Building Indicators to Evaluate Effectiveness.
Or, in other words:
how do we know if
we are doing things right?
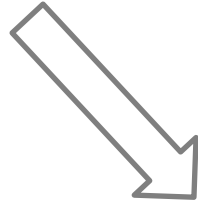
Fátima Espinosa-Casero
[University of Valladolid]

2 goals:

RECHARGE

1) Reflect on:
WHY
WHAT

2) HOW?
Step by step

Why to evaluate?

Why don't cultural institutions evaluate their performance more often?

Why is it useful to evaluate CHI perfomance?

1) For managers: to be self-aware and focus

2) For policy makers: to have an objective tool to allocate ressources

3) For private stakeholders(sponsors): have an idea of how their sponsorship goes

RECHARGE

EFFECTIVENESS   vs.   EFFICIENCY

Degree to which an entity complies with its objectives

Use of resources to achieve the goals

Where to start?

Mission

Objectives

KPIs

RECHARGE

What tools do we have?

RECHARGE

PERFOMANCE INDICATORS

- Set of indicators
- Measure effectiveness
- Dashboards

FRONTIER METHODS

- Measure efficiency
- Identify the «frontier»: best possible practice
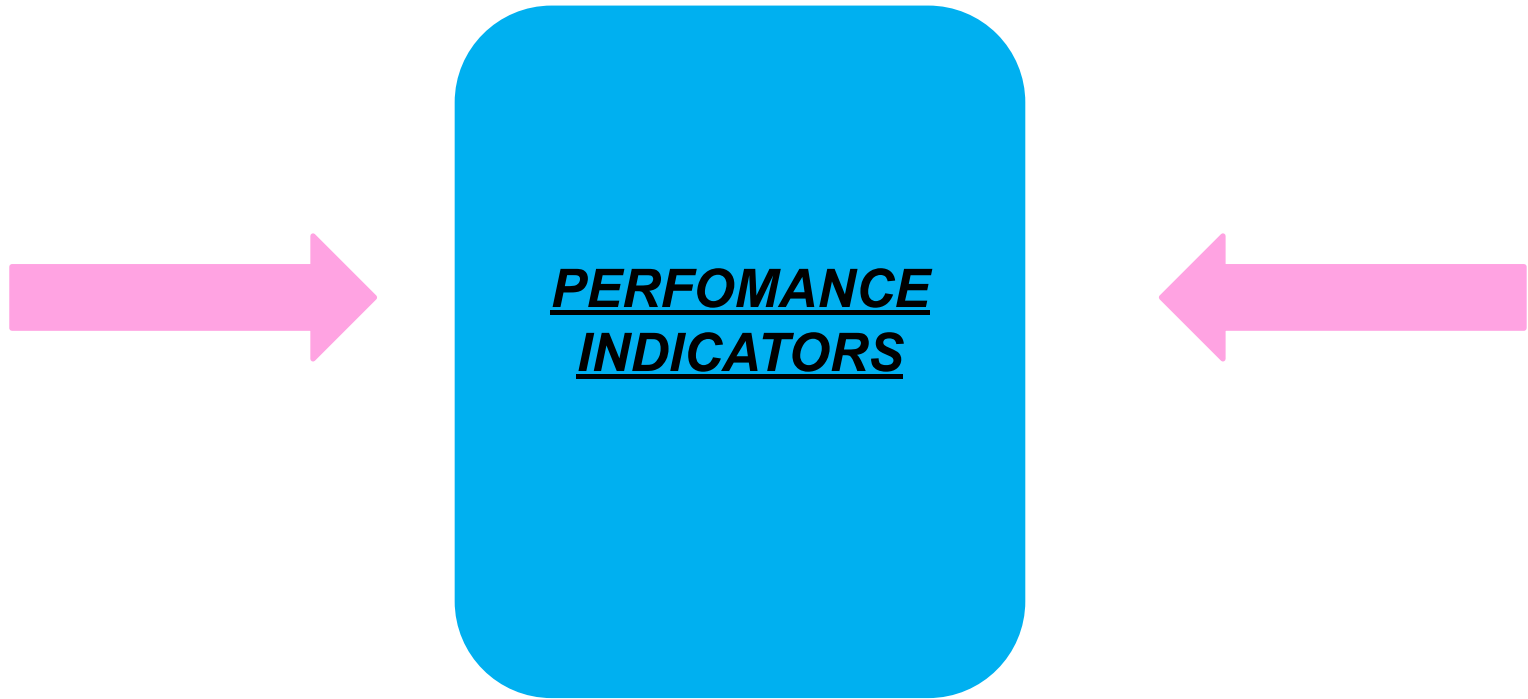- Calculate how far we are from there

COST EFFECTIVENESS ANALYSIS

- Compare returns with implementation costs

COST BENEFIT ANALYSIS

- Compare cost of different options to achieve the same goal

HOW TO BUILD…?

