BAKERRICHARDS

AMGUEDDFA CYMRU

The Fitzwilliam Museum CAMBRIDGE

The Price is Right – Ticketing Strategies in Today's Competitive Market

Introducing

Robin Cantrill-Fenwick

Chief Executive
Baker Richards

Rhodri Davies

Head of Marketing, Brand and Audiences
Amgueddfa Cymru

James Tortise-Crawford

Head of Strategic Projects
Fitzwilliam Museum, Cambridge

Remember this?

The Price is Right

Imagine That play centre features arts and crafts, science workshops and an Imagination Village including a construction zone, shops, American diner and theatre, a pet rescue and car wash.

Legoland Discovery Centre includes LEGO construction site, MINILAND, LEGO DUPLO farm and the LEGO Factory Tour

A one of a kind experience at Zip World - bouncing underground in a cavern installed with huge bouncy nets that are hung within two vast chambers at different levels, the highest being 180ft up from the bottom of the cavern, linked together by walkways and slides!

There are a variety of different animals ranging from the wild birds to sea lions and penguins in live demonstrations!

Home to more than 100 displays, as well as one of Europe's largest collections of sharks. Get up close to sharks, starfish and seahorses or see animals including otters being fed.

At Chirk Castle you will meet the castle garrison who will demonstrate weapons and allow you to feel the weight of the armour, plus take young ones through a pike drill to defend the castle. There is also the opportunity to play games and try on costumes.

10:00

A fun-packed day out, there are 6 unique zones each filled with hundreds of interactive exhibits designed to inspire enquiring minds.

Activities include the UK's only solar powered water ride, the world's first people powered roller coaster and the longest sledge run in Wales. Children will love the super bouncy Giant Jumper, the turrets of TreeTop Towers and Archery.

imagine that!	£156.00
LEGOLAND WINDSOR RESORT	£112.00
Welsh Mountain Zoo Colwyn Bay	£93.80
Bounce Below	£85.00
Blue Planet Aquarium	£75.80
Eureka! the national children's museum	£72.25
Chirk Castle	£67.80
Greenwood Gelli Gyffwrdd	£47.50

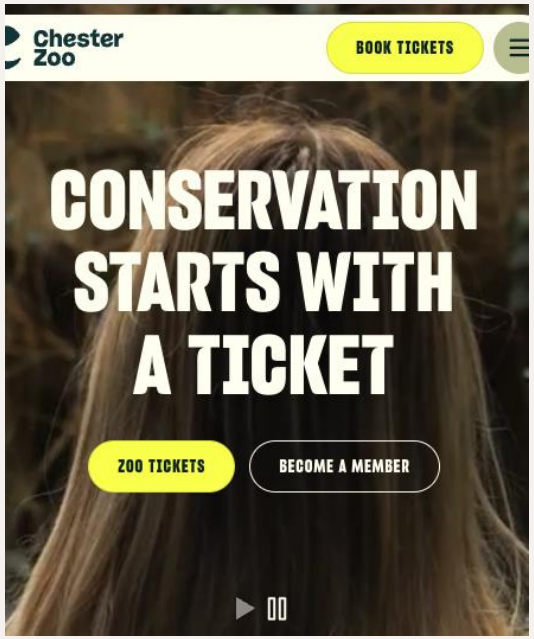
All prices for Saturdays; cheapest option for 2 adults & 2 children aged 6-12 (i.e. price includes family tickets/online discounts & excludes Gift Aid where applicable).

It’s sort of this…

Weighing these factors gives rise to…

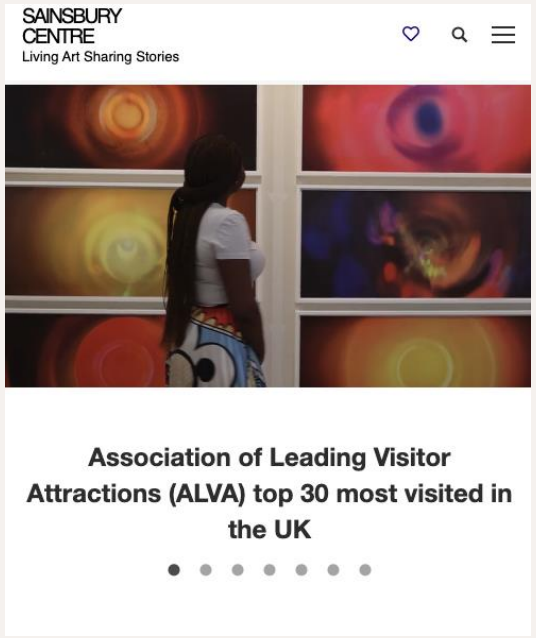
Static

Warner Bros.
Studio Tour



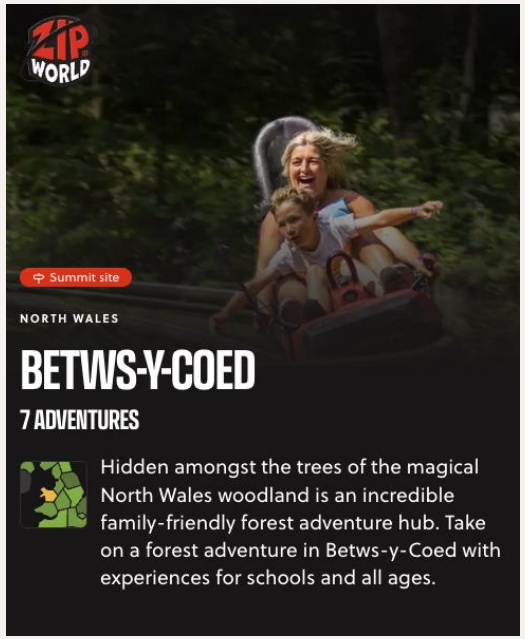
Variable

Chester Zoo
Standard / Value days



Participative

Sainsbury Centre
"Pay What and If You Can"



Dynamic

Zip World
38 experiences across 8 sites

…and potentially

Static

Warner Bros. Studio Tour

Variable

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Standard / Value days

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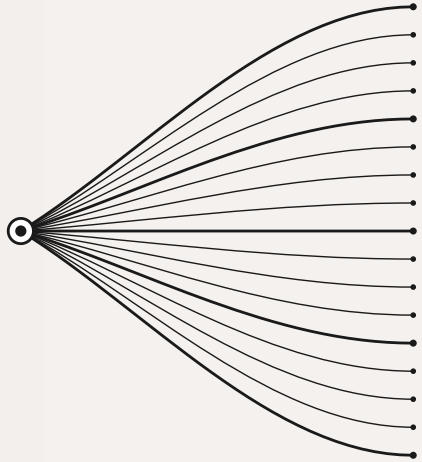
Dynamic

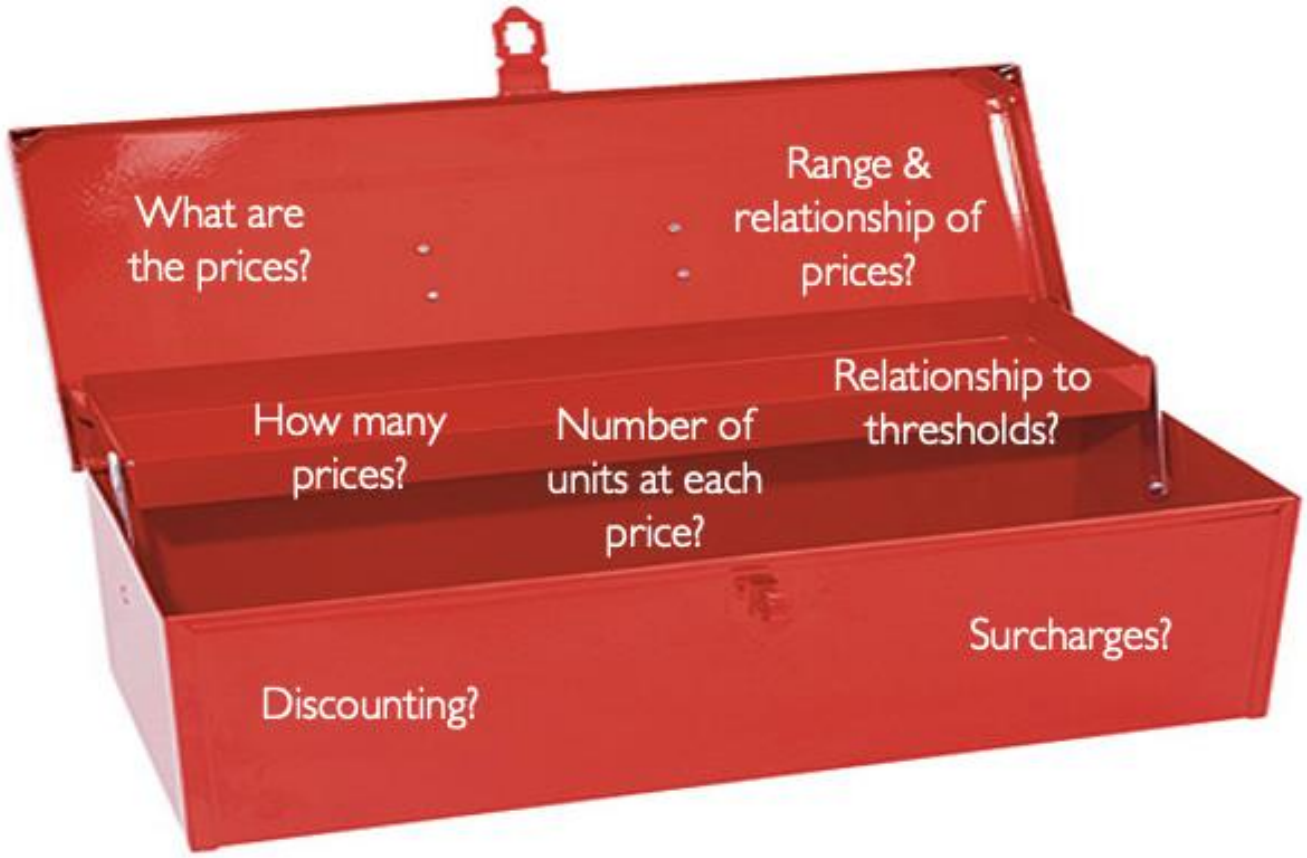
Zip World
38 experiences across 8 sites



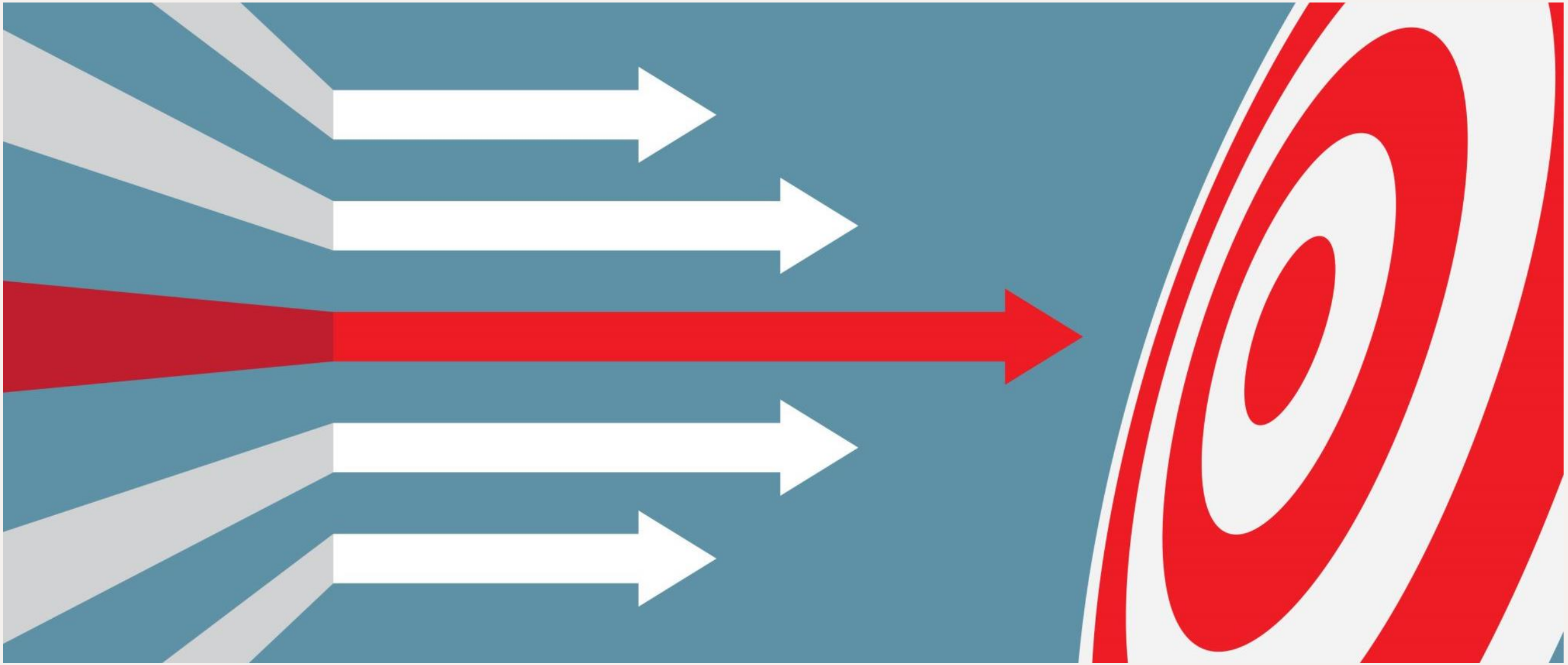
- Bartering & bidding
- Surveillance pricing
- Experiment-based

