

## **Appendix 6**

### **Supporting Information**

To find out about the existing public offer and visitor experience

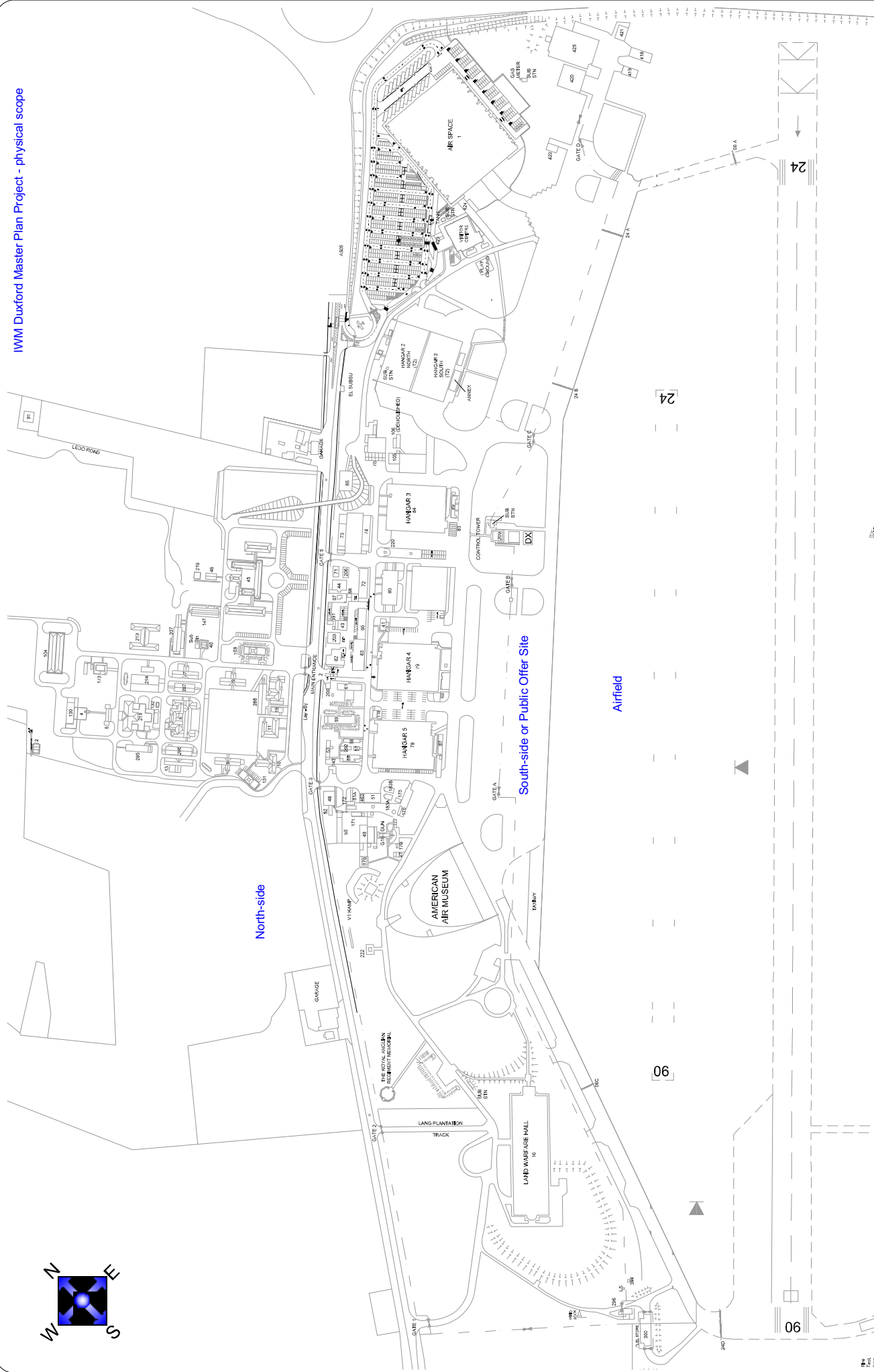
<http://www.iwm.org.uk/visits/iwm-duxford>

To find out about the historic site

<https://www.scams.gov.uk/content/conservation-area-appraisal-duxford-airfield>

To see the draft South Cambridgeshire Local Development Framework

<http://scams.jdi-consult.net/localplan/readdoc.php?docid=224&chapter=8&docelemid=d39462#d39462>



 <b>FACILITIES MANAGEMENT</b> Site Plan	Facilities Management Walnut Tree Walk LONDON SE11 6DN	Tel: 020 7840 9601 Fax: 020 7840 9616	COPYRIGHT ©	DO NOT SCALE DRAWING DIMENSIONS MUST BE VERIFIED	Site:	DUXFORD	Drawn: B.J.P Date: 06.03.11	Checked:	Approved:	Drawing No. DUX-SP-A3-001	Rev. A
	Airfield										



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

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 what 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 airfield or big indoor-outdoor museum environment, IWM Duxford has an informal atmosphere, space and apparent 'sense of place', unusual amongst museums.