PERFOMANCE INDICATORS

RECHARGE

What exactly do we want to evaluate?

Effectiveness of Living Labs in RECHARGE

(as part of the institution ecosystem)

STEP 0

Clarify the objectives

D 1.1
"These objectives comprise the inclusion of **multiple perspectives**, the achievement of **shared benefits**, the acknowledgement of **social and environmental responsibilities** beyond economic ones, the establishment of **trust and transparency**, the **empowerment of all the actors involved**, the **sustainability of practices and the resilience** of organizations, and **inclusive innovation**.

D 2.1
These institutions may be seeking **innovative approaches to overcome funding limitations** and **enhance accessibility** to cultural heritage. They are open to exploring new ways of **engaging their stakeholders and communities**, and they recognize the value of participatory management in **creating social, cultural, and economic impact**. These institutions are willing to embrace a holistic approach that integrates participation as a fundamental element in **sustainable financing**. [...]. These cultural heritage institutions are forward-thinking, adaptable, and eager to leverage participatory approaches to drive their business models and achieve better **long-term sustainability.**

RECHARGE KPIs
Impact of RECHARGE: Resources are repositioned and **community engagement** is formalized to stimulate *social and economic revival* in the CHIs and, through them. in society **innovatively** and **responsibly.**

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RECHARGE
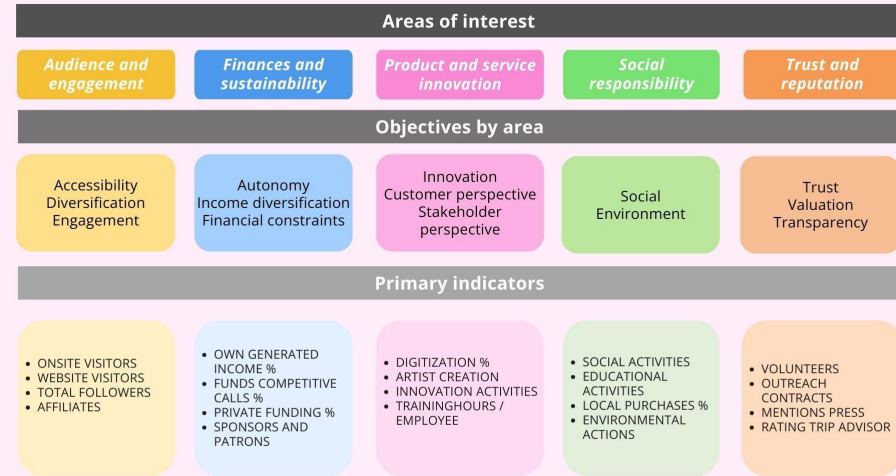
Group our objectives to create thematic dimensions

Main aims and effectiveness dimensions

1. Audience and engagement
2. Finance and sustainability
3. Product and service innovation
4. Social responsibility
5. Trust and reputation

STEP 1

Translate them into measurable variables

Areas of interest

Audience and engagement	Finances and sustainability	Product and service innovation	Social responsibility	Trust and reputation

Objectives by area

Accessibility Diversification Engagement	Autonomy Income diversification Financial constraints	Innovation Customer perspective Stakeholder perspective	Social Environment	Trust Valuation Transparency

Primary indicators

• ONSITE VISITORS • WEBSITE VISITORS • TOTAL FOLLOWERS • AFFILIATES	• OWN GENERATED INCOME % • FUNDS COMPETITIVE CALLS % • PRIVATE FUNDING % • SPONSORS AND PATRONS	• DIGITIZATION % • ARTIST CREATION • INNOVATION ACTIVITIES • TRAININGHOURS / EMPLOYEE	• SOCIAL ACTIVITIES • EDUCATIONAL ACTIVITIES • LOCAL PURCHASES % • ENVIRONMENTAL ACTIONS	• VOLUNTEERS • OUTREACH CONTRACTS • MENTIONS PRESS • RATING TRIP ADVISOR

