



Network of European  
Museum Organisations

# Follow-up survey on the impact of the COVID-19 pandemic on museums in Europe

## Final Report

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# Follow-up Survey on the impact of the COVID-19 pandemic on museums in Europe - Final Report

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## Introduction

During the past ten months of the COVID-19 pandemic, museums across the globe have been impacted heavily at every level of their operations and structures. While many museums opened their doors again, applying strict and safe hygiene protocols to keep both visitors and staff safe during the summer months, at present, museums in various parts in Europe are closed to the public again as a result of firmer restrictions

COVID-19 has acted as magnifying glass on the role, structure and functioning of museums. It has increased the existing gaps and differences in the museum world, has demonstrated that lacking skills and knowledge, lacking flexibility and agile structures as well as diverse sources of income can lead to museums having to decrease or abolish their main activities and tasks in service of society, or even facing the threat of permanent closure. On the other hand, we have seen examples of museums thriving digitally, reacting creatively and effectively to the situation, becoming part of the community's effort to mitigate the effects of the coronavirus situation, and offering alternative forms of learning and inspiration digitally. In the time to come there is a need to investigate the reasons for the gap between these reactionary experiences to help museums at large thrive and fully tap their potential on behalf of society.

Until the pandemic is completely under control, museums are facing a substantial income loss, both while closed or open with security measures. Visitor levels have dropped considerably and do not only force questioning of museums' business models and measures of success, but also ask for new approaches and ideas to connect to their audiences and provide access to their collections in a meaningful way.

This survey was answered by 600 museums from 48 countries between 30 October and 29 November 2020, the majority coming from Europe. It follows NEMO's initial survey, report and recommendations about the impact of the COVID-19 pandemic on museums from May 2020<sup>1</sup> during the first lockdown and sought to investigate the different themes that emerged in the first survey and which have been discussed in the museum community. The themes are:

1. Consequences of income (and other) losses
2. The increased importance of digital museum offers
3. Adapted operations and preparedness during and for crises

This report seeks to inform the community and stakeholders where the sector stands, and looks specifically at those issues, in order to develop arguments to keep museums open during the pandemic, to support them financially so that they may continue their operation and allow pace to adjust and invest in their digital offers. The findings of the survey are translated into recommendations that NEMO addresses to stakeholders at all levels.

NEMO would like to thank all contributing museums for helping to capture the impact of the crisis on the sector, as well as partners and colleague networks for promoting the survey through their individual channels.

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<sup>1</sup> [https://www.ne-mo.org/fileadmin/Dateien/public/NEMO\\_documents/NEMO\\_COVID19\\_Report\\_12.05.2020.pdf](https://www.ne-mo.org/fileadmin/Dateien/public/NEMO_documents/NEMO_COVID19_Report_12.05.2020.pdf)

## Report Findings

### Museums are Closed

- Many museums responding to the survey have reported that they are closed for a second time due to the COVID-19 pandemic. **Over 70% of the museums reported they were closed during the period of the survey without definite re-opening date.**
- The second mandated closure was decided without consultation and despite existing and well-functioning hygiene protocols that museums developed and implemented in their facilities and while no case of COVID-19 transmission to visitors was recorded in museums in Europe.

### Visitor Drop During the Crisis

- Even during the summer months of 2020, **when museums were open again to the public, 5 out of 10 museums reported a drop between 25-75% of visitors**, while 2 in 10 museums even reported a visitor drop of more than 75%.
- The **drop in visitors resulted mainly from the drop in global tourism (73%)**, the discontinuation of school programmes (64%) and outreach and community programmes in general (50%), and increased safety protocols only allowing a fraction of visitors in the museum at the same time (53%), while a minority of museums (3%) said that they were not equipped to open due to lacking safety and hygiene features.
- Museums calculate a long time **until visitor numbers will be back at pre-COVID-19 level, reaching from Spring 2021 to Summer 2022**. A majority of responding museums (45%) estimate that visitor numbers will return to pre-COVID-19 levels in the months between March and September 2021.