# Audience research

- A new piece of audience research was carried out to test overarching public offer ideas with recent and lapsed visitors across our 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.

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

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# The Role and Remit statements

## *Our Vision*

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





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

- The proposition for IWM Duxford is ‘Closer to the realities of war’.
- Enabling visitors to get physically, emotionally and intellectually closer to the real place, real objects, real stories and individuals that have played a part in modern conflict.
- More than this it proposes to enable visitors to get closer to aspects of what it was like and what it felt like to experience 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.

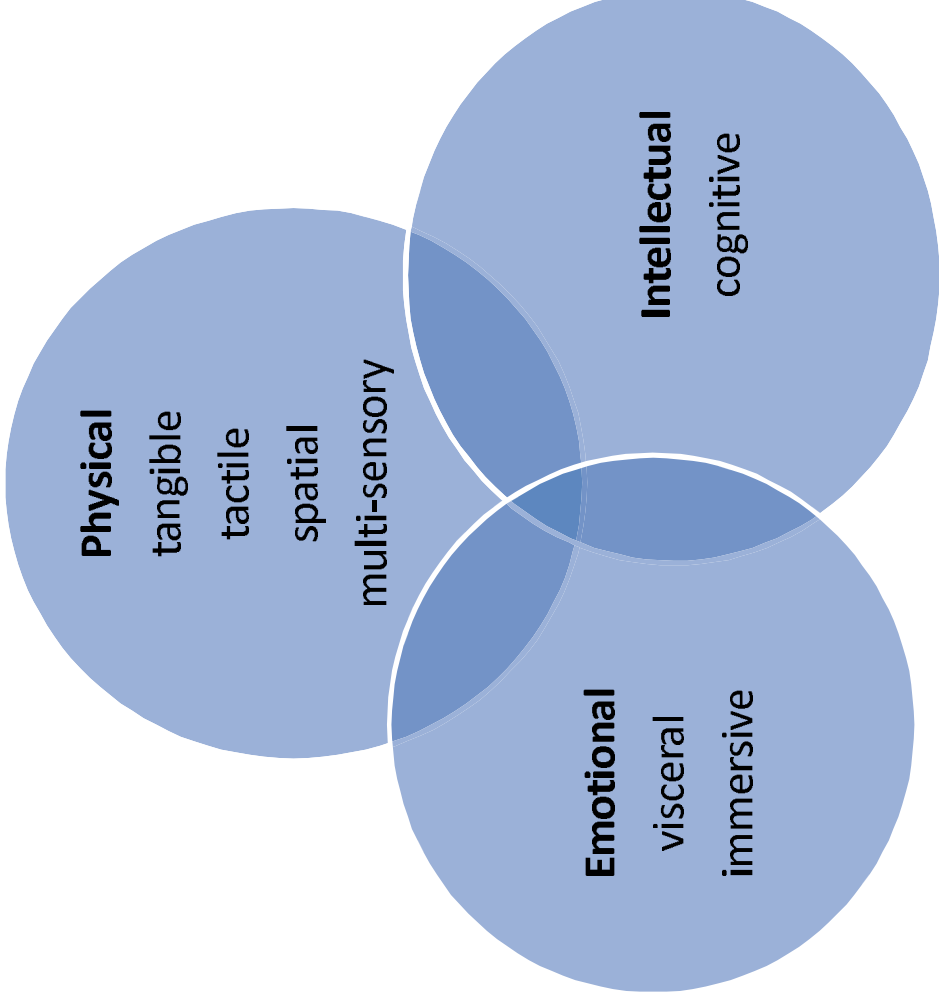
# Developing the future public offer

- 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
- Finding connections by truly understanding our visitors, continuously engaging and responding to their changing needs 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

- It is anticipated that the public site will be divided into a series of zones to support a coherent, defined, varied and easy-to-navigate visitor experience.
- The zone concept recognises that the public offer stretches beyond one single building to multiple buildings, external spaces, bigger landscapes and vistas.
- The public offer in each zone will be clearly defined in terms of narrative, interpretive approach, target audience and activities.
- The visitor journey within, between and across the zones will be carefully designed to both maximise the potential of IWM Duxford's 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.
- Using the historic site and large objects to enrich people's understanding of the cause, course and consequences of war to provide both a micro and macro picture of the role of aviation in 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

- This project has confirmed that, first and foremost, IWM Duxford's primary role is to deliver IWM brand through its public offer.
- Its secondary role is as the home of IWM's large object collection and conservation service, and these aspects are 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.