RECHARGE

Translate them into measurable variables

Audience and engagement

- ONSITE VISITORS
- WEBSITE VISITORS
- TOTAL FOLLOWERS
- AFFILIATES

RECHARGE

Finances and sustainability

Translate them into measurable variables

- OWN GENERATED INCOME %
- FUNDS COMPETITIVE CALLS %
- PRIVATE FUNDING %
- SPONSORS AND PATRONS

RECHARGE

Translate them into measurable variables

Product and service innovation

- DIGITIZATION %
- ARTIST CREATION
- INNOVATION ACTIVITIES
- TRAININGHOURS / EMPLOYEE

RECHARGE

Translate them into measurable variables

Social responsibility

- SOCIAL ACTIVITIES
- EDUCATIONAL ACTIVITIES
- LOCAL PURCHASES %
- ENVIRONMENTAL ACTIONS

RECHARGE

Translate them into measurable variables

Trust and reputation

- VOLUNTEERS
- OUTREACH CONTRACTS
- MENTIONS PRESS
- RATING TRIP ADVISOR

RECHARGE

WHEN DO WE HAVE TO DO THIS?

Evaluation can be designed:
- *Ex ante: before the implementation*
- *Ex post: after the implementation*

Ex- post, with existing data

Indicator	Definition
AUDIENCE AND ENGAGEMENT	
ONSITE VISITORS	Annual number of visitors and on-site users
WEBSITE VISITORS	Annual number of visitors to the website
TOTAL FOLLOWERS	Number of followers on social media (Facebook, Instagram, Twitter (X), TikTok)
AFFILIATES	Number of affiliates (friends of the museum, membership cards, partners)
FINANCE AND SUSTAINABILITY	
OWN GENERATED INCOME (%)	Percentage of self-generated income (tickets, space rental, shop, …)
FUNDS COMPETITIVE CALLS (%)	Percentage of funds obtained in competitive calls for proposals
PRIVATE FUNDING (%)	Percentage of funds from private donors
SPONSORS AND PATRONS	Number of sponsors and patrons
PRODUCT AND SERVICE INNOVATION	
DIGITIZATION PERCENTAGE	Percentage of digitisation of the cultural offer of services (access to collection, activities, …)
ARTIST CREATION	Number of artists participating in creation programmes
INNOVATION ACTIVITIES	Number of activities involving technological or creative innovation (augmented reality, virtual reality, immersive experiences, …)
TRAINING HOURS/EMPLOYEE	Number of hours of training given to staff in the use of new technologies per employee
SOCIAL RESPONSIBILITY	
SOCIAL ACTIVITIES	Number of actions in social inclusion activities (gender, minorities, disabled, …)
EDUCATION ACTIVITIES	Number of actions in educational programmes
LOCAL PURCHASES (%)	Percentage of purchases sourced from local suppliers
ENVIRONMENTAL ACTIONS	Number of actions regarding environmental care (renewable energies, recycling, less consumption of resources, …)
TRUST AND REPUTATION	
VOLUNTEERS	Number of volunteers
OUTREACH CONTRACTS	Number of outreach contracts with the community (collaboration with the town council, corporative groups of professionals, general collaboration with other institutions, …)
PRESS MENTIONS	Number of mentions in the press
RATING TRIPADVISOR	Rating in Trip Advisor

RECHARGE

Involve different departments☐ **Internal coordination**

Fixed reporting periods

Survey *(basic institutional information + variables of the five dimensions) Annual data from 2021-2024*

Two phases:
1) *End 2024 (to collect data 2021-2023)*
2) *January 2025 (to collect data 2024)*

RECHARGE

First Generation Living Labs
Hunt Museum (Limerick, Ireland)
Tessuto Museum (Prato, Italy)
Maritime Museum (Tallinn, Estonia)
Second Generation Living Labs
Serfenta Association (Cieszyn, Poland)
Pinacoteca e Museo Civico del Palazzo Minucci (Volterra, Italy)
Museum of Modern and Contemporary Art MART (Rovereto, Italy)

STEP 3: DATA STANTANDARDISATION

WHY?
Because all data should be in the same scale

STEP 3

Different units of measurement of variables

Variables must have the same range (0-1) to to weigh equally in the indicator

Step 2: DATA STANDARDISATION

Min-max transformation

METHOD 1

Year	Visitors
2019	7,500
2020	6,800
2021	8,000
2022	10,500
2023	13,000
2024	15,000

STEP 3

$$X_i^* = \frac{X_i - X_{\min}}{X_{\max} - X_{\min}}$$

2019 $\dfrac{7,500 - 6,800}{15,000 - 6,800} = 0.09$

Year	Visitors
2019	7,500
2020	6,800
2021	8,000
2022	10,500
2023	13,000
2024	15,000

