

Managing succes

Laurine van de Wiel & Ellen Feberwee

Van Gogh
Museum
Amsterdam





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Our mission

The Van Gogh Museum makes the life and work of Vincent van Gogh and the art of his time accessible and reaches as many people as possible in order to enrich and inspire them

Facts & figures

- Amsterdam, the Netherlands, established 1973
- Largest collection of artworks by Vincent Van Gogh
- 2.2 million visitors in 2018
- 100+ nationalities, Netherlands #1
- 11 million followers on social media
- #1 engagement on Facebook
- NPS = 63
- Best reputation in Europe; second worldwide



Ever-rising popularity?

- Strong increase in visitor numbers from 2015 onwards
- Results of the past three years: aAfter welcoming a record number of visitors in 2017, visitor numbers have since declined.
- We consider this year and 2018 to be more successful than the record-breaking year of 2017.

Our challenge: demand is much higher than capacity of galleries

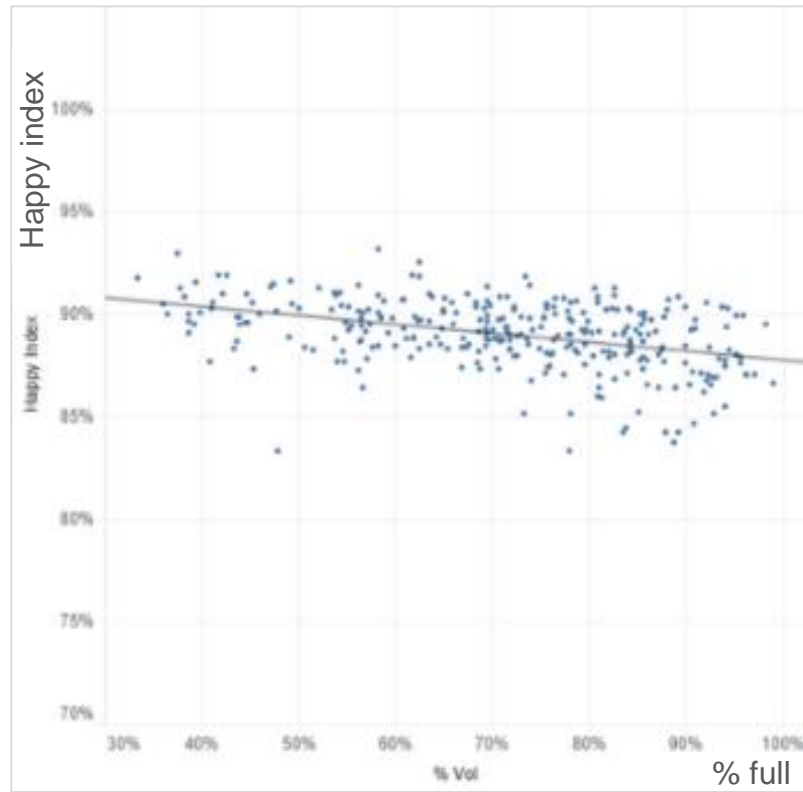
Gallery space



Number of visitors per m²



Insights > urgency



Easy solution: open 24/7?



Maximum amount of lux (light) the art works are allowed to be exposed to.