# DUXFORD

## 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

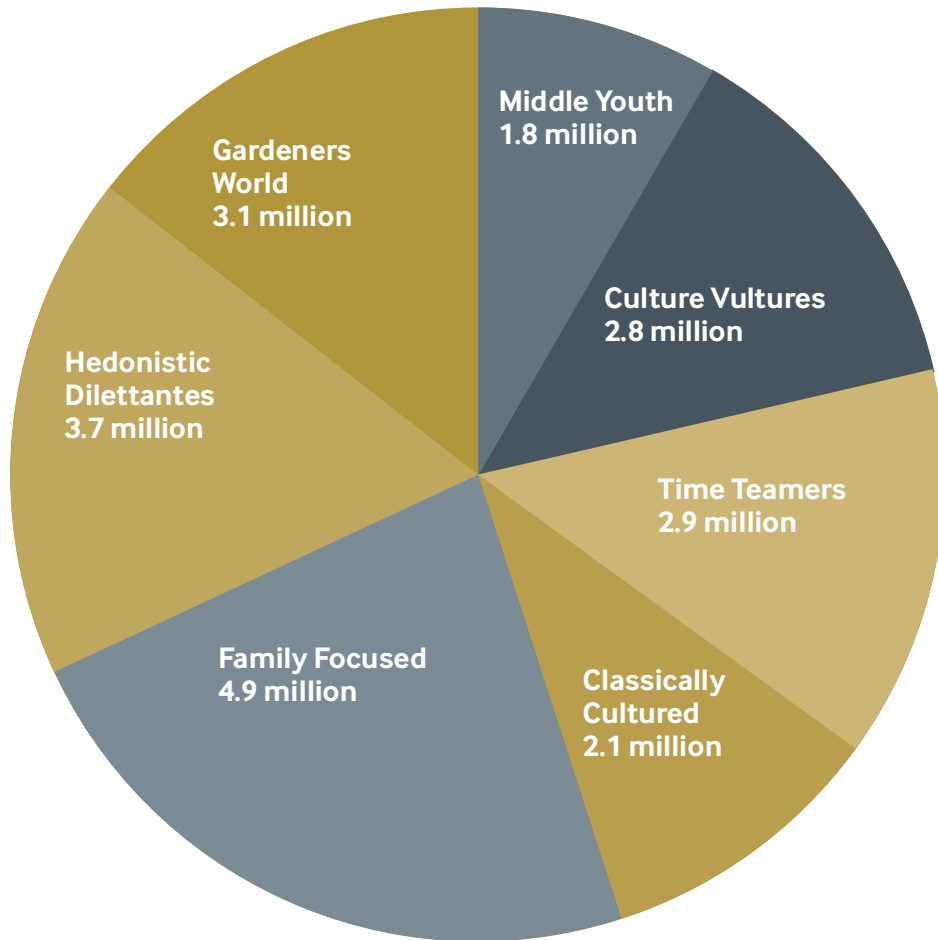


KIDS FIRST (CHILDREN 8–11)