Pricing toolbox

The Baker Richards Pricing Toolbox: Price Metrics for Admissions



“Cost plus”, or “Target Return”



Two organisations, two approaches

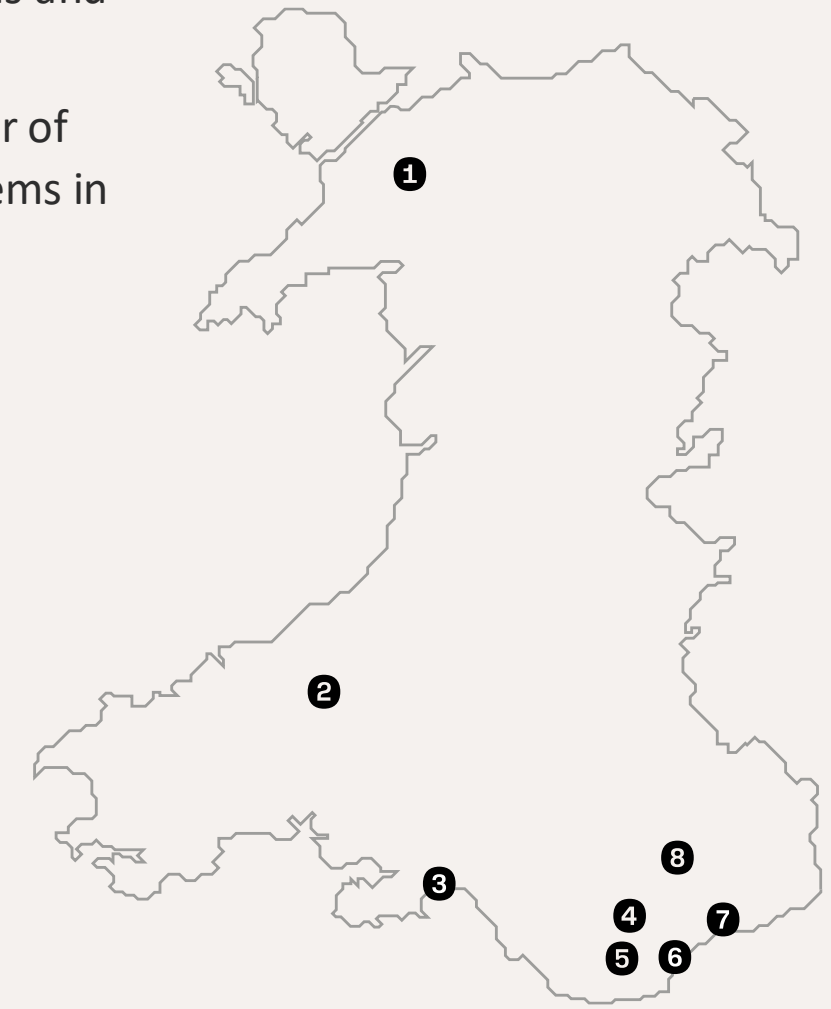
How many of you work at a free to entry venue, or have free elements of your offer?

How many of you have questioned whether that's the right choice?

Amgueddfa Cymru – Museum Wales

Amgueddfa Cymru is a family of seven national museums and one Collections Centre located across Wales.

We are a free entry organisation and the largest provider of learning outside schools in Wales, with over 5 million items in our collections



1 National Slate Museum

2 National Wool Museum

3 National Waterfront Museum

4 National Collections Centre

5 St Fagans National Museum of History

6 National Museum Cardiff

7 National Roman Legion Museum

8 Big Pit National Coal Museum

The challenge

No shared strategic framework - every strand and site finding its own way

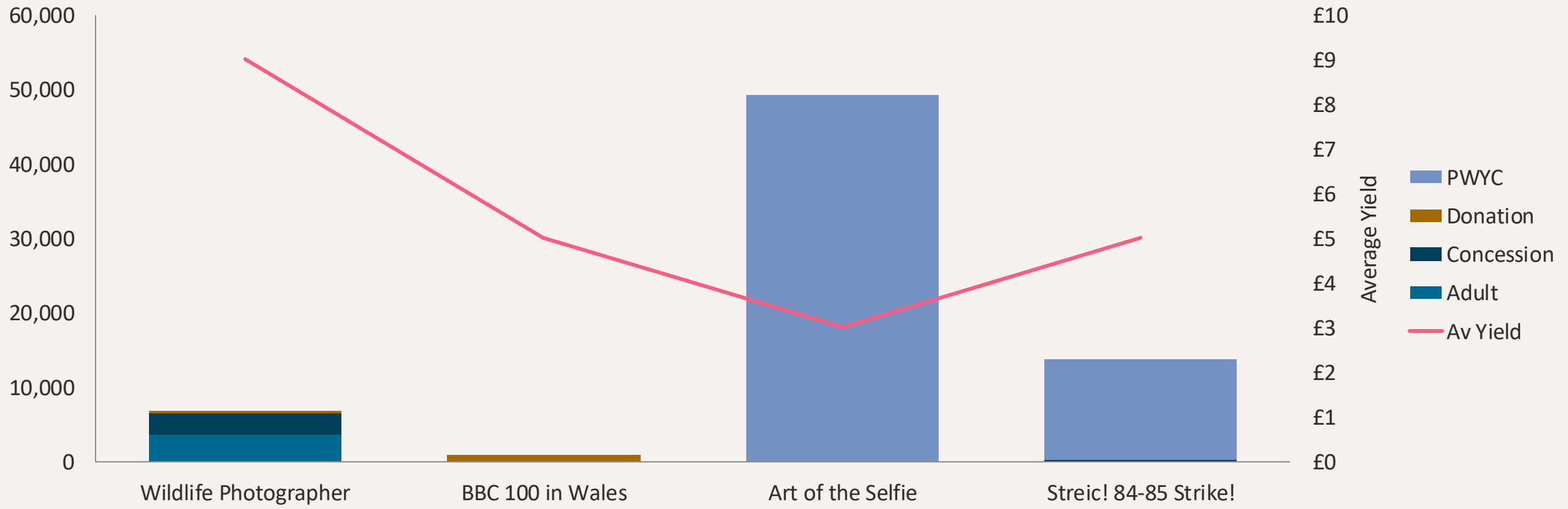
"Commercial" was almost a dirty word - except where it had always lived

Decisions were shaped by internal opinion, not audience insight or data

Too many stakeholders, too little alignment, and everyone felt it

Different pricing tools, different results

Post-pandemic, different pricing tools were used for different temporary exhibitions. Average yield varied from £9 for Standard (fixed) pricing to £3 for Pay What You Can events.



Gwen John: Strange Beauties offered the opportunity to signal change

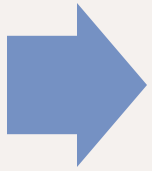
“

Success would mean having a clear, data-driven pricing strategy aligned with marketing and audience goals.

”

The process

Understanding internal perspectives



Exploring the existing data

Primary research to the wider market

In conversation

Pricing decisions were made case-by-case, creating confusion for visitors and inconsistency across sites

Staff were genuinely concerned that charging conflicted with accessibility principles

Working-class Welsh families were the largest untapped audience, yet the data to understand them was limited

Free exhibitions were generating almost no demographic insight

Events were already the most commercially successful strand, yet that learning wasn't being applied elsewhere

Leadership support for change was strong

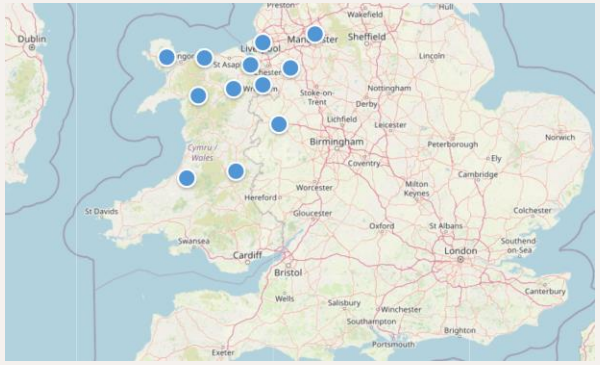
“If the organisation does not believe in and elevate its own offerings, external audiences will not do so either.”

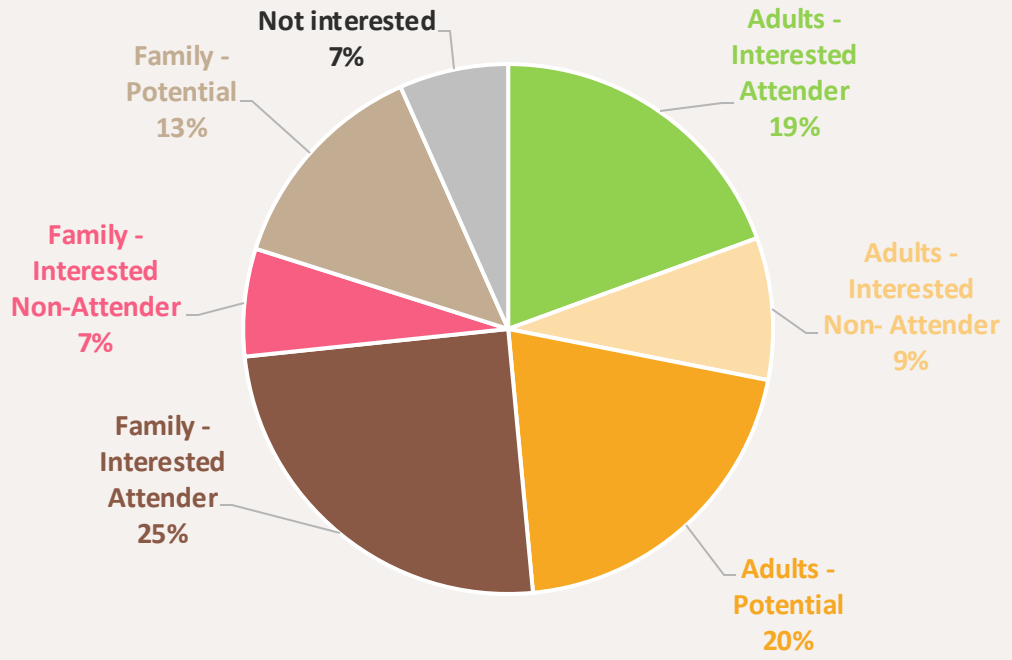
Who we heard from

The survey was distributed to a census-balanced panel, alongside existing data contacts. For each, separate surveys were created for South and North Wales. 2,239 people responded.

Panel

Database





Survey respondents were groups into segments - 46% of survey responses were from Families and 54% from Adults.