## I. Income Losses and Consequences

### Income Loss

- **75% of the museums report an income loss between up to 1.000 to 30.000 Euro per week** even in the time they were open to the public, predominantly during the summer months.
- **6 in 10 museums responded that the income loss mainly stems from (a reduction of sold) tickets**, 1 in 10 museums mentioned the discontinuation of special programmes for visitors.
- As a **consequence of the persisting income losses**, the most common change undertaken or planned is to **discontinue programmes and projects (55%), followed by reducing the visitor capacity (49%) and reallocating staff tasks (42%)**.

## Financial Support

- **66% of the responding museums reported that they had received emergency government support** from national, regional or local level during the pandemic, while 45% claimed that they did not receive government support.
- Museums received financial support mostly for new investments in digital infrastructure and/or digital programmes (21%), for safety and sanitary features (15%), and were supported through partial replacement of the museums' income fall-out (18%) and support for fixed costs (14%).
- When asking for alternative sources of funding, not connected to state funding, **50% of museums answered that they had not considered looking into alternative funding sources**, and another part of museums said they had tried but not yet managed. This does not reflect an absence of need for additional sources of income, as displayed throughout this report, museums have seen dramatic losses of income. **Rather, this reflects the unmet capacity and resources in the museums necessary to seek out new, innovative funding schemes and opportunities.**
- After a more thorough evaluation of which museums were looking into alternative funding, it was established that larger museums (50%) have been more engaged in seeking alternative sources of funding than smaller museums (39%). This finding supports the suggestion that smaller museums many times are lacking the capacity (in skills, human resources, budget) to initiate fundraising activities.
- **Almost 7 in 10 museums expect budget cuts in the coming years.** Cutting budgets on an already tight budget with lesser income will put museums even more at the risk of not being able to fulfil their core tasks and tap the potential that they hold for society in the future.

## II. Development of Digital Services

### New and Increased Digital Services

- How have museums changed their online offers since the onset of the pandemic? **Of the responding museums, 93% have increased or started online services during the pandemic.** More than 75% of the museums said they had either increased their existing social media activities or started new social media activities, and 53% of the museum increased or started creating video content.
- **More than a third of the responding museums reported that they had added budget and/or resources to increase their online presence or communication in the pandemic.**
- While only 7% of the responding museums reported that they had hired new staff to manage the increased online activity of the museums, **over 40% of the museums claimed that they had changed staff tasks of existing staff to managing online activities of their museum.**
- It is interesting to see that the **majority of larger museums (81%) increased their digital capacities as a result of the COVID-19 pandemic, while only 47% of smaller museums indicated that they did.**

## Support for Museums' Digital Development

- **Over 8 in 10 museums suggested that they require additional support with digital tools and transition.** Of those museums, over 40% of the museums responded requiring assistance with building a digital strategy, followed by the need for new digital infrastructure (23.2%) and training of staff (18.7%).
- After a more thorough analysis of which museums require additional support for digital tools and transition, the following observations were made:
- **By Location: The expressed need for support for digital transition in urban areas is double (45%) compared to the need of museums situated in rural (20%) and capital (18%) areas.**

**By Size: Large museums with more than 100 employees show a low (9%) need of support for digital transition, while small and medium sized museums express a greater need (37% respectively 39%).** With 100+ employees it is more likely that the museum already has someone in charge of digital or even a whole department dedicated to digital offers and activities. In comparison, a small staff may struggle to manage standard museum tasks alongside a committed digital transition.

## Online Visits and Offers

- **Almost 50% of the museums responded that online visits have either remained at the same level since reopening their museums, or seen an increase overall.**
- **However, almost 40% of the museums responded that they either did not track or did not know about the development of their online visitor numbers,** which points to a lack of digital measurement frameworks and methods.
- The most popular digital offers for the online audiences since the onset of the COVID-19 pandemic were **social media activities, which almost 60% of the responding museums reported as more popular than before, followed by video content (42%) and virtual tours (28%).**

## III. Adapted Operations and Crisis Preparedness

### Strategies and Skills During the Crisis

- **Over 9 in 10 museums feel that both visitors and staff are safe in the museum, with sufficient hygiene/safety protocols in place.**
- Concerning **skills necessary to accommodate operations in the pandemic, almost 50% of the respondents claim they are lacking skills in digital literacy,** and more than 25% of the museums say they lack marketing and fundraising skills.
- **In recent conversations held internally or with stakeholders, 78% of museums are focused on increasing digital services and strategies,** while 75% of respondents stated that they are in discussion about adapting projects and programmes.

