfall
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WHAT WE'LL LOOK FOR

D3 Decision

DATA WE'LL PUT SIDE BY SIDE

- [ ] Footfall and admissions
- [ ] Ticketing and bookings
- [ ] Website and social analytics
- [ ] Surveys and feedback
- [ ] Retail, catering and spend
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WHAT WE'LL LOOK FOR

04 Identify the gap. What can't you explain yet?

Your everyday numbers show what happened. Some questions they can't answer on their own. Be honest about how well you can answer each one.

YOU CAN MEASURE	CAN YOU EXPLAIN?	Yes	Partly	Guessing
How many people visited	→ **Why they chose to come**			
Which exhibition was busiest	→ **What visitors found meaningful**			
Which web pages people viewed	→ **What questions they still had on arrival**			
What visitors said afterwards	→ **What happened during the visit that they never reported**			
Which areas were busy	→ **Whether people were engaged, lost or just passing through**			

Which gap matters most for your decisions, and how could you find out?

Pick one. Collect new evidence to answer a named question, not just because you can.

WAYS TO FILL THE GAP

- **In-visit questions**
  A mobile or chat-style guide, read as overall trends
- **Motivation**
  Short chats, optional prompts, interviews
- **Movement**
  Watching routes, counters, privacy-safe tracking
- **Friction**
  Repeat questions, reported difficulties, access barriers

> Before collecting anything, check three things. Does it reflect all your visitors, not just the chatty ones? Does it burden visitors? Does it meet UK GDPR? The ICO has plain-English guidance.

05 Act and learn. Turn one insight into a test.

Insight only counts if it changes what you do. Give your first test its four labels, then list the actions to take to your next meeting.

The decision it informs

The action we'll test Small enough for a few weeks

The outcome we'll measure Before and after

Owner

Review date

Action points for our next meeting

	ACTION	OWNER	BY WHEN
1			
2			
3			
4			
5			
6			

Tag each one if it helps: Connect (read data together) · Collect (start gathering) · Test (try a change)

BAENAV

Doing more starts with a better question.

You don't need a bigger dataset. You need a cup of tea, one honest spreadsheet and three good questions. Most venues know how many people walked through the door. A few understand visitor behaviour and intent during the visit. That gap is where the next good decision is hiding.

Stuck at Step 4?

That's where most teams stall. A six-week BAENAV pilot helps you find out what visitors think and do during their visit, so you can explain the patterns in your data. It starts with a 30-minute discovery call.

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The Visitor Data-to-Decisions framework is BAENAV's own working method, not an industry standard.

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