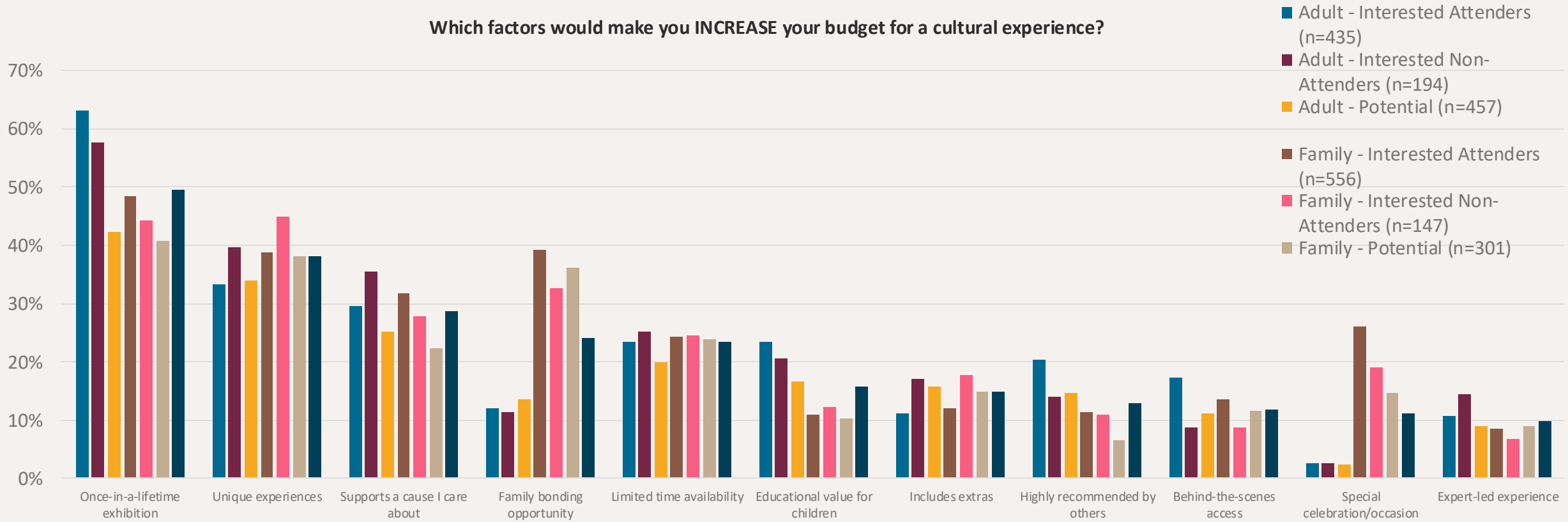
Survey in the field from

14th – 28th August 2025

Total complete responses: 2,239

Moments and memories drive spend

The chance to see a once-in-a-lifetime exhibition was a key driver for all groups, especially Interested Adults. Opportunities to bond with family, alongside enthusiastic recommendations would also encourage families to increase their budget.



From evidence to strategy

Pricing Framework

Pennawd / Headline

- High-impact, time-limited exhibitions and events with broad appeal.
- These are the flagship experiences that drive major footfall, media attention, and revenue. Higher pricing is supported by strong marketing and a sense of exclusivity.

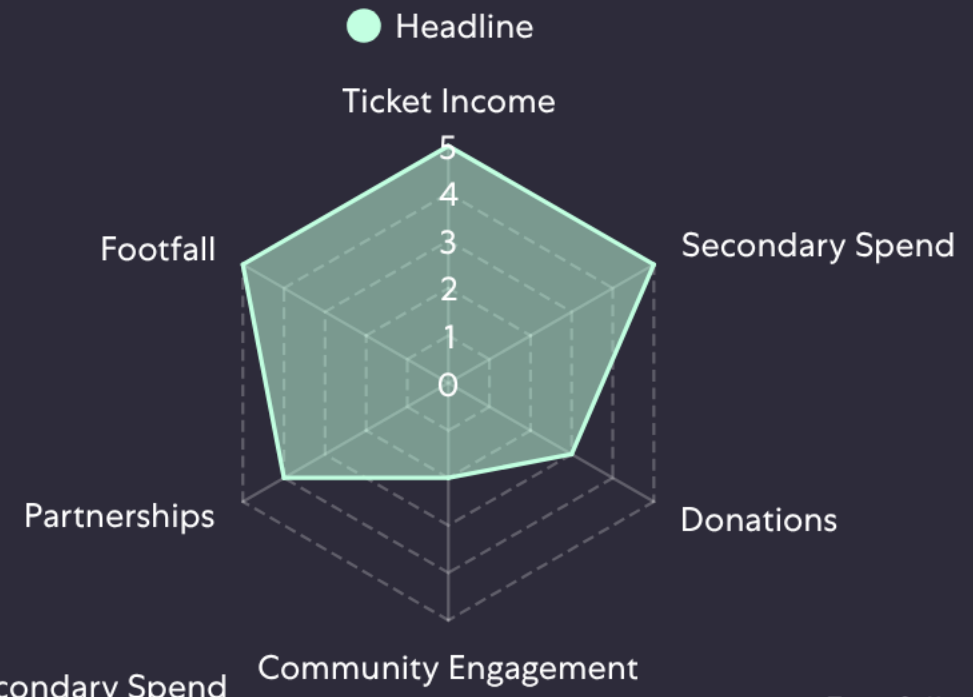
Carreg gornel / Cornerstone

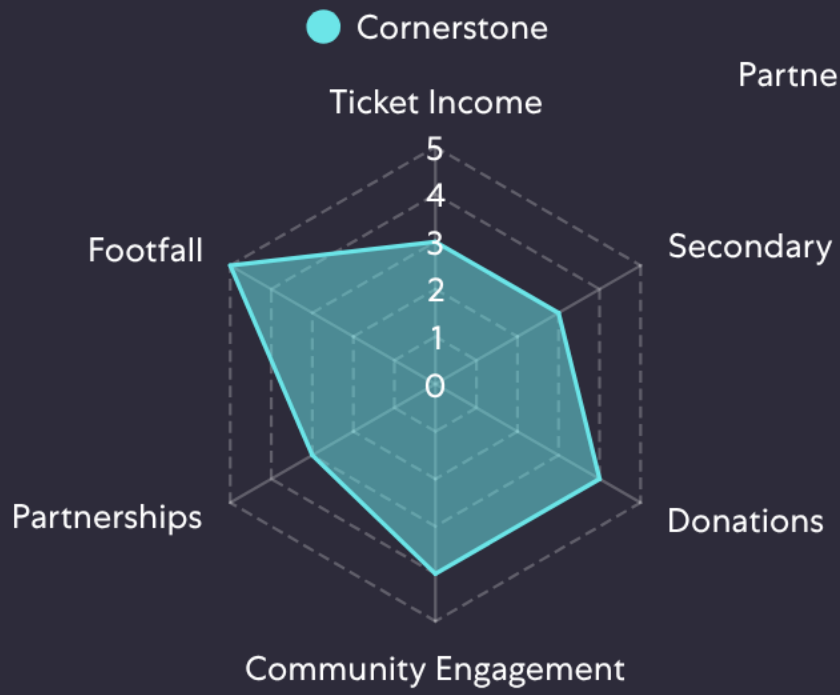
- Medium-scale exhibitions and events with a more focused appeal.
- These are designed to engage specific communities, encourage repeat local visits, and support inclusion through accessible pricing and targeted partnerships.

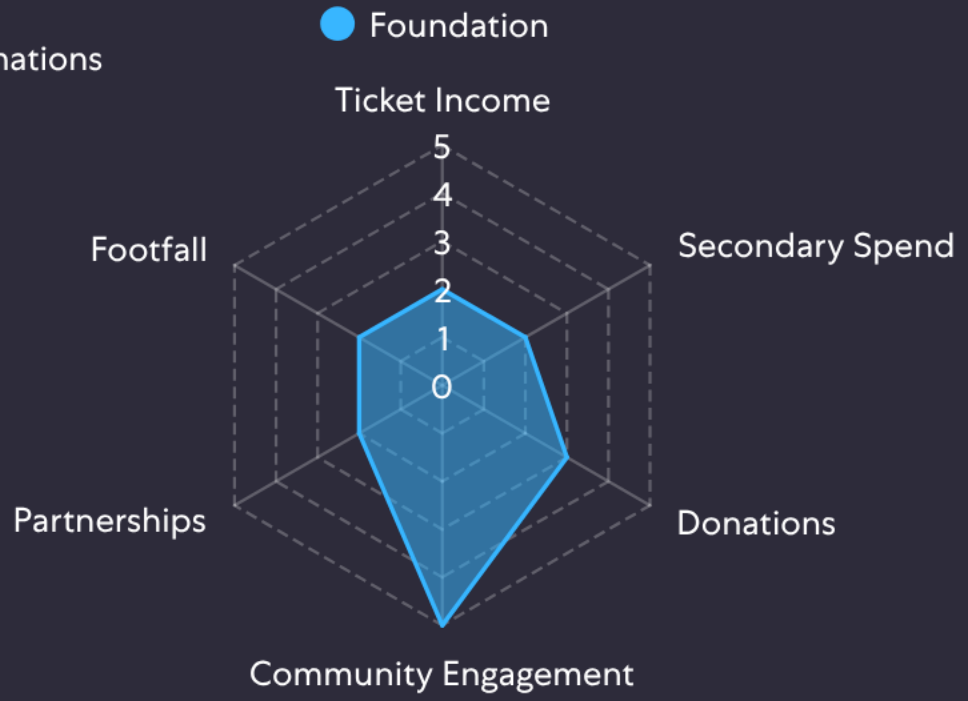
Sylfaen / Foundation

- Long-running, smaller-scale exhibitions and events that prioritise accessibility and community engagement.
- These are free to enter and play a vital role in maintaining baseline attendance and growing new audiences.

Category profiles







Making it stick

Onboarding

Internal communications

Presentations, meetings and visibility for key internal stakeholders:

- Heads of Museum
- Event Officers
- Learning Officers
- Income Generation group
- Exhibitions committee

Supportive resources

Clear and easy-to-read presentation deck and reference materials, with real-world examples.

Ongoing support from Data Team

Ongoing support provided by CRM and Data team in decision-making for the new masterplan of events and exhibitions

Exhibition Framework

Exhibition framework updated to reflect new framework – reducing categories from 4 to 3 to avoid confusion and miscommunication

Timing is key, ongoing task

Programmes which are mid progress have been the hardest to influence

Lessons learned

Culture change is hard – moving from the loudest voice to data informed

Confidence comes from knowing your pricing is fair and evidence-based

Shifting from curatorial instinct to audience-led programming takes time

Review

Gwen John: Strange Beauties review – Wales's great modern artist stuns us with the glory of solitude

★★★★★

Time for the stats

98%

Of those surveyed believe the Exhibition is **good value for money**, and are happy with the amount paid

86%

First timers to the database and Organisation, welcoming a new audience to Amgueddfa Cymru

34k

Original target for Gwen John was 15,000 visitors – as we've already hit 13,000 in the first month, this **target has been increased to 40,000**

20%

Of tickets have been booked with an added donation – either standard or open concession

Fitzwilliam Museum, University of Cambridge

The Fitzwilliam Museum is the largest of eight museums within the University of Cambridge.

Opening up the past to transform our futures

We spark dialogue between art, objects, people and places

Where did we start?

