

1. Competitive audit goal(s)

Comparing museum ticket ordering experiences on each competitor's app.

2. Who are your key competitors? (Description)

Our key competitors are large and popular museums, such as the Rijksmuseum and the Museum of Modern Art. These have rare artworks and well-constructed ticket purchasing systems. Viator, a large ticket purchasing app, has a worldwide selection of museum tickets. Google Arts & Culture offers an educational online museum experience for free.

3. What are the type and quality of competitors' products? (Description)

The Rijksmuseum app offers clear and organized ticket sales, information about the art works available in the museum, audio tours, as well as events for kids, including a treasure hunt. There is also a 3D interactive map to help visitors find their way through the halls. The audio tours, however, would be difficult to access without precise knowledge of the gallery labeling system.

The Museum of Modern Art (MOMA) has a very straightforward and simple website that has streamlined ticket sales. MOMA's tickets are very affordable. The museum offers a membership plan that is extremely attractive for locals. MOMA's app is through Bloomberg Connection, which can be confusing, but it is a lush, accessible, and elegant tour of every piece in MOMA with intelligent explanations.

Google Arts & Culture does not have ticket sales, but the app offers almost everything a museum can offer, with an unlimited catalogue from hundreds of museums, educational material, games, images, widgets, even a custom gallery, and for free. For those who cannot afford to travel the world to visit museums, this is the next best thing. It is highly accessible, easy to navigate, and personable. Its great limitation is the inability to present artworks in person.

Viator is a third person ticket selling app for museums and thousands of other attractions. Tickets can be combined with specialized tours with academic tour guides or other unique experiences. These are quite expensive, though highly educational.

4. How do competitors position themselves in the market? (Description)



The Rijksmuseum positions itself as one of the most important museums in the world, offering works primarily by Dutch masters; their catalogue is limited. They reach out to visitors all over the world, their app and website having 10 languages available. They aim to appeal to a middle to upper middle class audience composed of families, students, educators, and art-lovers of all age brackets.

The Museum of Modern art is one of the museum giants in the US. Its catalogue includes and is limited to the masters of modern art. They have a dedication to outreach, with reasonably priced tickets and multiple forms of discounts available. Their demographic is the widest possible for a physical museum: lower to upper middle class, and of all ages.

Google Arts & Culture positions itself outside of the marketplace through its free access. Its core audience is everyone: all ages, countries, and economic standings. The games and activities available particularly appeal to children and the 18-45 age range. The app is particularly attractive to anyone who cannot afford to travel and yet want to enlarge their understanding of art.

Viator is a vast, vacation-events ticket seller. It has thousands of tours, tickets, and experiences available in every major tourist destination all over the world. It focuses on customers who aren't accustomed or experienced in traveling abroad, or traveling in general. Viator offers packages of tickets, tour guides, and experiences. They are selling culture. The customer base would be 18-45 year olds, middle to upper middle class, primarily college students and families.

5. How do competitors talk about themselves? (Description)

The Rijksmuseum is the national museum of the Netherlands. Their mission is to help connect people with art and history. Money isn't one of their primary goals, but they see themselves as an important artistic institution in the country, as well as a safe-haven for art works. They do preservation, make acquisitions, and exhibit art from other countries in an effort to enlarge culture.

The Museum of Modern Art aspires to connect people with art: "We aspire to be a catalyst for experimentation, learning, and creativity, a gathering place for all, and a home for artists and their ideas." They value education and art above pursuing profit.

Google Arts & Culture is a non-commercial institution designed to "preserve and bring the world's art and culture online so it's accessible to anyone, anywhere." They position themselves as a vast repository designed to digitally store all of the world's art. It is a global organization that functions on a global stage.



Viator sees itself as the “leading marketplace for travel experiences”. They sell the tools needed to make memories. They make traveling easy, especially abroad. They are guides for travellers intimidated by the daunting experience of visiting a foreign country.

6. Competitors' strengths (List)

Rijksmuseum's strengths include:

- Offers website translations in 10 languages
- Easy ticket purchasing, with options to add tours or events
- Possess some of the best art in the world
- Highly knowledgeable staff
- High artistic and historical credibility

MOMA's strengths include:

- Visual design is black and white/sans serif simplicity
- The language is comfortable, personal, conversational
- One of the best collections of modern art in the world
- Highly knowledgeable staff

Google Arts & Culture's strengths include:

- Over 200,000 art works from over 2,000 institutions from 80 countries
- Virtual Gallery Tour feature allows users to “walk” through museum galleries
- More than 3,000 exhibitions
- VR, AR, and AI activities for users
- Users can create their own gallery
- High resolution images that are downloadable

Viator's strengths include:

- Experiences that would be difficult to find on one's own
- Privileged experiences: such as close-up visits of the Mona Lisa
- Easy to use booking system
- Free 24 hour cancellation
- Earn points for discounts



7. Competitors' weaknesses (List)

Rijksmuseum's weaknesses include:

- Website/app design is oversaturated with art images, creating a sensory overload
- Navigation can be confusing as the menu options are smaller and difficult to find
- Tickets are tightly scheduled by the hour

Museum of Modern Art's weaknesses include:

- The website design doesn't fit a "modern art" museum
- Few specifically modern art educational resources which explain why modern art is so different than "realistic" art

Google Arts & Culture's weaknesses include:

- It has a vast collection, but the number of artworks from each artist varies
- The descriptions of the art are either non-existent or insightful
- The language varies between highly conversational to academic

Viator's weaknesses include:

- A complete absence of in-depth information about the countries, events, places, and artworks
- The plain black and white design may be the most easily navigable, but it lacks energy, something needed to inspire travel
- Extremely expensive

8. Gaps (List)

Some gaps we identified include:

- Rijksmuseum and the Museum of Modern Art do not have anything interactive in their apps or websites.
- Viator lacks substance
- Google Arts & Culture is not yet all-inclusive
- For neurodivergent users/visitors, all apps and websites can be easily overwhelming with the large amount of information available on every screen

9. Opportunities (List)



Some opportunities we identified include:

- Have interactive AI for users to ask questions, as if asking an art professor
- Have a ticket sales platform that has smaller steps with less options on each