- **Almost 4 in 10 museums are re-viewing their measures of success as a consequence of the Coronavirus situation.** When asked about the **themes discussed, digital services and impact were most mentioned.**
- **A majority of museums consider that the biggest challenge in the coming two years will be bringing back visitors to their premises.** Museums also consider gaining financial stability and keeping up with the new online demands and services as some of their main concerns.

## Recommendations

### I. Financial Support for Museums During the Pandemic

- **Over 90% of the museums responding to the survey reported a drop in visitors of 10% to over 75% even after their reopening.** This has resulted in a substantial loss of income across museums, with a **harsh** impact on large museums and museums in touristic regions in the long term.
- While the museums expect visitors and this income to return to pre-COVID19 level between spring 2021 and summer 2022, **NEMO asks stakeholders at all levels to continue to support museums during this time to guarantee salaries of staff members, to ensure the maintenance of quality core activities through projects and continuous investment in the ongoing adaptation and development of museums by providing the resources** required by a new post-pandemic environment.
- **The support and investment provided during the pandemic should not result in budget cuts in the years to follow.** Museums across Europe are operating on tight budgets and have suffered substantial budget cuts in the past years. Additional cuts to their budgets in the future will put them in a situation in which they will be challenged to fulfil their core tasks for society.
- **A large share of museums do not have the capacity or resources necessary to seek out new, innovative funding schemes and opportunities. NEMO recommends investing in and developing museums' skills and knowledge to access and open new sources of funding** outside state support through dedicated programmes and initiatives.

### II. Development and Support of Digital Services

- Many museums have reported that they received support during the pandemic to develop their digital tools and infrastructure, which is an important step to support museums to stay relevant in the future and to encourage innovation.
- **The continued support is especially important when considering the persistent future importance of digital museum offers,** as this was claimed by 40% of the museums as the most successful strategy during the pandemic and as the most-discussed topic both internally and with stakeholders in the context of new measures of success.
- **Continued investment and support remain important with regard to the general and sometimes basic development of digital skills and infrastructure of museums.**

- **Small and mid-sized museums need specific attention and support in their digital transformation**, as findings indicate that they are challenged most with a lack of resources, knowledge and skills, to take steps towards a comprehensive digital transition.
- **Comprehensive digital transition should include addressing the development of sound metrics, frameworks and methods to track digital activities and success**, which a large part of the museums claims to struggle with or do not apply within a comprehensive strategy or framework. Improving museums' digital offers will require a comprehensive evaluation strategy.

### III. Adapted Operations During the Crisis and Crises-preparedness

- **Keep museums open to the public during the crisis:** Society needs to collaborate to slow down the pandemic. However, in a persisting situation, where the risk of individual loneliness is increasing substantially, and where public spaces for dialogue and inspiration are reduced to a bare minimum, **NEMO recommends to open up and make use of museums' potential to serve as places where well-being is increased and mental health supported as well as public interaction is encouraged in a safe way and all forms of learning is stimulated.**
- **Museums are well-equipped to allow for a COVID-19-safe experience for both visitors and employees** with well-developed safety and hygiene protocols, including time-slot entry systems and large spaces that allow for social distancing at all times.
- The importance of visitors as the centre and base of museums' work is also reflected in the feedback that museums are giving with regard to their **biggest challenge in the coming 2 years: To bring back visitors to their premises**, and to fulfil their inherent tasks as institutions in service of society.