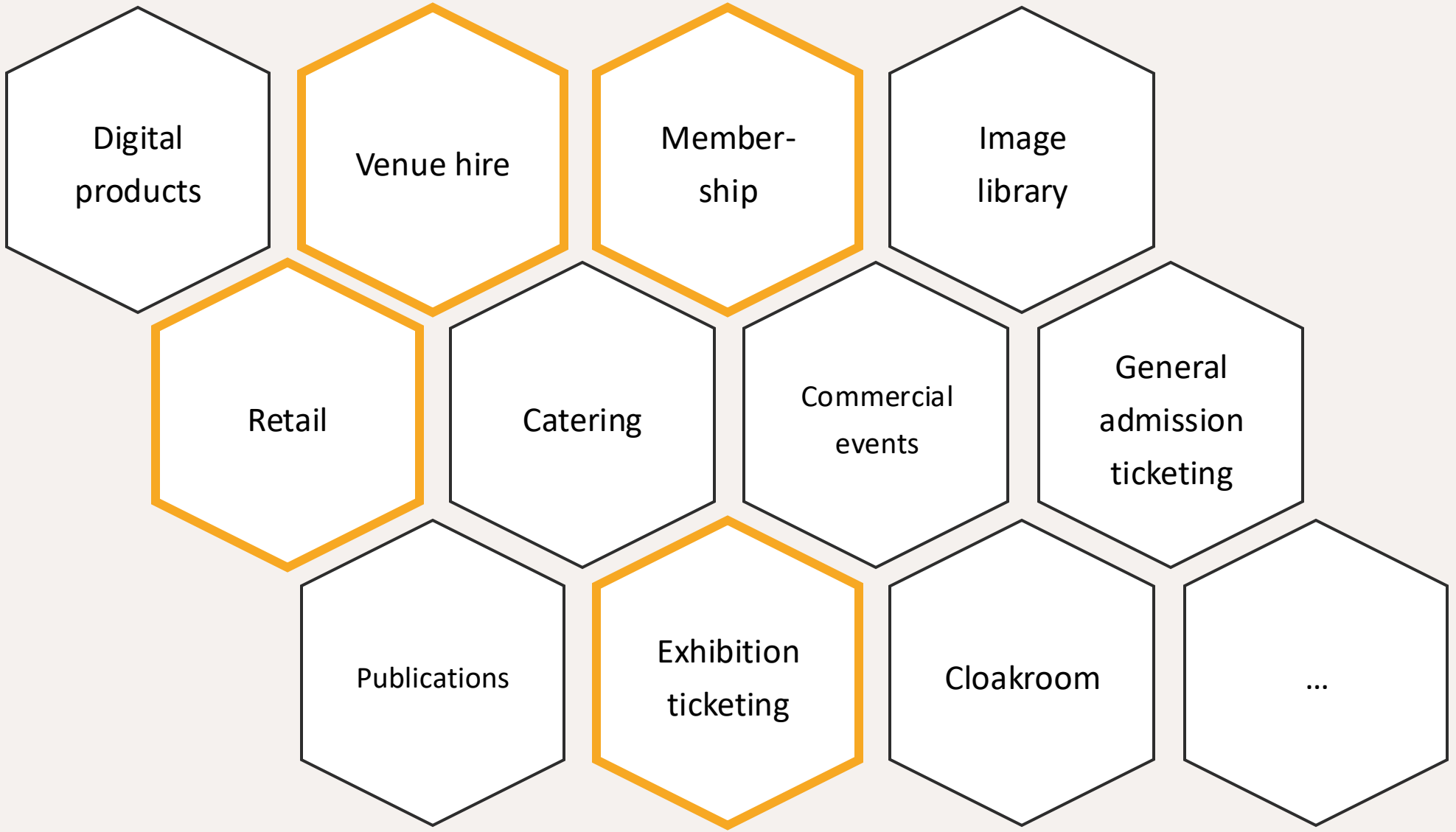
CRM and ticketing system implemented at speed

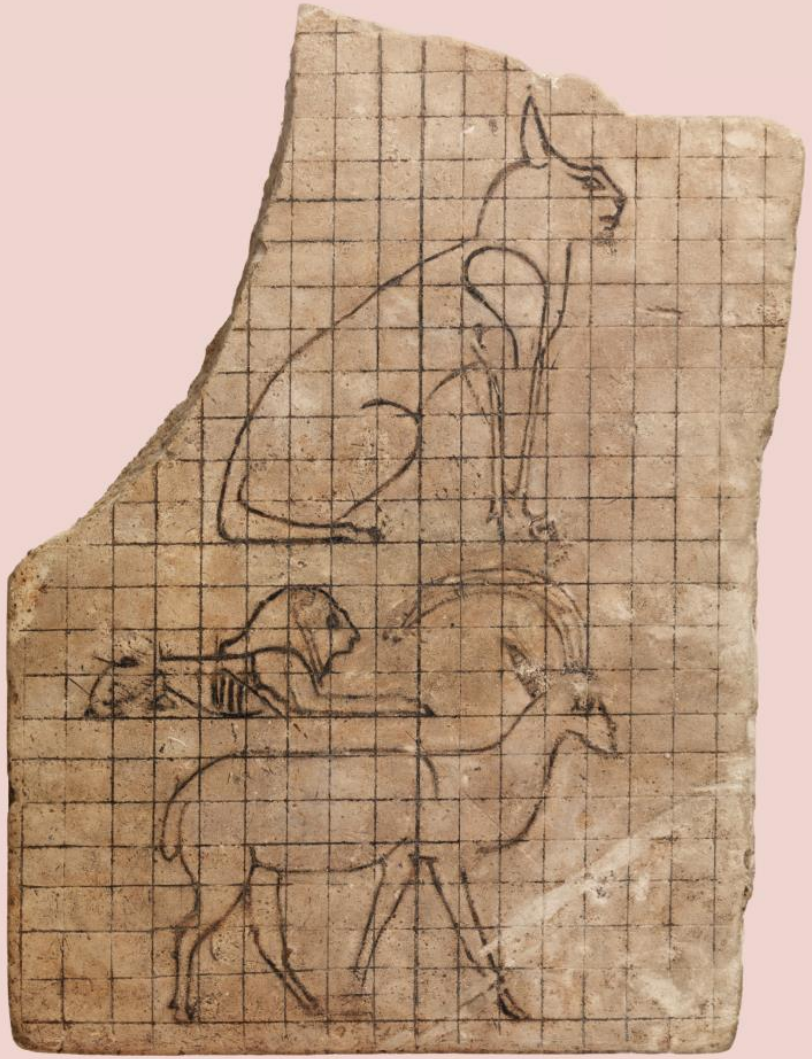
Minimal, uncoordinated commercial activity

Financial imperative

Professionalisation

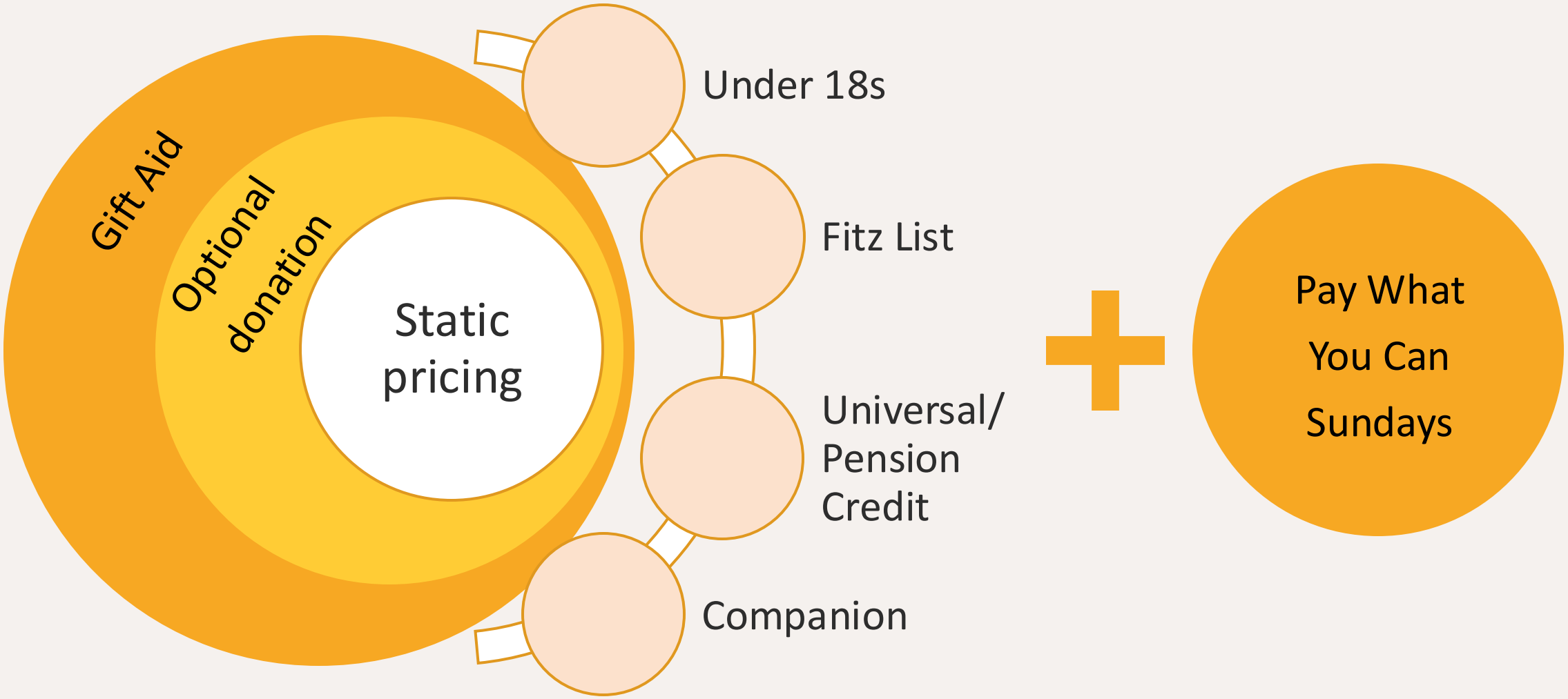
Commercial strategy development





MADE IN ANCIENT EGYPT

Model for paid ticketing



Making it real

Operations

- Capacities and holds.
- Refunds and exchanges.
- Concessions implementation.
- Section 33A implications.
- Monitoring and reporting.

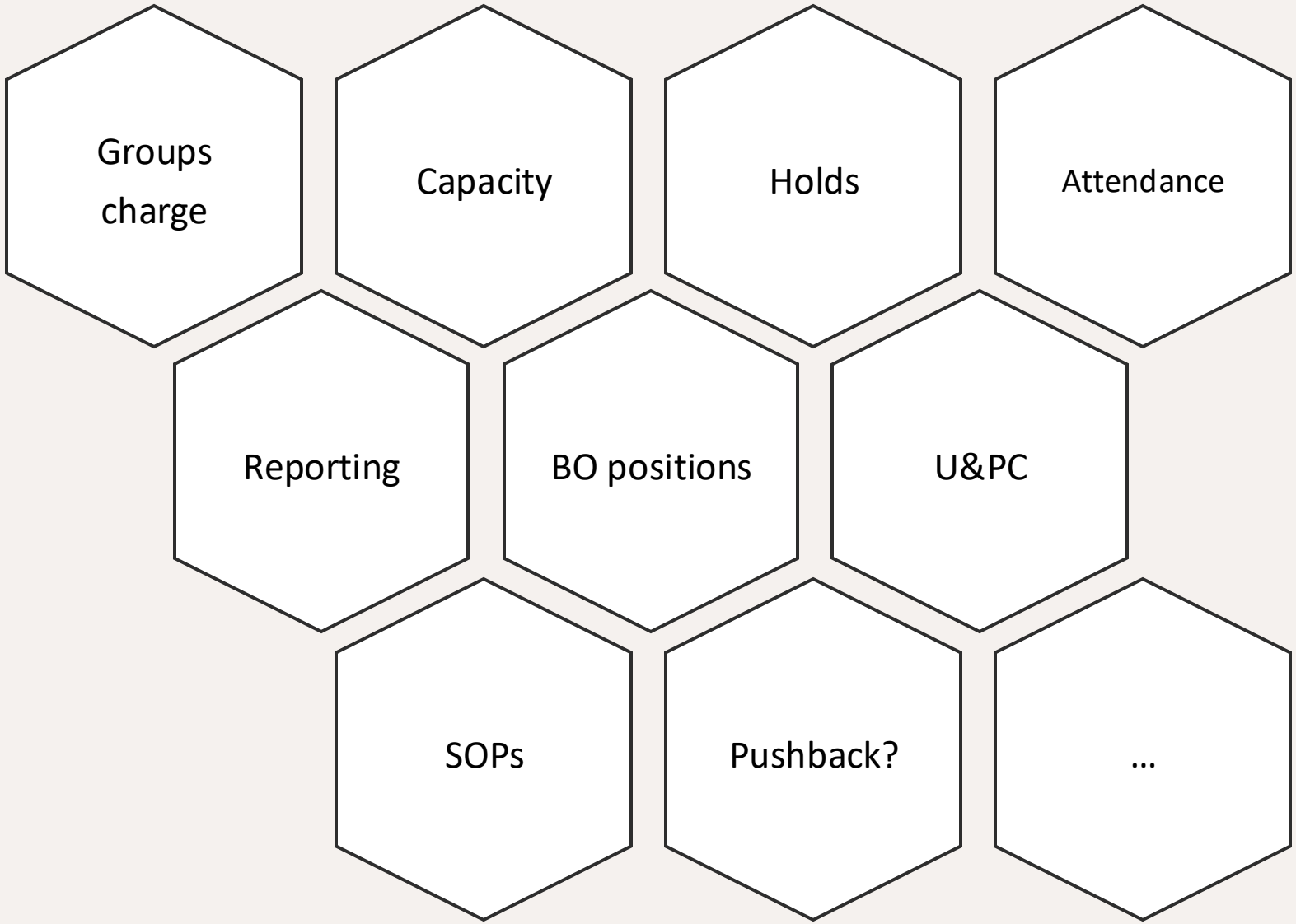
Internal

- Financial and commercial literacy.
- Roles & responsibilities.
- Training.
- Perception of visitor experience.