RECHARGE

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RECHARGE

Year	Visitors	Standardised data
2019	7,500	0.09
2020	6,800	0.00
2021	8,000	0.15
2022	10,500	0.45
2023	13,000	9.76
2024	15,000	1.00

RECHARGE

Building partial indicators:

Add together the standardized values of all the variables that belong to the same dimension

Audience and engagement

- ONSITE VISITORS
- WEBSITE VISITORS
- TOTAL FOLLOWERS
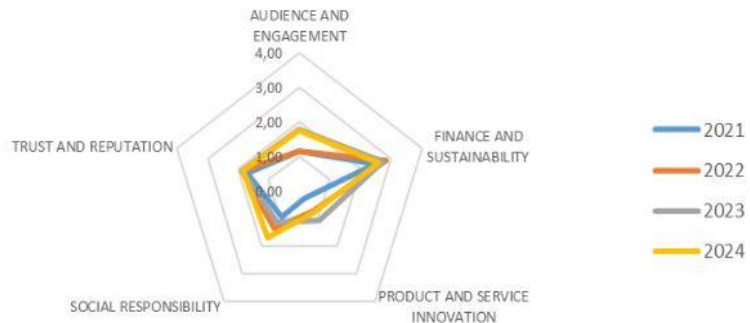- AFFILIATES

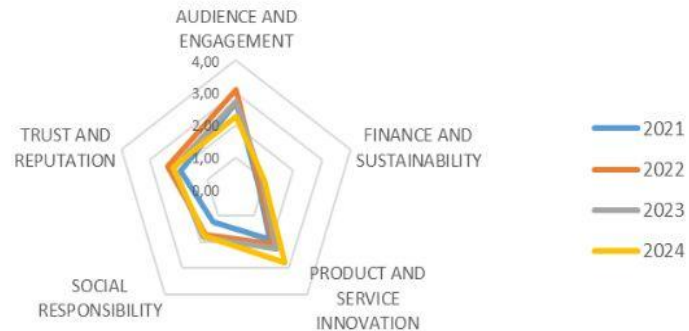$$I_A = v_{A1} + v_{A2} + v_{A3} + v_{A4}$$

Hunt Museum — log min-max (radar chart: Audience and Engagement, Finance and Sustainability, Product and Service Innovation, Social Responsibility, Trust and Reputation; years 2021, 2022, 2023, 2024)

Tessuto Museum — log min-max (radar chart: Audience and Engagement, Finance and Sustainability, Product and Service Innovation, Social Responsibility, Trust and Reputation; years 2021, 2022, 2023, 2024)

Maritime Museum — log min-max (radar chart: Audience and Engagement, Finance and Sustainability, Product and Service Innovation, Social Responsibility, Trust and Reputation; years 2021, 2022, 2023, 2024)

RECHARGE

Building composite indicators:

Add together all the partial indicators (per year) to obtain global result

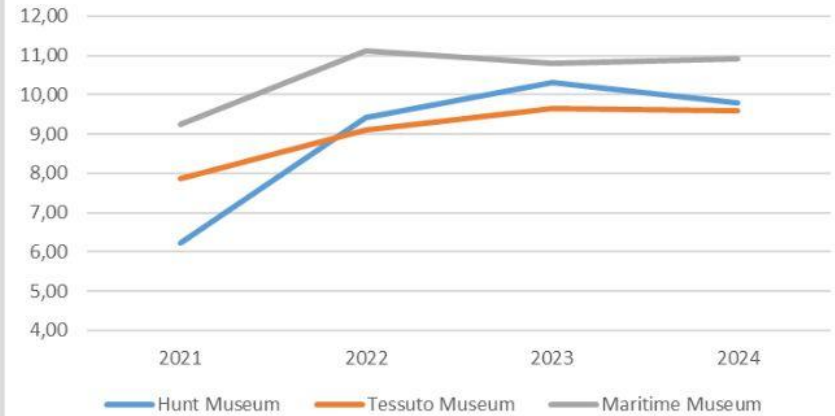**The global indicator of was constructed by aggregating the partial indicators**