# Survey Results

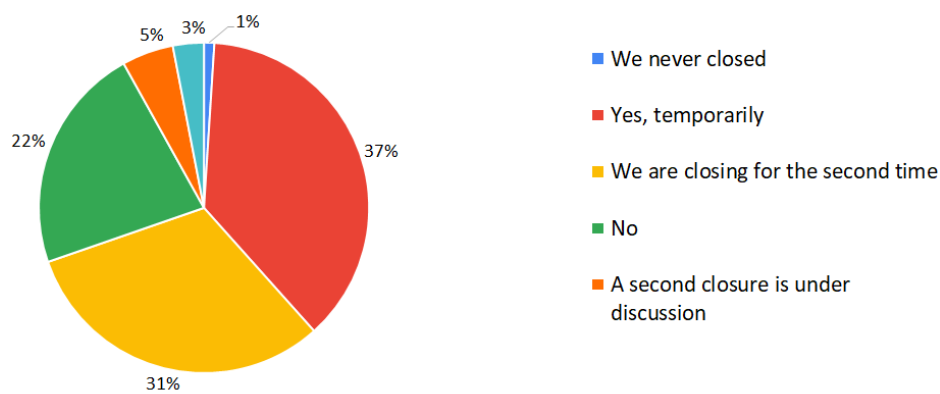
## 1. Status Quo of Museums and their Visitors

### The majority of museums closed again

During the time that the survey was open, 73% of the responding museums were either already temporarily closed or preparing for a second closure. 3% of the respondents indicate that their museum had to close permanently.

Is your museum closed due to the coronavirus?

601 responses

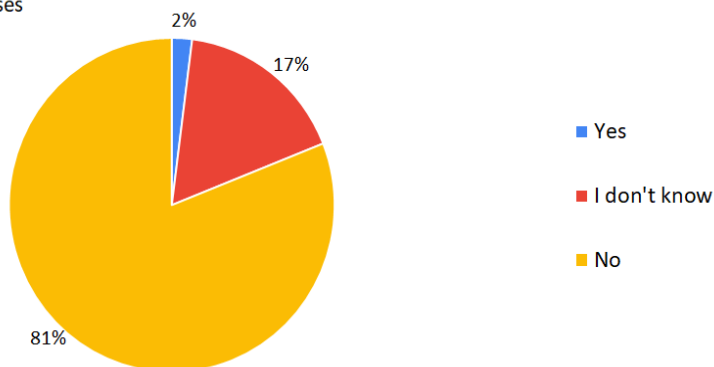


### Museums are confident about their survival

Most museums (81%) do not think that the second closure would result in a permanent closure. Only 2% fear that they will have to close permanently as a result of the second mandated closure.

Could this second mandated closure result in the permanent closure of your museum?

220 responses

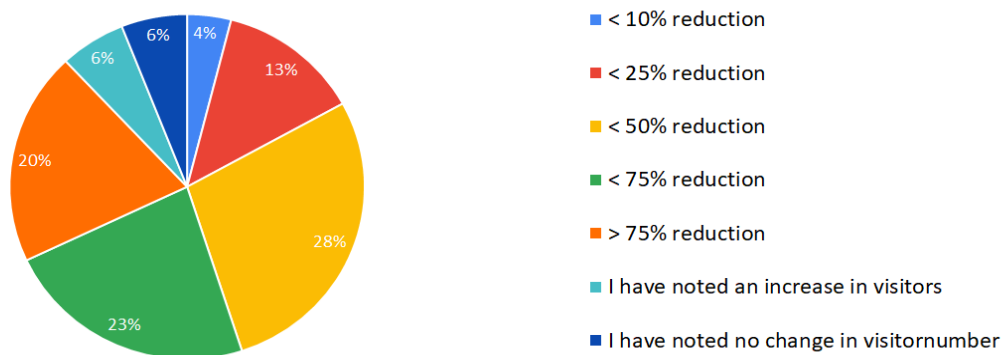


### Attendance when re-opened to the public

88% of the museums noted a drop in visitors, even during the period being open to the public. 43% of the museums experienced their visitor numbers dropping by half or more since they reopened after the first mandated closure.