External

- University environment.
- Non-concession groups.
- Members and patrons.

What did we learn during?



What did we learn afterwards?

Exceeded ticket target

Higher proportion of free tickets

Conversion rates

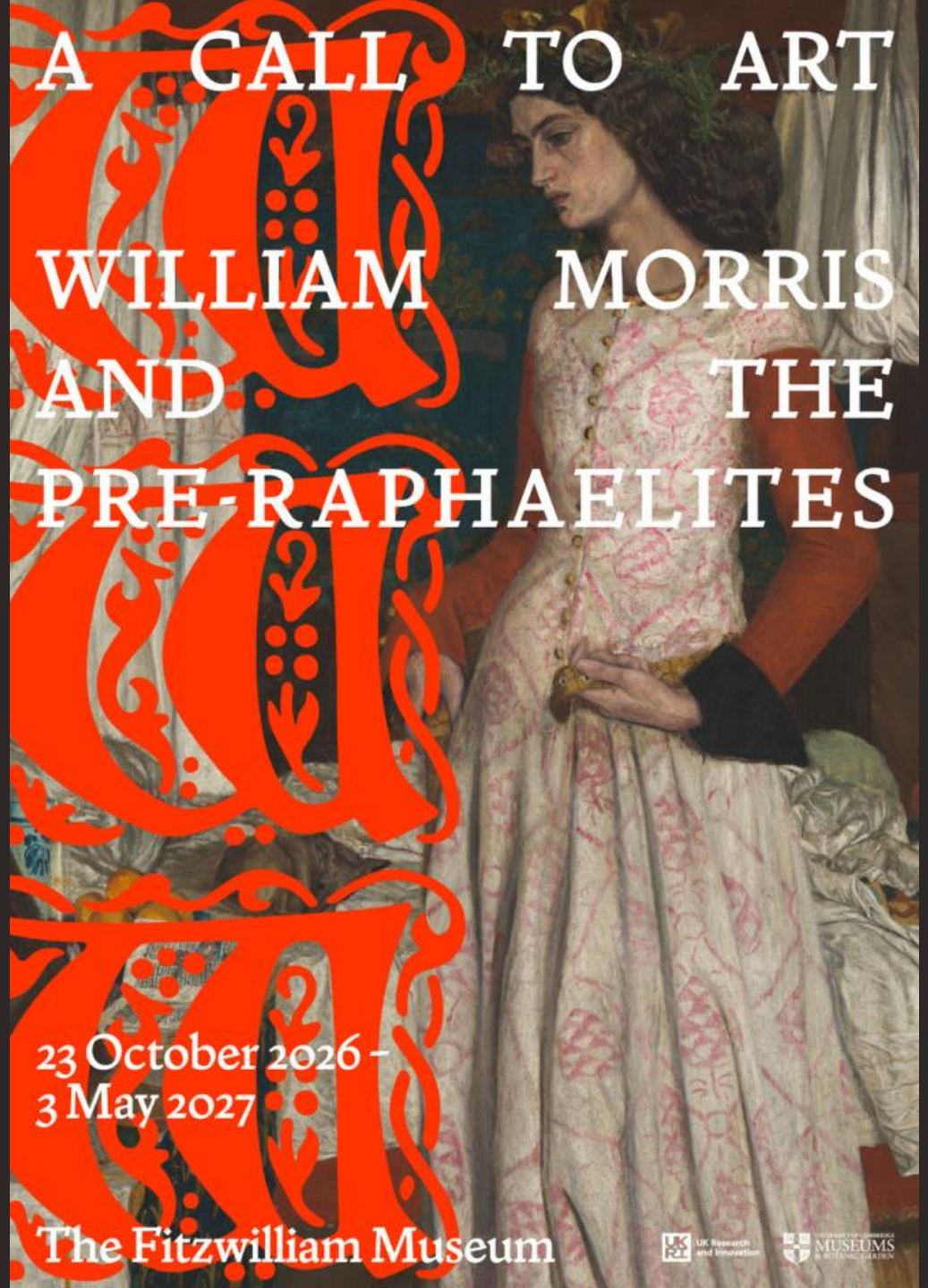
Attendance

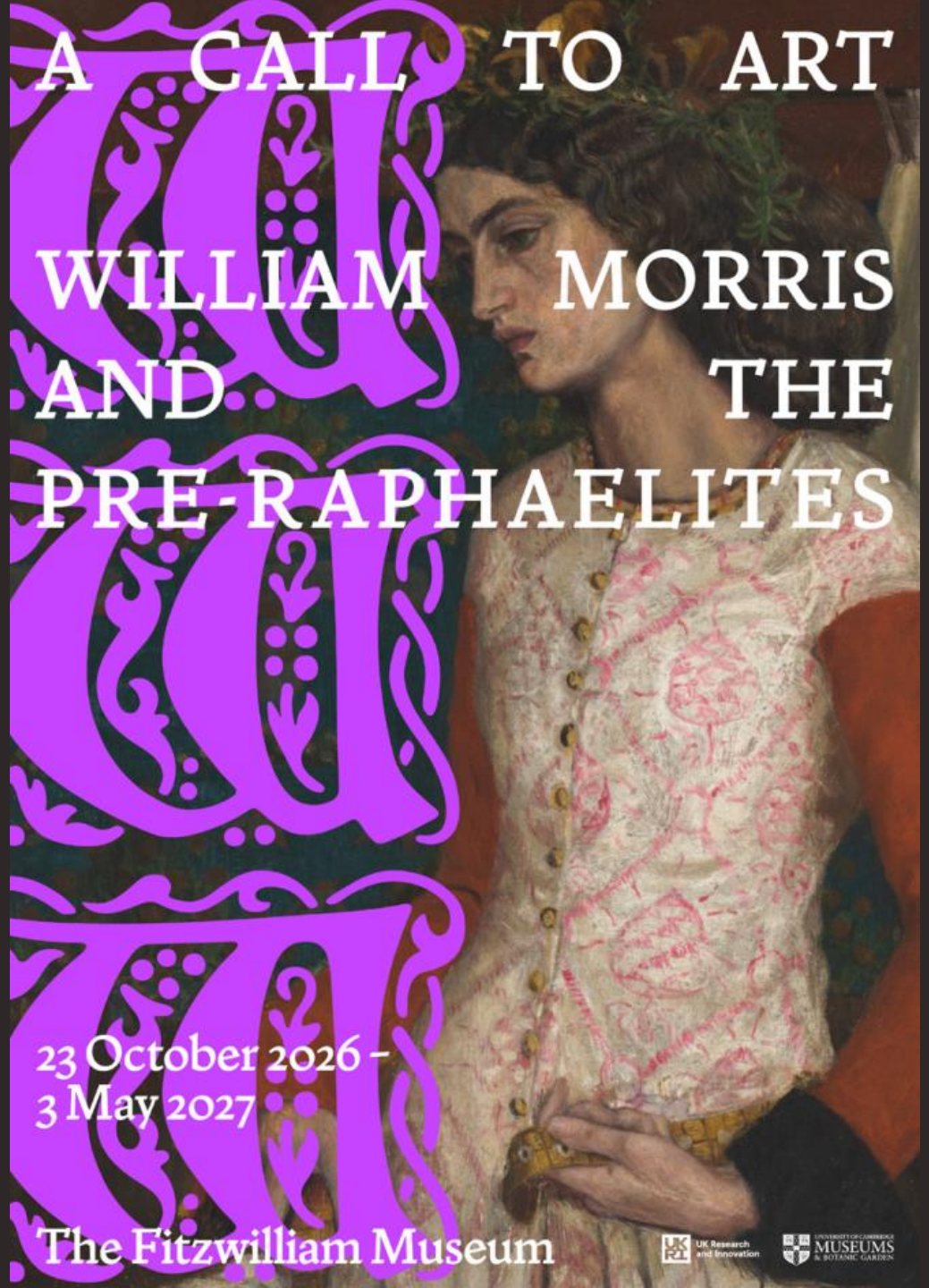
Low price sensitivity

Spontaneous conversion

Very well received

Pay What You Can Sundays


A CALL TO ART
WILLIAM MORRIS
AND THE
PRE-RAPHAELITES
23 October 2026 –
3 May 2027
The Fitzwilliam Museum
UK Research and Innovation
MUSEUMS & BOTANIC GARDEN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Changes for second exhibition

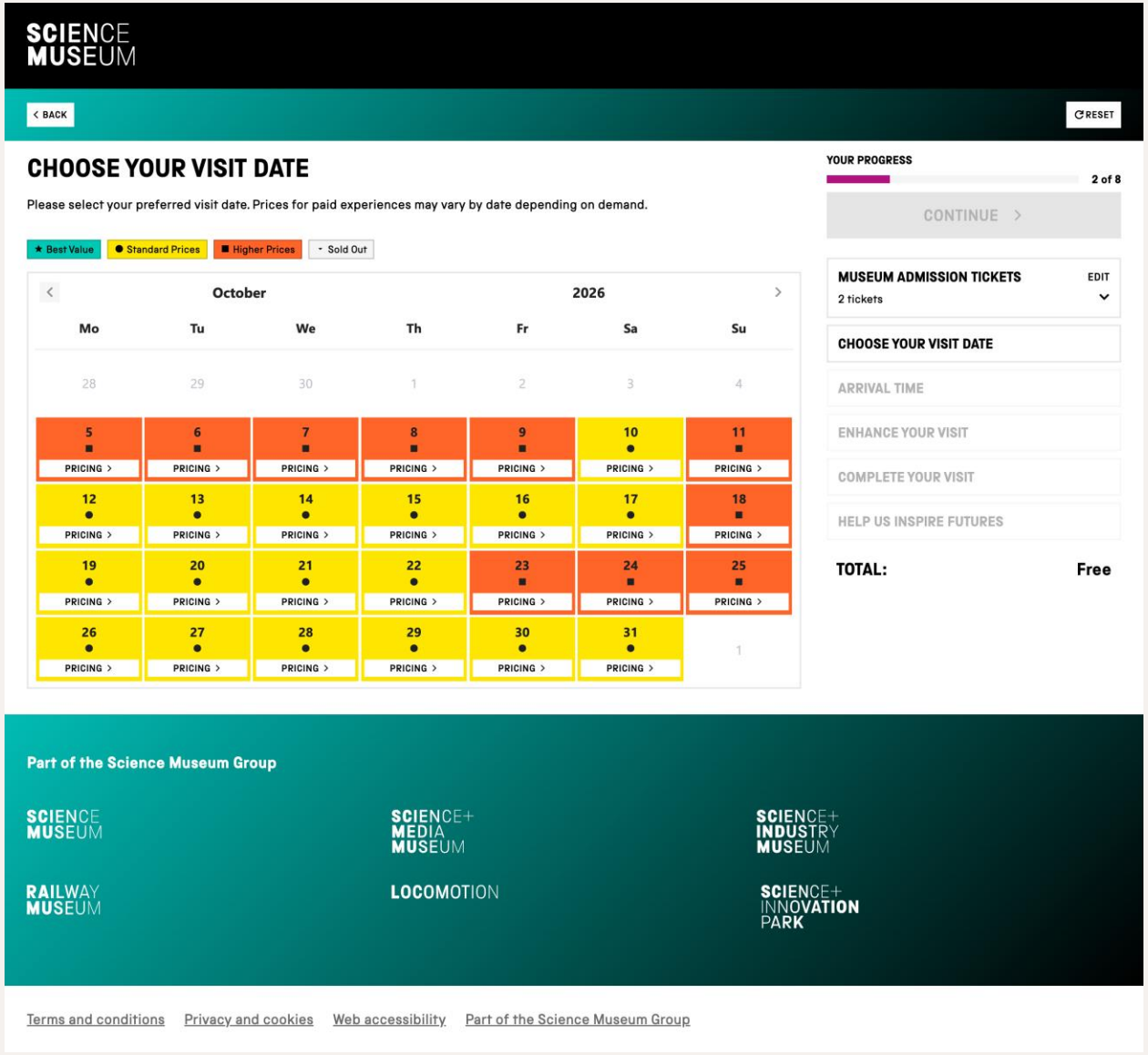
No change

- Static pricing
- Concessions
- Conversion rates and ticket type distribution

Change

Standard price	Above inflation increase
Pay What You Can Sundays	First Sunday and pilot programming
No offers	Trialling offers for excess supply