Challenge

Van
Gogh
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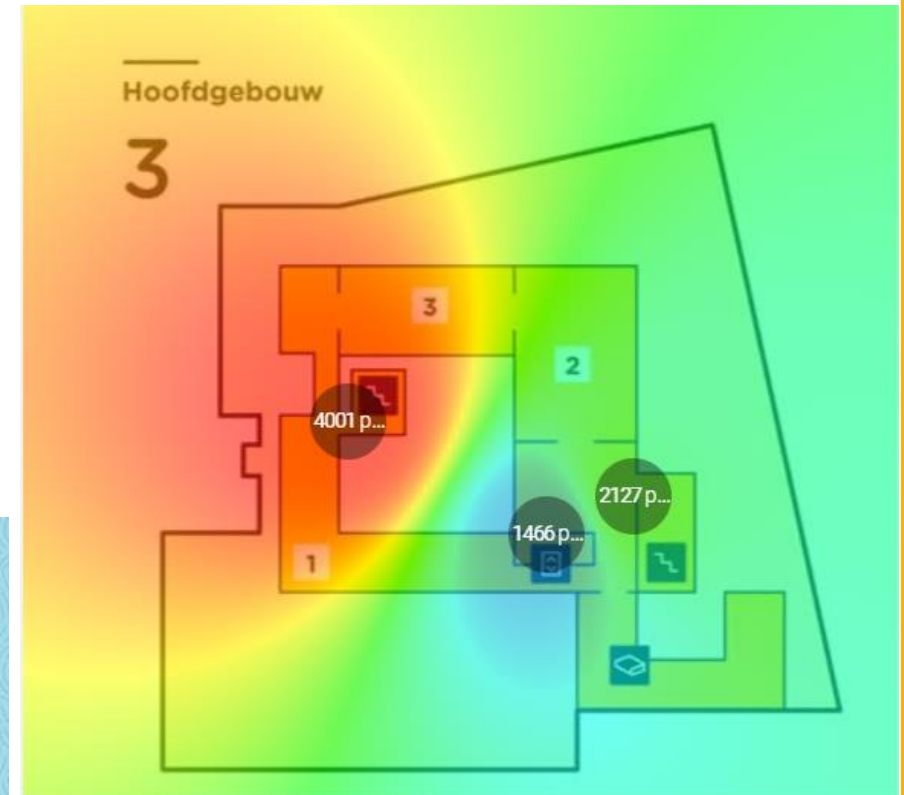


1. Smart building

Capacity optimization by analyzing visitor behavior.

Real-time (anonymous) measuring through:

- Registration columns at entrance and exit
- Two counting systems on several locations in museum
- Multimedia guide users



Routing example

$$B_{t,k} = f(B_{t-p,k}, S_t, x_t, v_t, c_t, \varepsilon_{t,k})$$

Predictive formulas which take account of e.g.:

- Seasonal patterns
- Events (such as major exhibitions in Amsterdam)
- Holidays
- Available capacity
- ... and more