### Drop in visitors since reopening the museum after the first public closure

601 responses

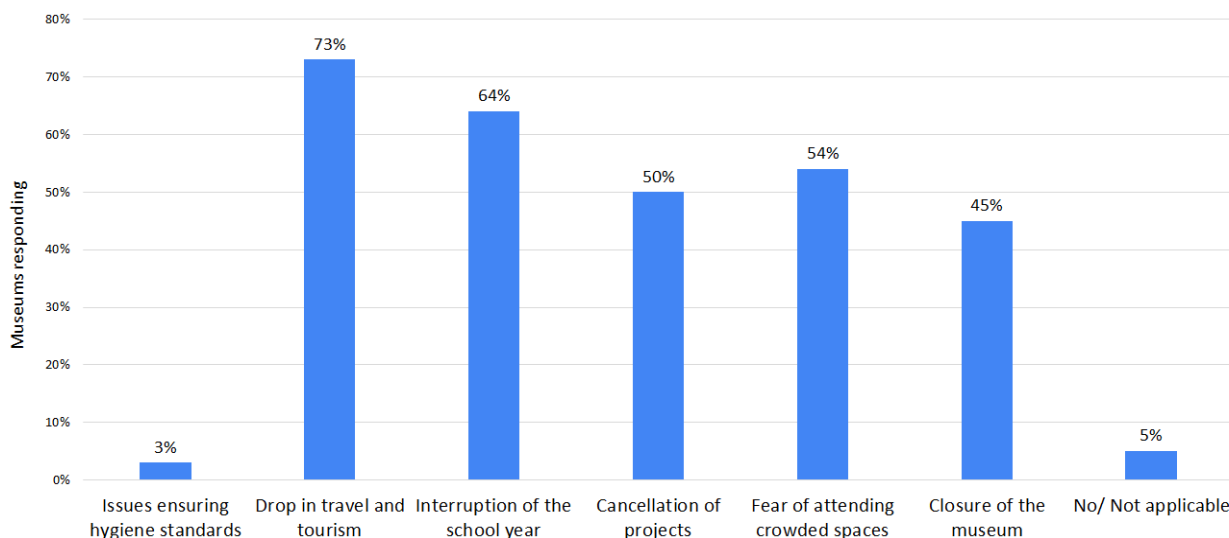


### Causes for low visitor numbers despite re-opening

Drop in travel (73%), interruption of the school year, subsequent loss of cooperation with educational institutions (64%), and the general public’s fear of potentially crowded places (54%) are identified as the main reasons for the decrease in visitors.

### If a loss of visitors has been witnessed, are there any clear causes?

578 responses



### Bringing visitor numbers back to normal

Museums were asked when they estimated visitor numbers could return to their pre-COVID-19 levels. The majority (45%) of 283 responding museums do not estimate a full recovery of visitor numbers until the months between March and September 2021. 15% are prepared to wait until the spring or summer of 2022 before they will welcome the same visitor numbers as before the pandemic.

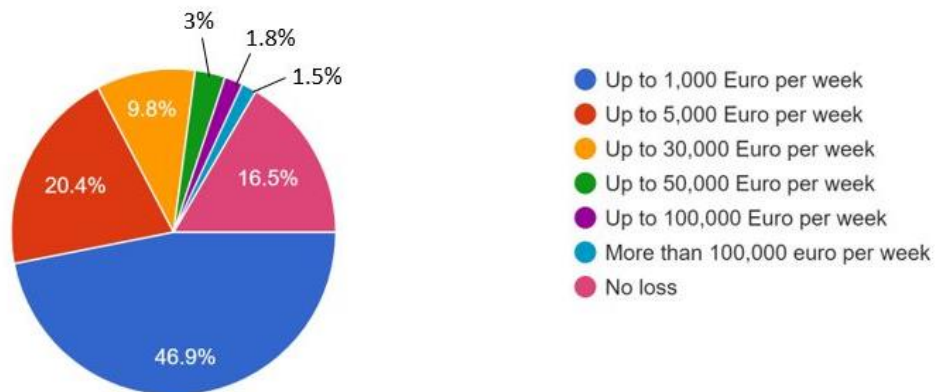
## 2. Income Loss and Consequences

### Weekly income loss after re-opening

While larger museums are seeing weekly losses of up to or even more than 100.000 Euro per week, 75% of the museums report an income loss between up to 1.000 to 30.000 Euro per week.

Can you estimate the pro-medium of the museum's weekly income loss (in Euro per week) after the re-opening?