Steady growth of Dynamic Pricing

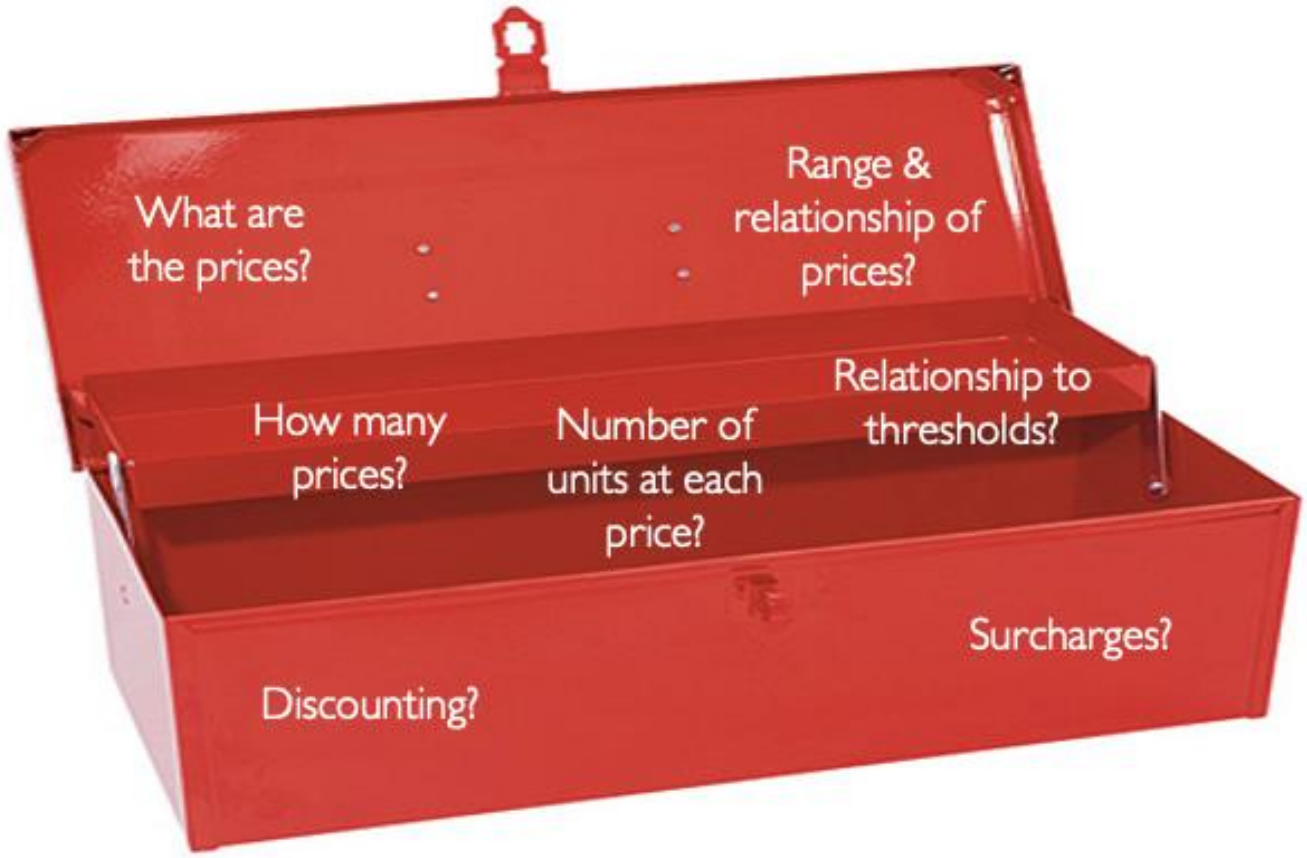


"Typical" year 1 uplift:

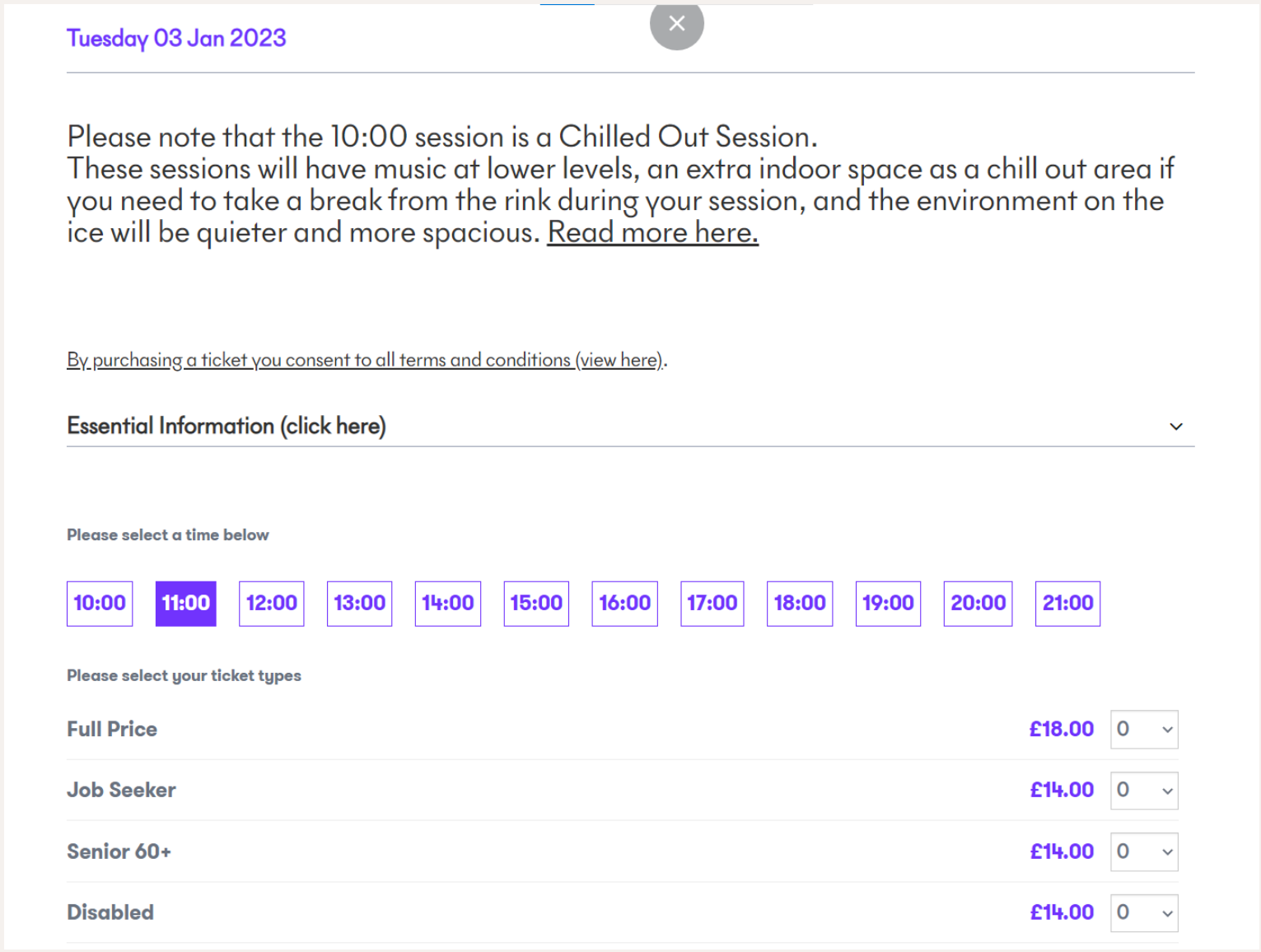
- Digonex: 5% - 20%
- wmt: 15%
- Gateway: 8-20%
- Smeetz: 25%
- Peek Pro: 30%

Floors, ceilings, range, and relationship

The Baker Richards Pricing Toolbox: Price Metrics for Admissions



Price presentation particularly important



Tuesday 03 Jan 2023

Please note that the 10:00 session is a Chilled Out Session.
These sessions will have music at lower levels, an extra indoor space as a chill out area if you need to take a break from the rink during your session, and the environment on the ice will be quieter and more spacious. Read more here.

By purchasing a ticket you consent to all terms and conditions (view here).

Essential Information (click here)

Please select a time below

10:00 | 11:00 | 12:00 | 13:00 | 14:00 | 15:00 | 16:00 | 17:00 | 18:00 | 19:00 | 20:00 | 21:00

Please select your ticket types

Full Price	£18.00	0
Job Seeker	£14.00	0
Senior 60+	£14.00	0
Disabled	£14.00	0

Price presentation particularly important

Skate

Tuesday 27 Dec 2022

By purchasing a ticket you consent to all terms and conditions (view here).

Essential Information (click here)