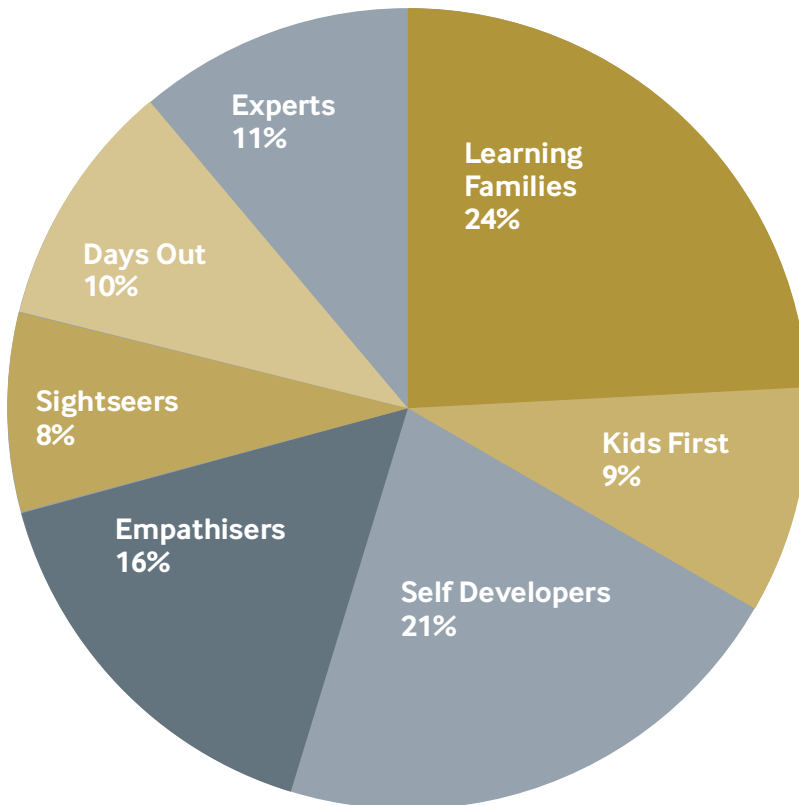


TGI AUDIENCE INFORMATION

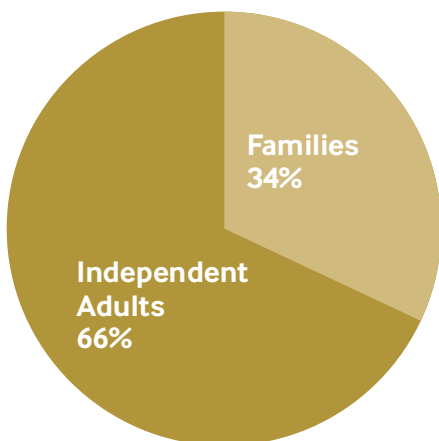




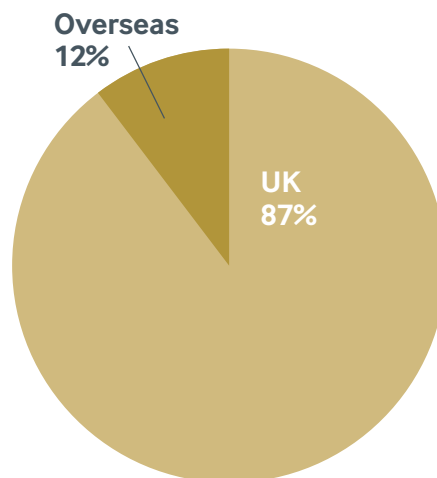
### MHM AUDIENCES



### FAMILIES VS INDEPENDENT ADULTS



### UK VS OVERSEAS



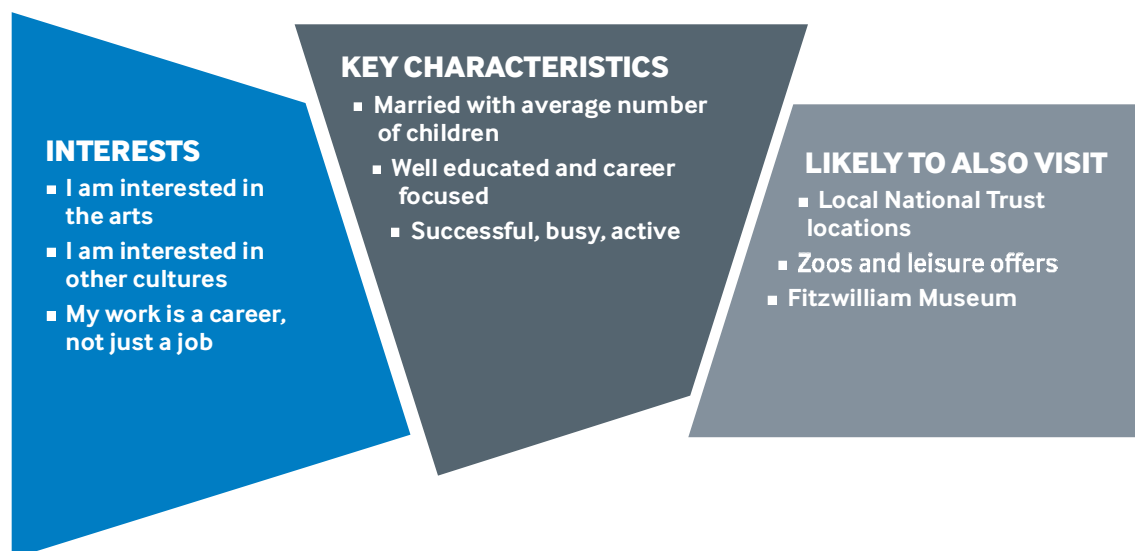
## CORE AUDIENCES

### LEARNING FAMILIES (CHILDREN 8–11)

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#### WHO ARE THEY?