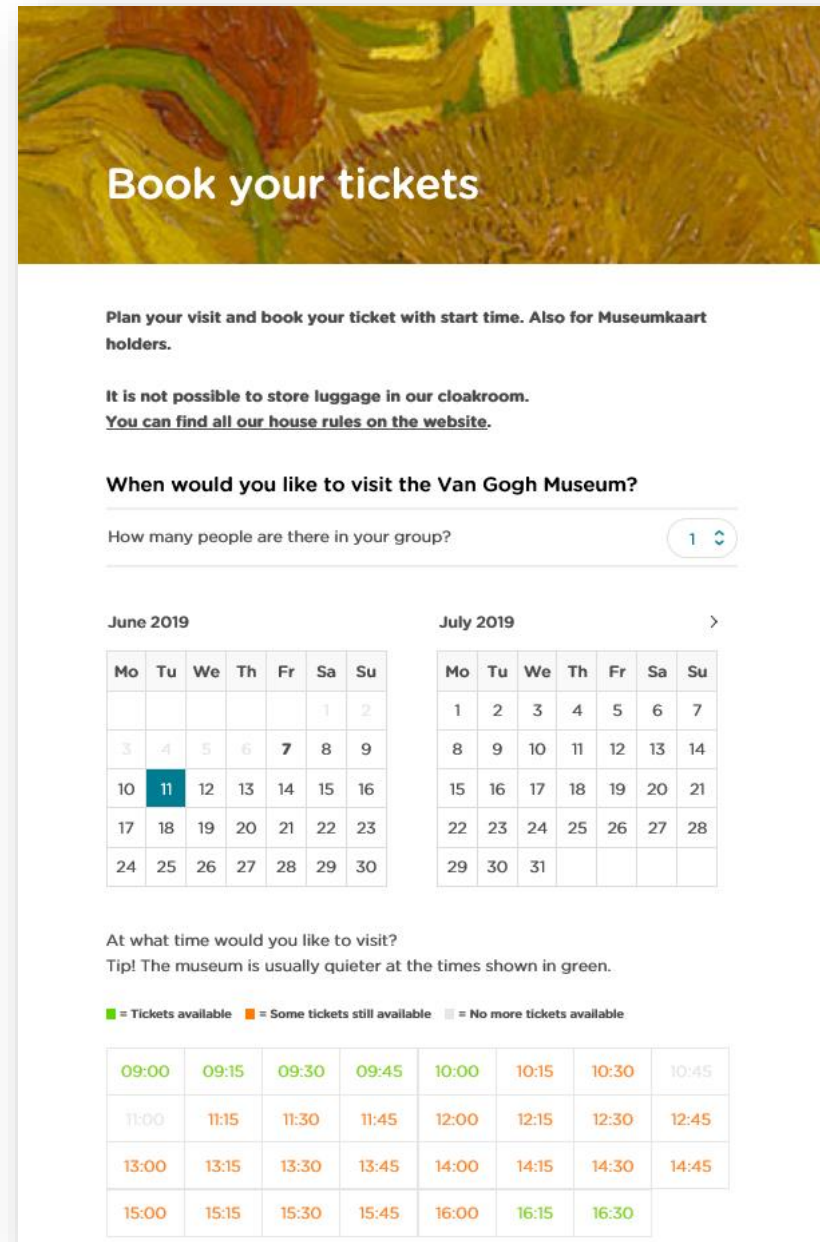
3. Ticketing strategy

Introduction of online only timed tickets in 2018:

- New start time every 15 minutes
- Almost all tickets only available online
- Optimised sales channels with controlled availability

Dedicated Ticketing Team:

- Managing all sales channels. Increasing or decreasing number of available tickets based on real-time capacity insights



Book your tickets

Plan your visit and book your ticket with start time. Also for Museumkaart holders.

It is not possible to store luggage in our cloakroom.
[You can find all our house rules on the website.](#)

When would you like to visit the Van Gogh Museum?

How many people are there in your group?

June 2019 July 2019 >

| Mo | Tu | We | Th | Fr | Sa | Su |
|----|----|----|----|----|----|----|
| | | | | | 1 | 2 |
| 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| 10 | 11 | 12 | 13 | 14 | 15 | 16 |
| 17 | 18 | 19 | 20 | 21 | 22 | 23 |
| 24 | 25 | 26 | 27 | 28 | 29 | 30 |

| Mo | Tu | We | Th | Fr | Sa | Su |
|----|----|----|----|----|----|----|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 8 | 9 | 10 | 11 | 12 | 13 | 14 |
| 15 | 16 | 17 | 18 | 19 | 20 | 21 |
| 22 | 23 | 24 | 25 | 26 | 27 | 28 |
| 29 | 30 | 31 | | | | |

At what time would you like to visit?
Tip! The museum is usually quieter at the times shown in green.

■ = Tickets available ■ = Some tickets still available ■ = No more tickets available

| | | | | | | | |
|-------|-------|-------|-------|-------|-------|-------|-------|
| 09:00 | 09:15 | 09:30 | 09:45 | 10:00 | 10:15 | 10:30 | 10:45 |
| 11:00 | 11:15 | 11:30 | 11:45 | 12:00 | 12:15 | 12:30 | 12:45 |
| 13:00 | 13:15 | 13:30 | 13:45 | 14:00 | 14:15 | 14:30 | 14:45 |
| 15:00 | 15:15 | 15:30 | 15:45 | 16:00 | 16:15 | 16:30 | |

4. Distributing crowds

We put a lot of effort into making sure we optimise all gallery space.

We do this by stimulating conversion to temporary exhibition via:

- Planning of subject of the exhibition
- Testing and improving in house signage
- Extra multimedia stops



5. Managing expectations

- Service emails before and after visit, one with personalised video
- Photography policy: no pictures allowed
- Limited groups and maximum size including mandatory whisper set



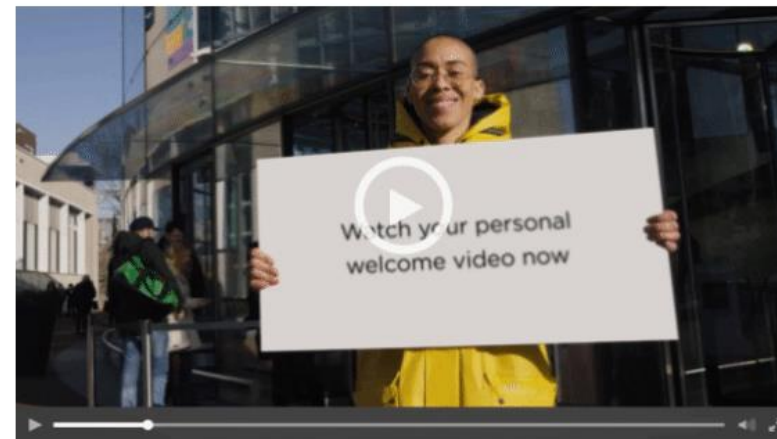
We look forward to welcoming you

[Read online](#)



Dear *first name last name*,

We look forward to welcoming you at 15:15 local time on 29 May 2019. Please watch your welcome video and visit our website for useful tips for your visit.