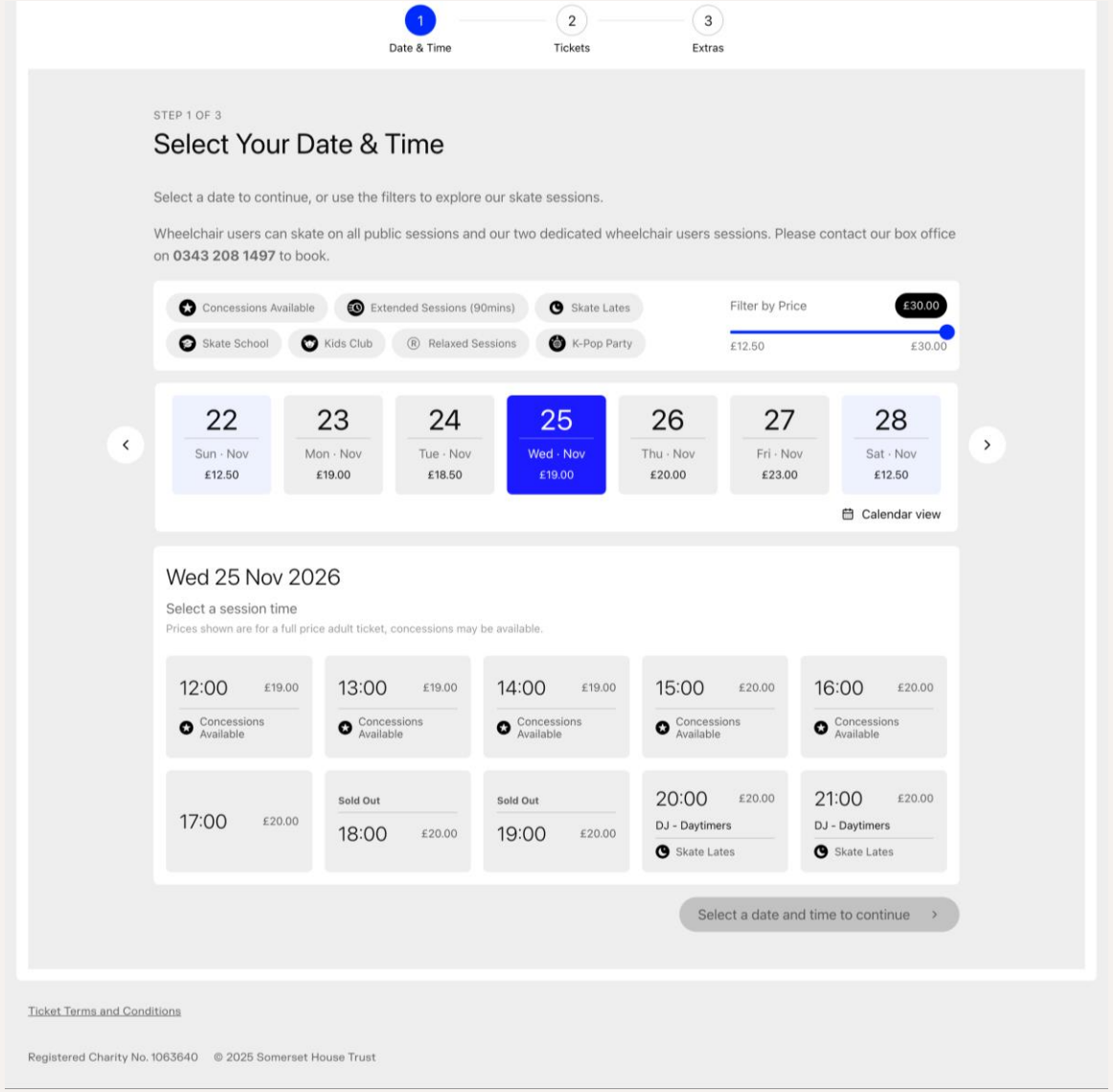
Please select a time below

09:00 22:00

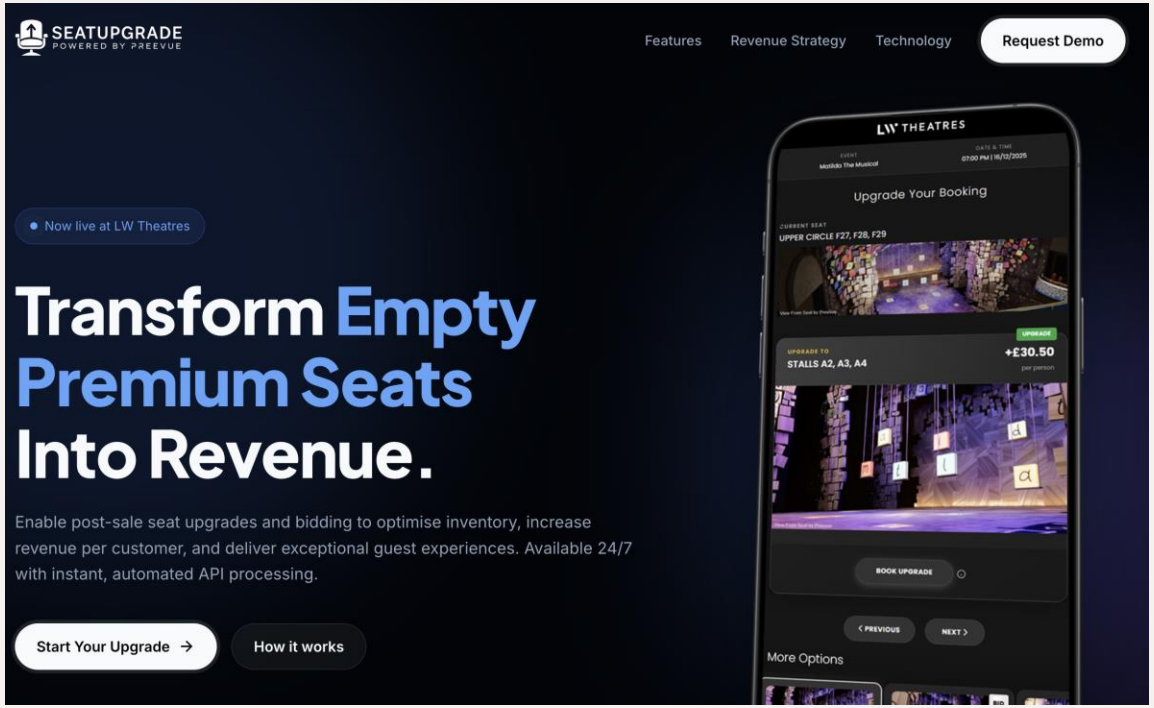
Please select your ticket types

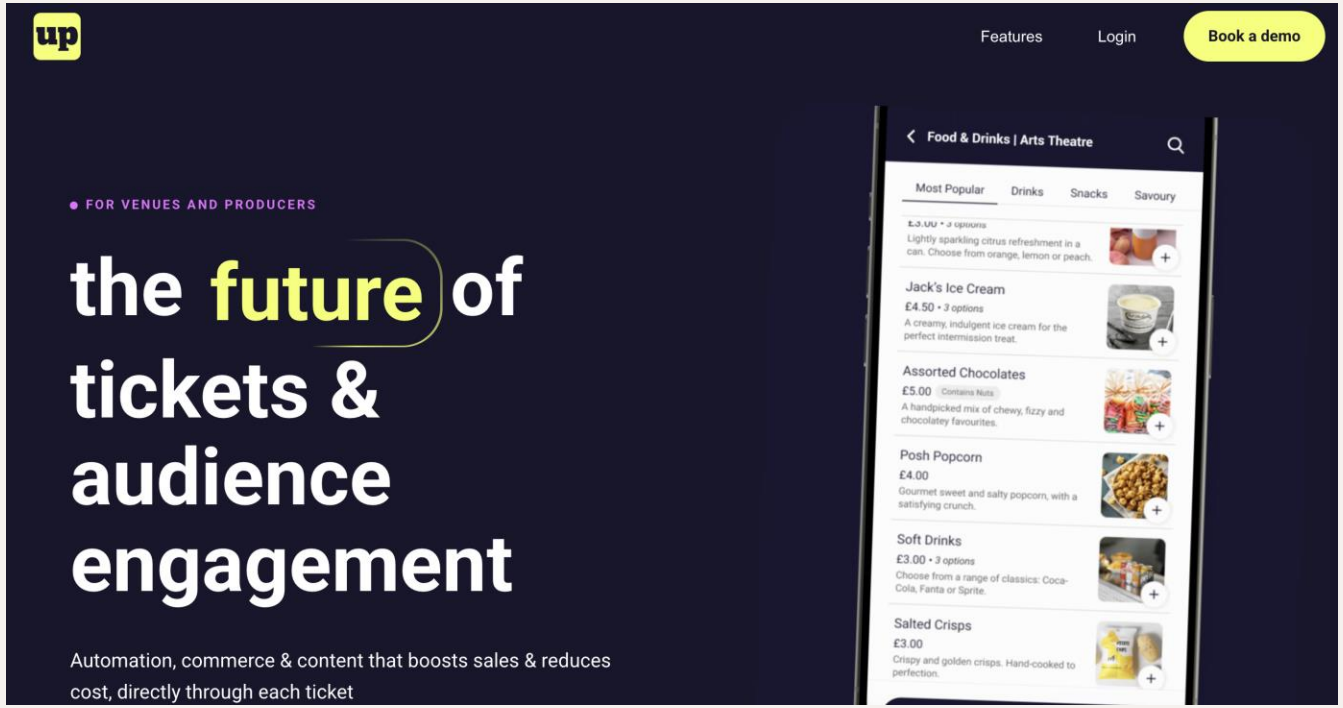
Full Price	£22.00	0
Disabled	£22.00	0
Child (12 and Under)	£11.00	0
Disabled Companion	£0.00	0

Price presentation particularly important



Upgrade bidding is coming to the arts





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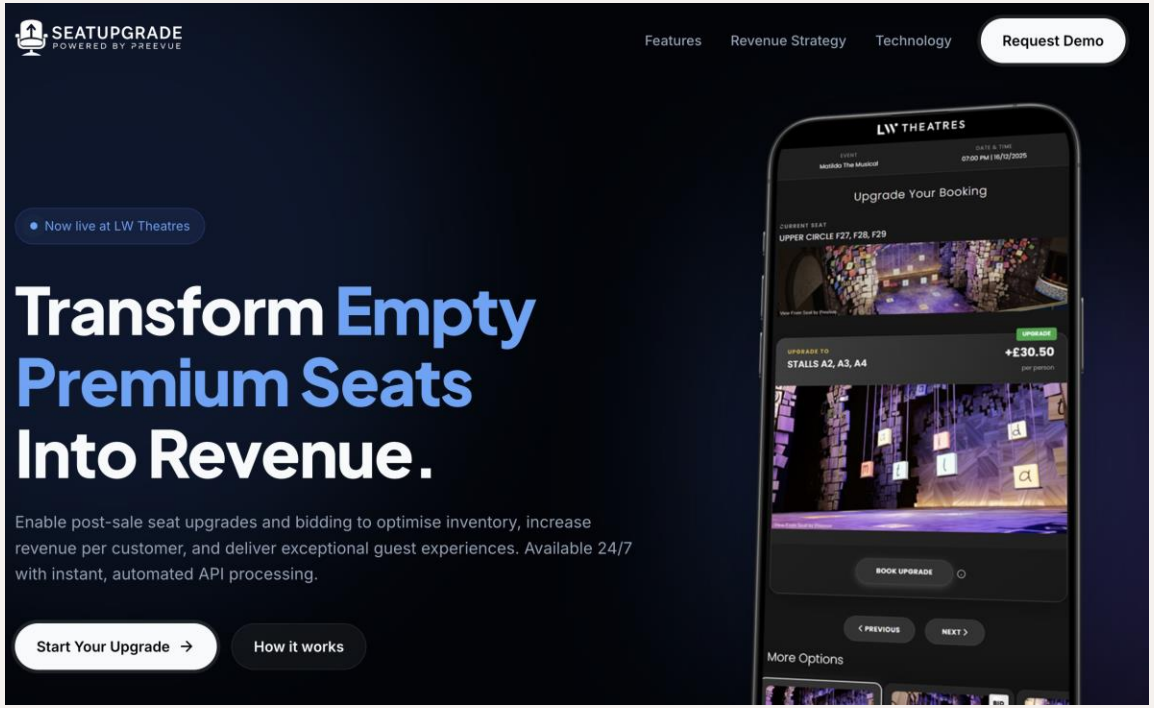
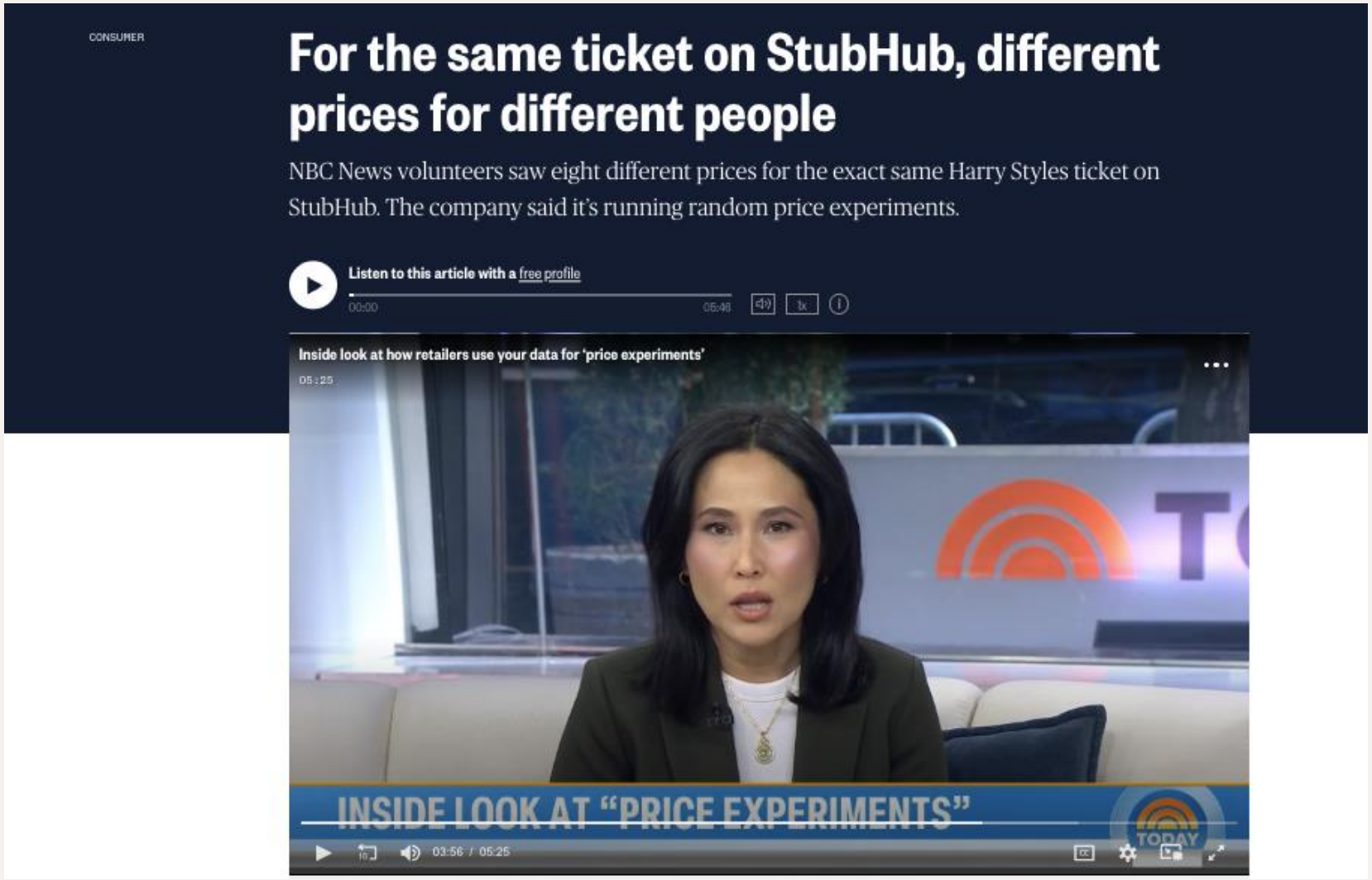