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



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#### WHAT NEEDS DO WE NEED TO FULFIL?

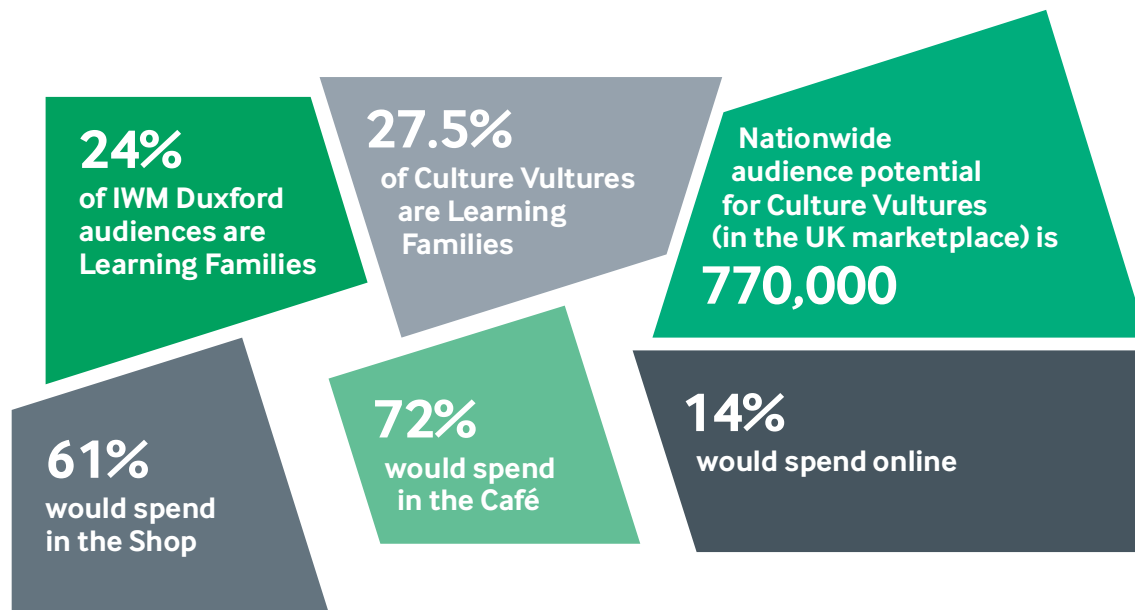
Looking for accessible history for their children with national curriculum links: Battle of Britain, technology and design in *AirSpace*.



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## WHAT IS THEIR VALUE?

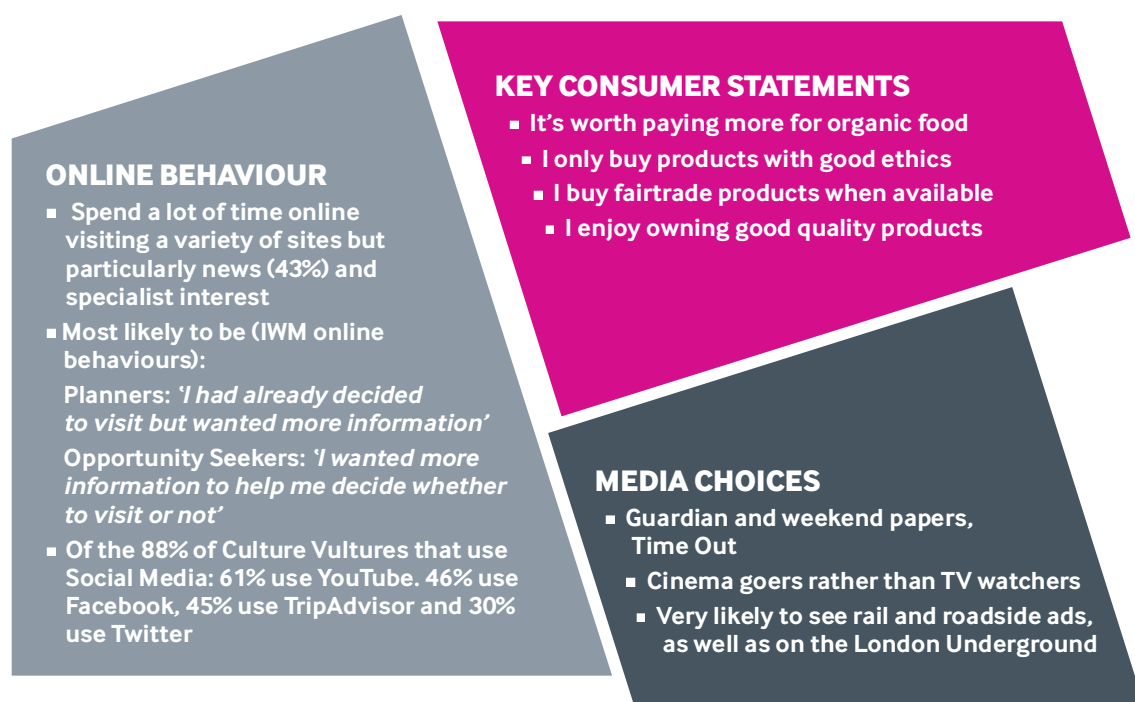
They are likely to spend in the Café and Shop – but require relevant product offers.