WATCH YOUR VIDEO AND PREPARE FOR YOUR VISIT

Performance on top line KPI's



Better performance onboarding

Our audience research revealed that we had made significant improvements in three areas between 2017 and 2018 :

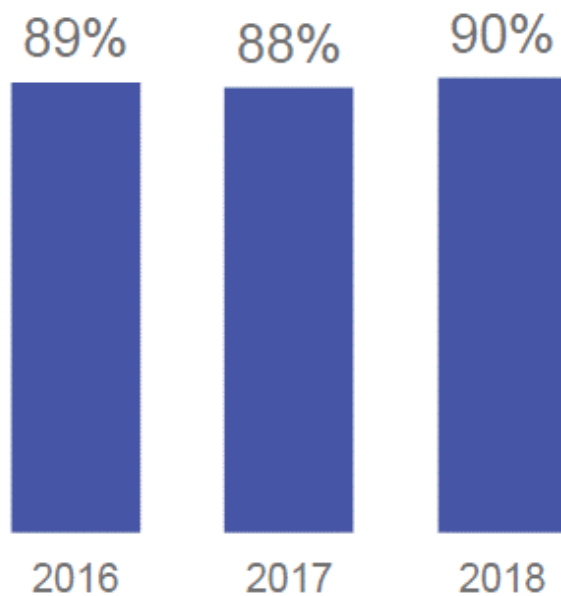
- Waiting time at the entrance
- Waiting time at the cloak room
- Bustle in the galleries

This is related to the new ticketing policy, since our onboarding is much more fluid.