At LW Theatres:

- £27.52 average upgrade per person
- 1 in 4 clicks through on the email offer
- 1 in 8 purchases an upgrade
- 15-29% average order uplift

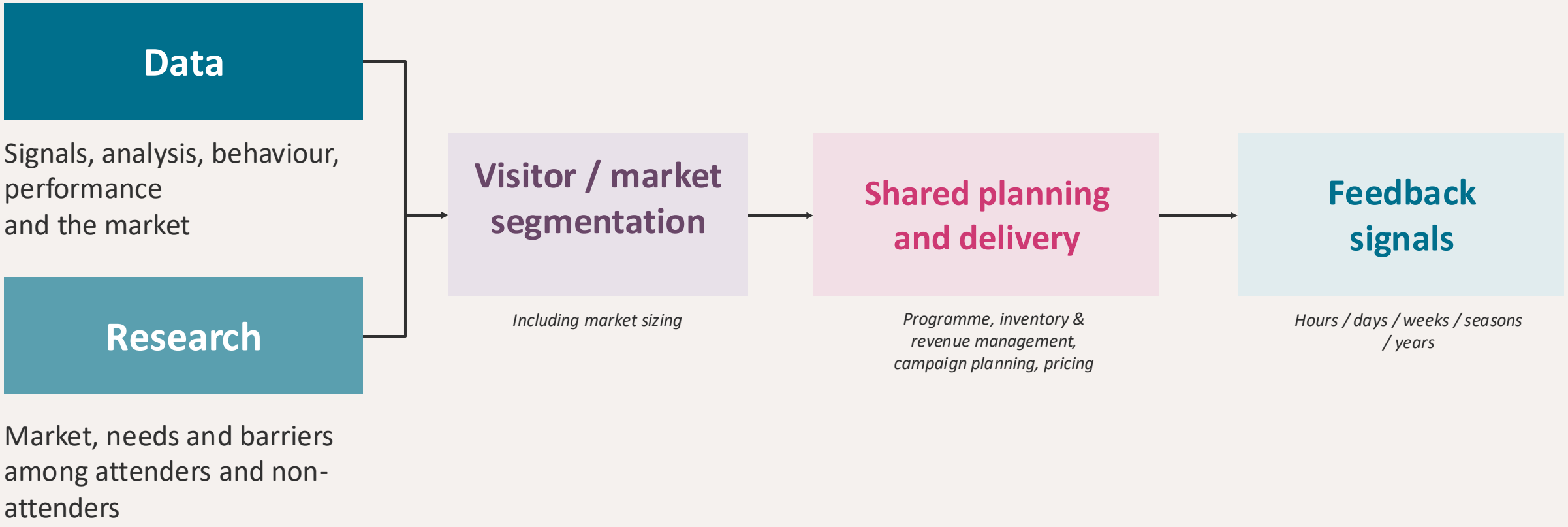
Experiment-based pricing / surveillance pricing



NBC News gathered nine volunteers to check the same StubHub ticket at the same time for Styles' Oct. 30 concert. They saw eight different prices. The ticket's base price, set by the seller, was the same for everybody. (Artists don't set resale prices.)

The big differences came from the fees StubHub added. One person was charged $72 in fees, while another was charged nearly twice as much, $134.

Audience and Visitor Alignment



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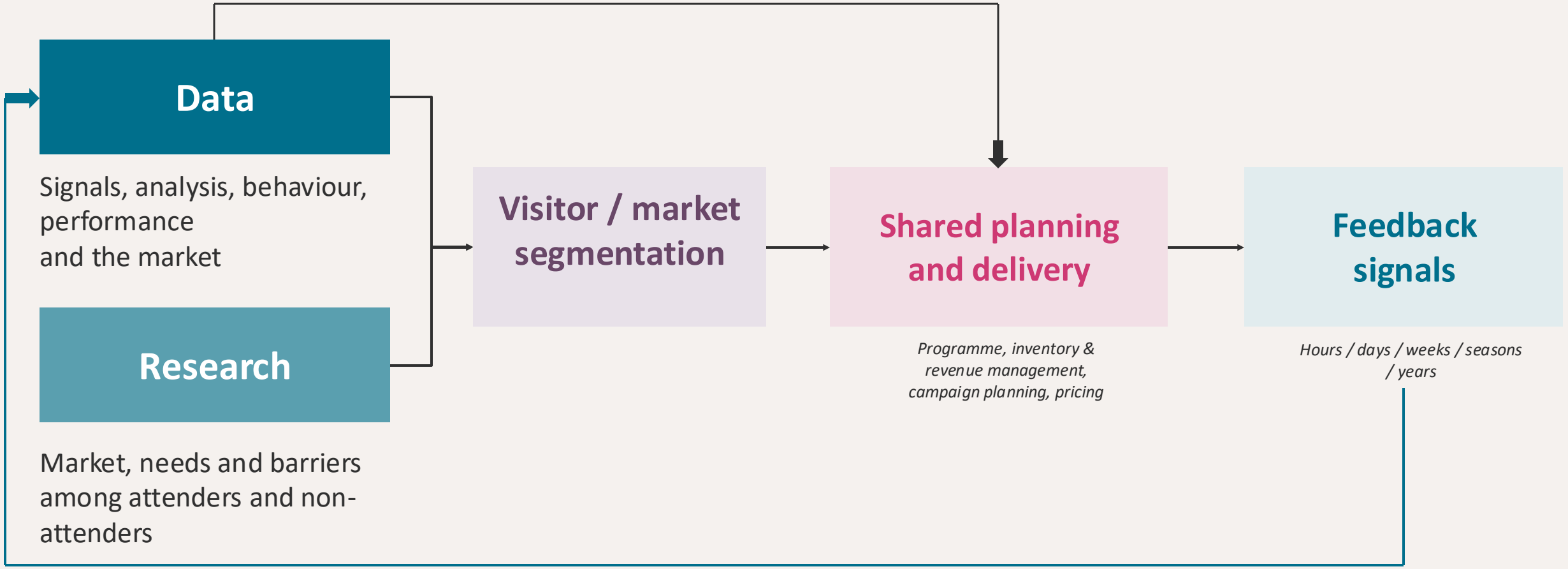
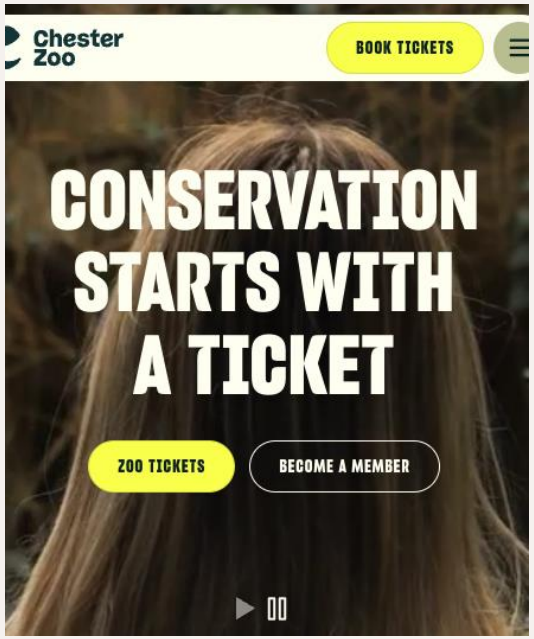


Choose the route that's right for each part of your attraction

Static

Warner Bros.
Studio Tour



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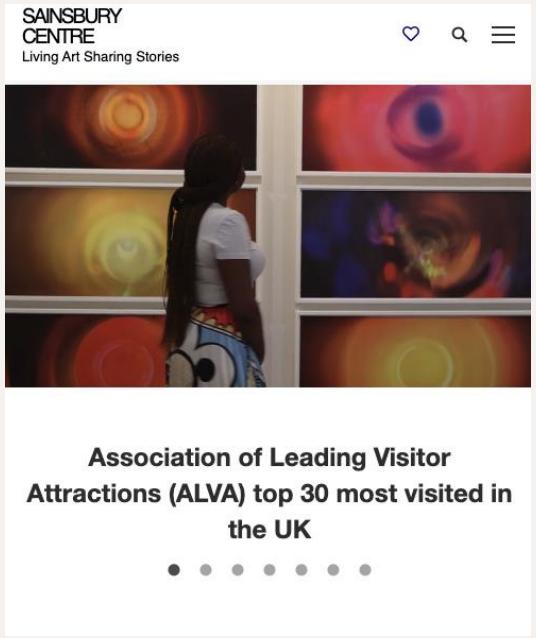
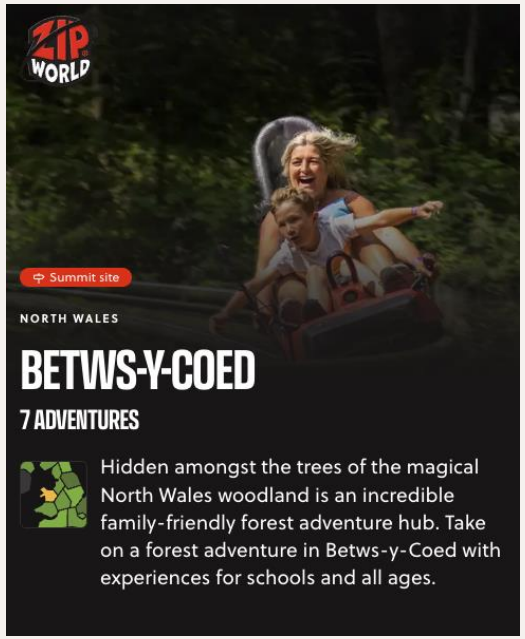


Participative

Sainsbury Centre
"Pay What and If You Can"



Dynamic

Zip World
38 experiences across 8 sites

Thank you

Robin Cantrill-Fenwick

Chief Executive
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Rhodri Davies

Head of Marketing, Brand and Audiences
Amgueddfa Cymru

James Tortise-Crawford

Head of Strategic Projects
Fitzwilliam Museum, Cambridge

Slides after here are from Ticketing Professionals Conference 2026 – please help yourself