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## 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.



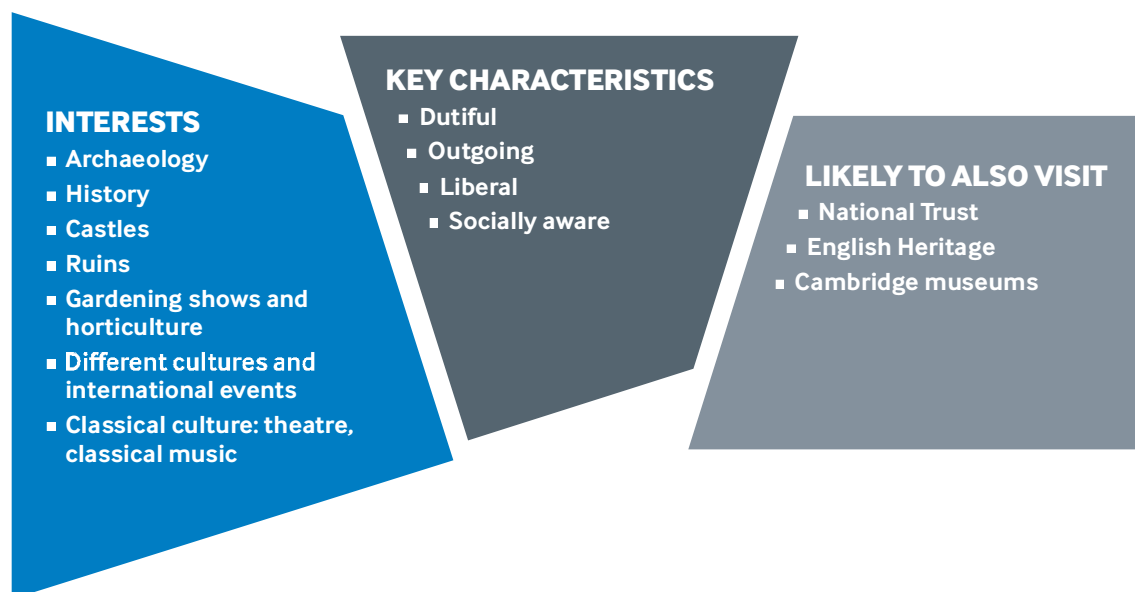
# CORE AUDIENCES

## OLDER SELF DEVELOPERS (60+)

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### WHO ARE THEY?