RECHARGE $IE_T = I_A + I_F + I_I + I_S + I_T$

STEP 4
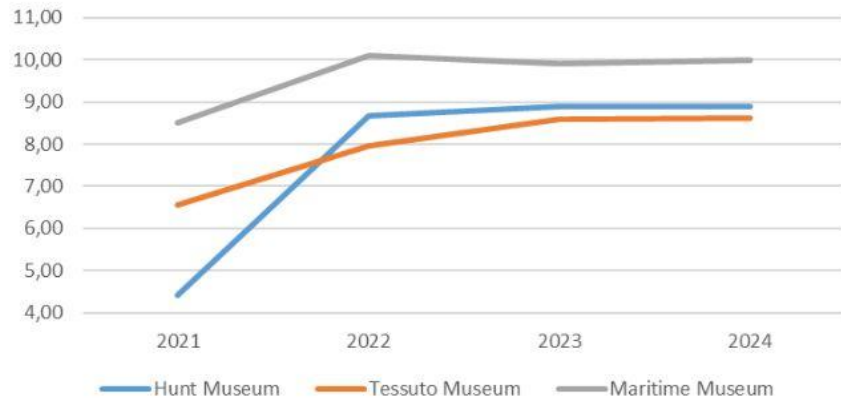
STEP 5

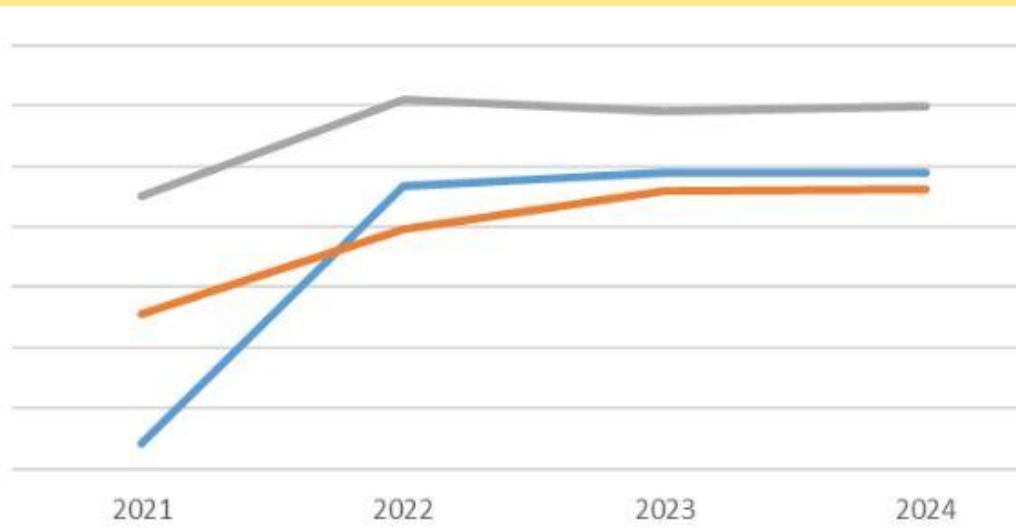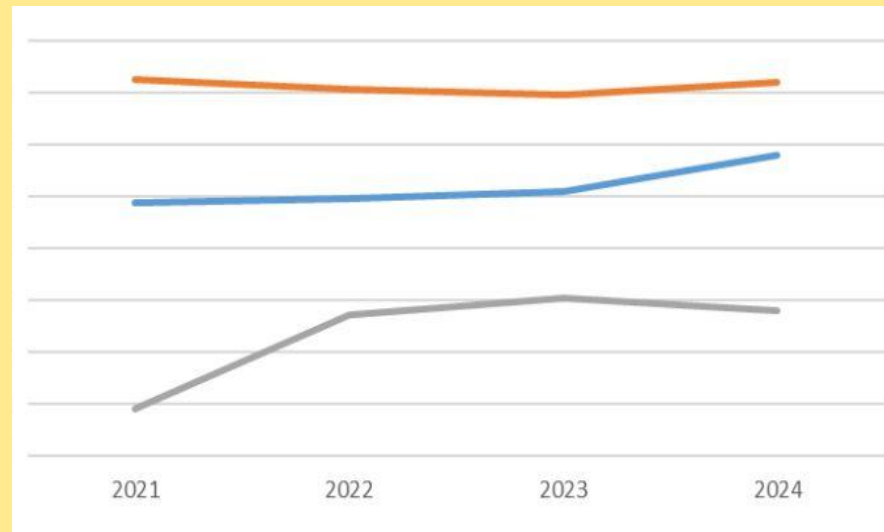## *Interpreting results Reflection*

Not only seeing wheter thing are going well or not, but understanding WHY

1st generation RECHARGE

2nd generation RECHARGE

KEY TAKEAWAYS

**1.
Define your goals and how to measure them**

**2.
Data collection is totally worth it**

**3.
Use indicators to learn, not just to report**