

Case Study - Analytics Culture at Tate for

Master of Arts

Arts and Culture Marketing

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1. How did the Tate measure vibrancy? Give a brief overview of the metrics measured.

This case study made clear that there is no one correct set of metrics to use when measuring an organization's vibrancy (Villaespesa 2012). They used a model developed by Stephane Hamel (2009), which uses six key metrics: management and governance, objectives, scope, resources, methodology and process, and tools and technology. Management and governance tracks who in the organization is responsible for gathering and organizing data, and how the analytics are regarded by the top management. Objectives are essential when developing analytics because data without a purpose is just meaningless numbers. Scope refers to how many sites and searches you analyze. Methodology and process ensures that everyone in the organization understands the goals and processes that they will use to achieve those goals. Finally tools and technology monitors that an organization is using the most effective technology available to them for their purposes.

2. Describe three ways that the Tate changed their culture to fit their analytics strategic plan.

The first thing that the Tate staff did to fit their culture to their analytics strategy was reestablish their management structure. They found that the centralized decentralization model worked best for their organization (Villaespesa 2012). However, the culture changes that I was most impressed with were their efforts to increase communication surrounding the analytics. The Tate realized that most of their staff didn't have a background in data and analytics, so they set up training sessions to teach everyone the basics of analytics. This way, everyone in the organization could comfortably evolve with the culture. Once the study was done, the Tate

ensured that their analytics would be published in accessible reports that are easy for anyone to understand. The use of these reports is another way of making the analytics a part of the organizational culture.

3. This week's reading describes seven different culture types that aid organizations in becoming more data-driven over time. Which culture(s) are represented in the Tate Museum case study? Use specific examples from the case to support your argument.

All seven of the culture types described in MacLaughlin's (2017) were present in the Tate Museum case study. Culture of Data is the most prominent culture shown at the Tate because their main goal in this case study was to improve their use of analytics. The data from those analytics are going to be used to inform the organization's future decisions. There are also signs of a Culture of Testing. Once the Tate established their goals and methodology, they tested their analytics with the Alice in Wonderland Exhibition (Villaespesa 2012). This helped them determine which processes were useful, and which metrics proved to be useful.

- 4. This case study was written in 2012. What aspects of creating a data-driven culture would be easier today? What would be harder? Use outside articles to support your argument.**

Since 2012, the technology surrounding data analytics has improved dramatically. These new programs are more powerful than ever before, and have become less expensive, therefore being more accessible to smaller organizations (Davenport 2017). This allows any organization, including the Tate to widen their scope more than they could have in 2012. However, this advancement has also proven to make analytics more difficult. Just because anyone has the ability to collect data, that doesn't mean that everyone has the skills to analyze that data in an unbiased, useful manner (Dilenschneider n.d.). Organizations should make the effort to hire someone who understands the technology they are using, and has the ability to organize the data they collect so it can be understood and used by everyone.

- 5. Did the Tate Museum use quantitative data, qualitative data, or a combination of both? Use specific examples from the case to support your argument.**

The Tate used a combination of qualitative and quantitative data in this case study. When analyzing their own analytics process, they rated each process area on the scale of zero to five, but each number had a label associated with it. For example, when rating their tools and technology, a zero is labeled as "no web analytics," while a five is described as "strategic" (Villaespesa 2012).

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