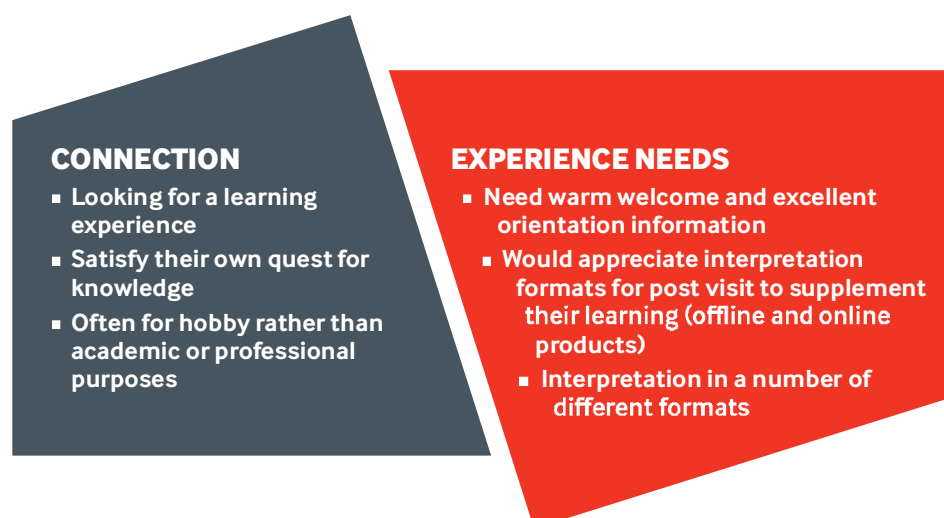
**Time Teamer** TGI characteristics (for marketing planning). 60+ AB. Educated to a degree level. Retired empty nester.



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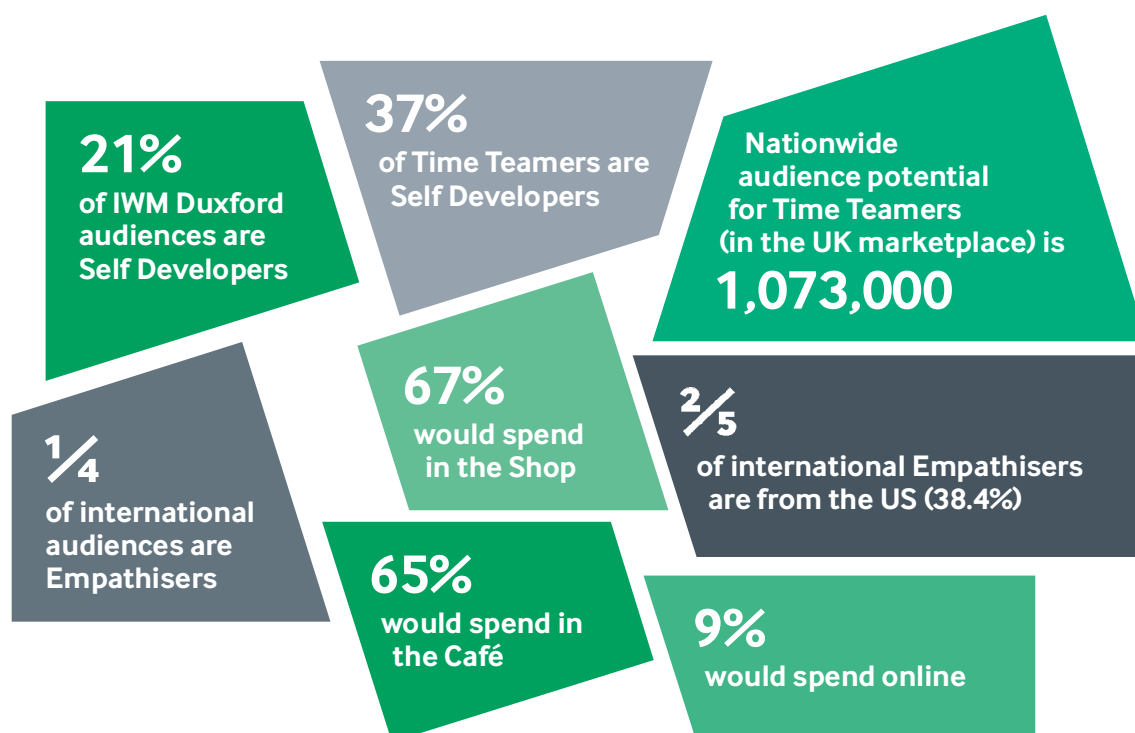
### WHAT NEEDS DO WE NEED TO FULFIL?

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.