Increased NPS & Preference

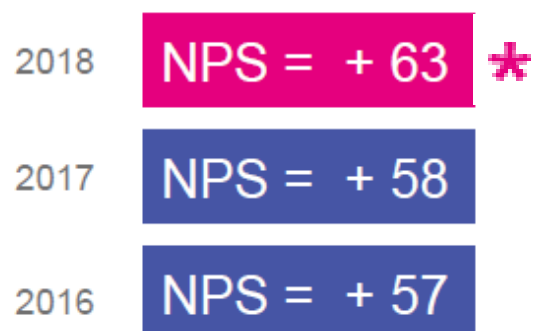
General satisfaction

% excellent or very good



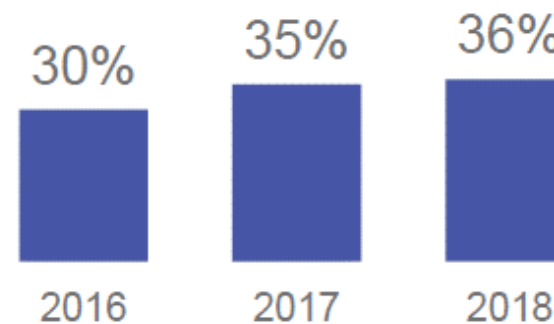
Net Promotor Score

% promoters -/- detractors



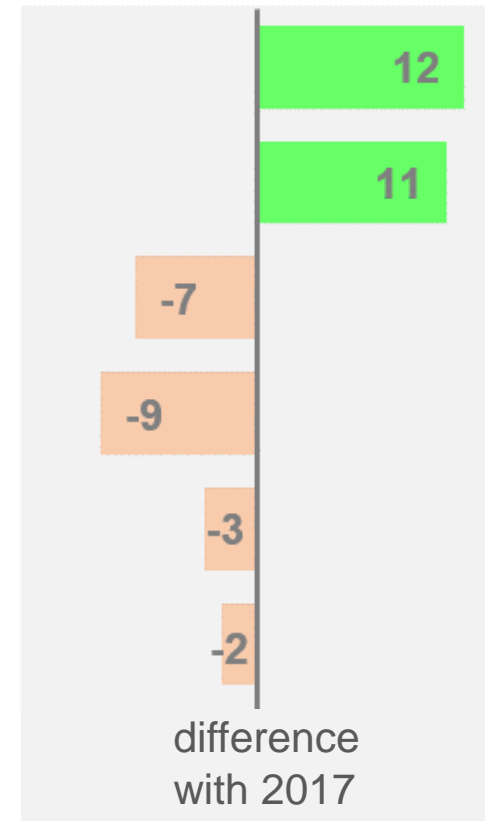
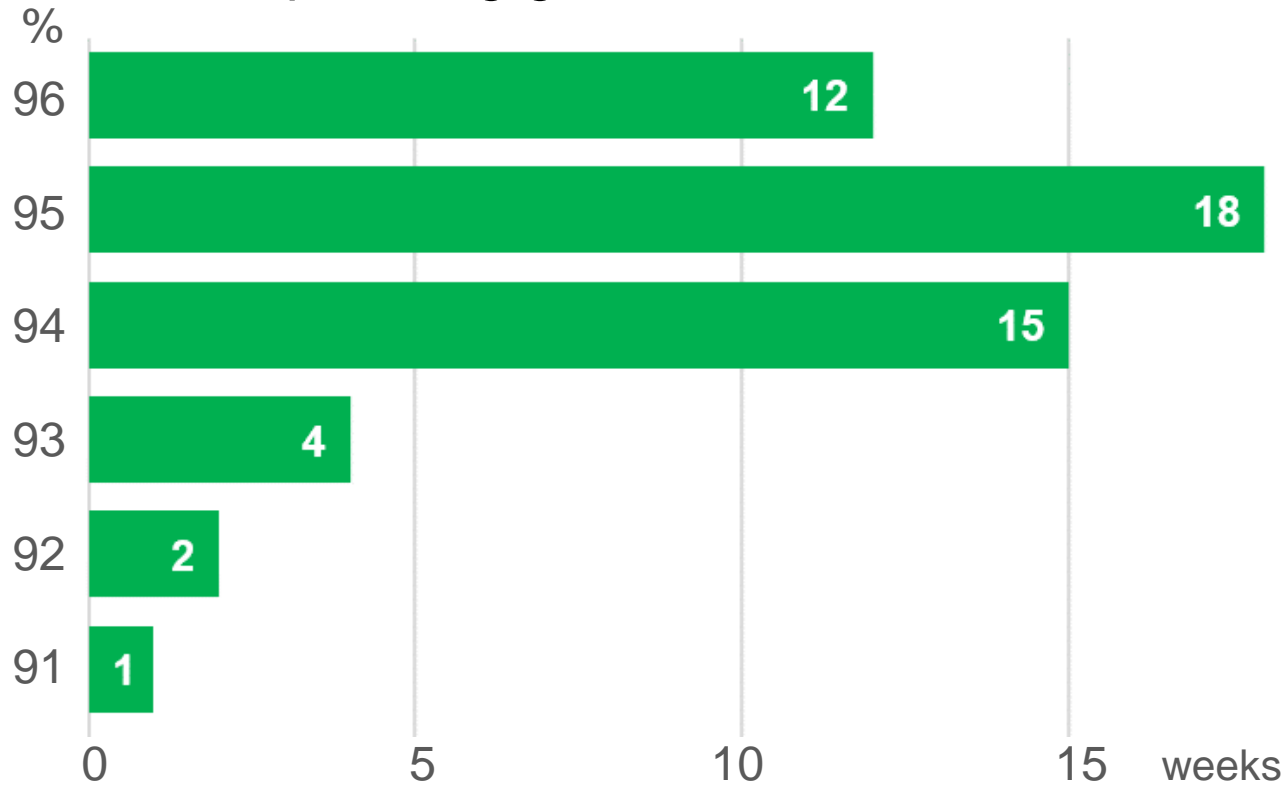
Preference

% extremely or very strong



Improvement Happy or Not

Number of weeks in 2018 with percentage of visitors pressing green button



Choosing quality



Future plans to achieve mission

Capacity management:

- Making museum smarter
- Increased focus on off-peak moments by:
 - Dedicated marketing and communication activities
 - Better partnerships with selected resellers

Developing more activities outside the museum building so that we are accessible to a broader audience.

- Meet Vincent Van Gogh Experience
- Van Gogh Museum Editions Pop-up tour

Questions?

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