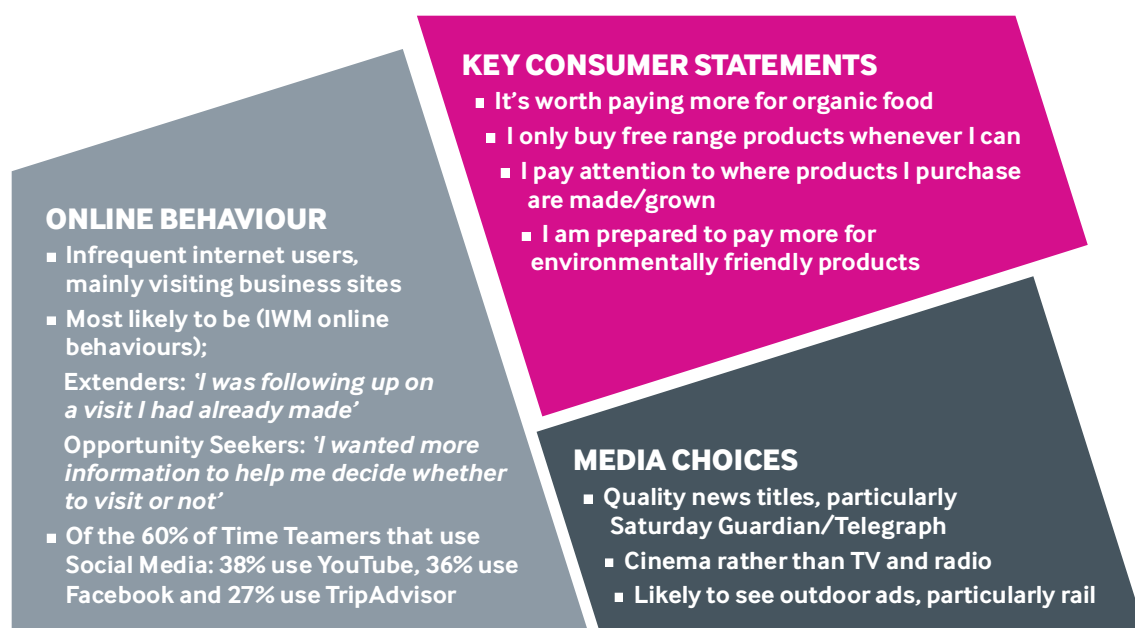
## WHAT IS THEIR VALUE?

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.



# DEVELOPMENTAL AUDIENCES

## KIDS FIRST (CHILDREN 8–11)

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### WHO ARE THEY?

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



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### WHAT NEEDS DO WE NEED TO FULFIL?

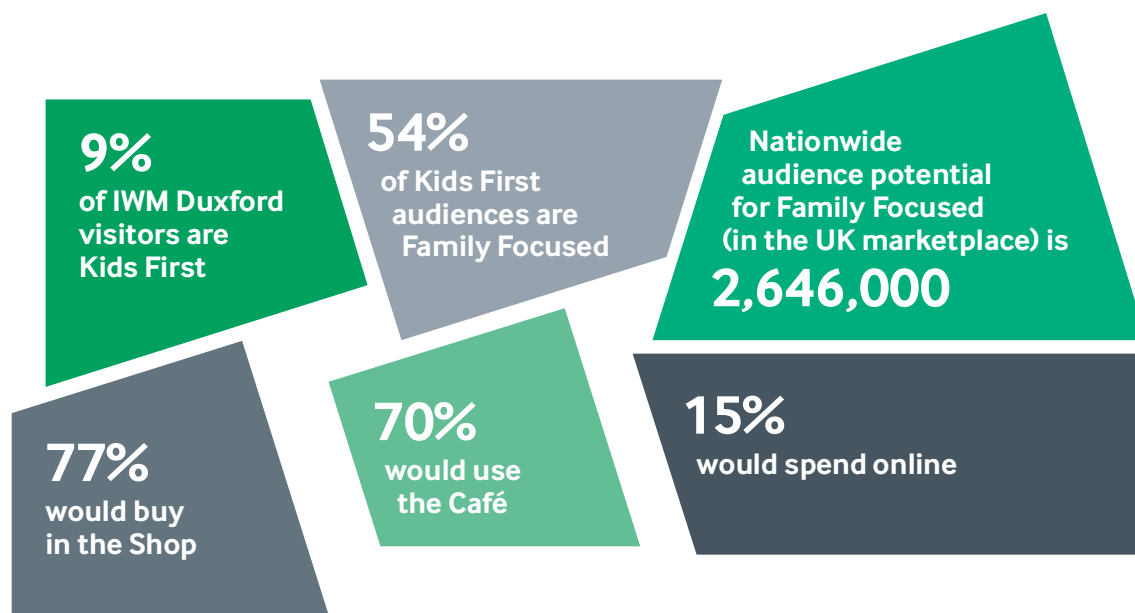
Offer fun day out – communicate large open spaces and lots of things to see and do. Interactive elements – Concorde and *AirSpace*.



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## 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.



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## 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.