599 responses

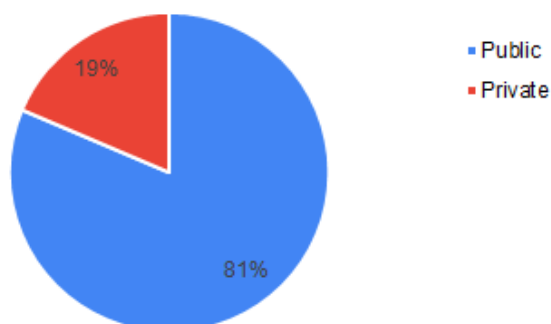


### Ownership of museums reporting no loss

Of the 16.5% of the museums reporting no loss of income as a result of the COVID19 pandemic, 80% are publicly funded institutions.

### Ownership of museums reporting no loss

87 museums

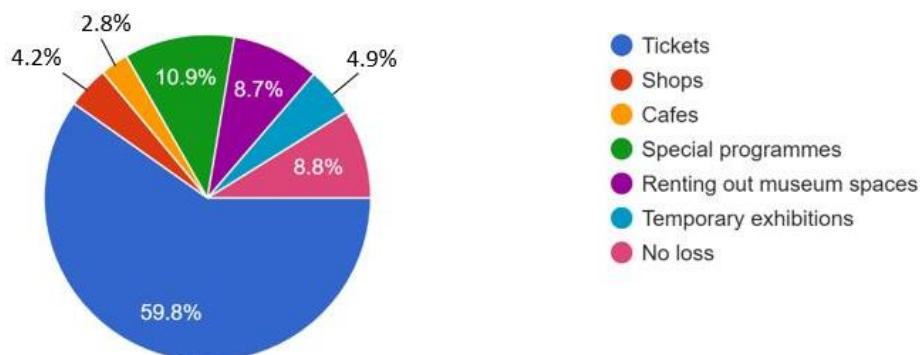


### Identifying the source of income loss:

The majority (60%) of museums reported that the loss of ticket sales was the main cause of income loss. This was followed by programme discontinuation and the cancellation of external events.

If your museum has lost income, please identify where you have lost the most income:

577 responses

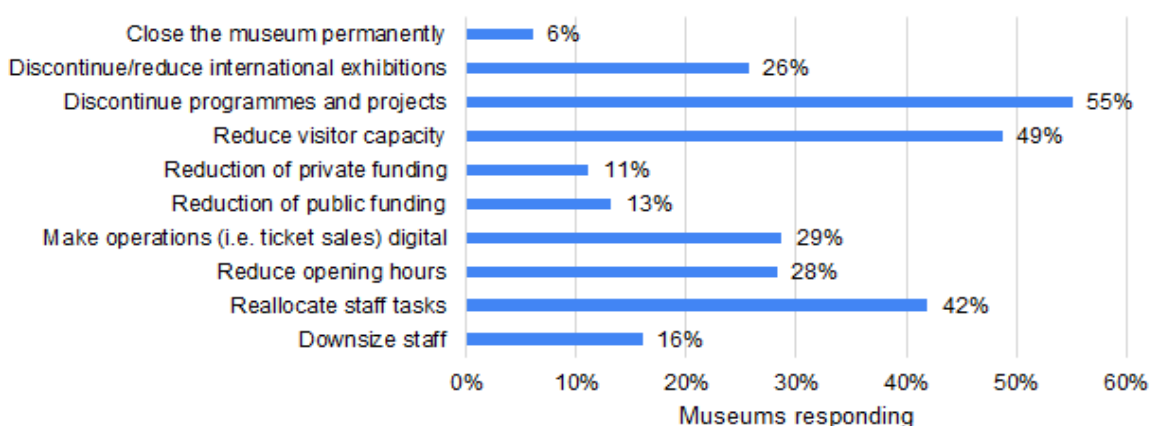


### Operational changes

These are the main operational and structural changes indicated by the museums responding to our survey, envisaged for the future or undertaken in the past six months. With multiple answers selectable, the most common change undertaken or planned is to discontinue programmes and projects (55%), followed by reducing the visitor capacity (49%) and reallocating staff tasks (42%).

### Recent or planned operational changes

1647 answers from 599 respondents

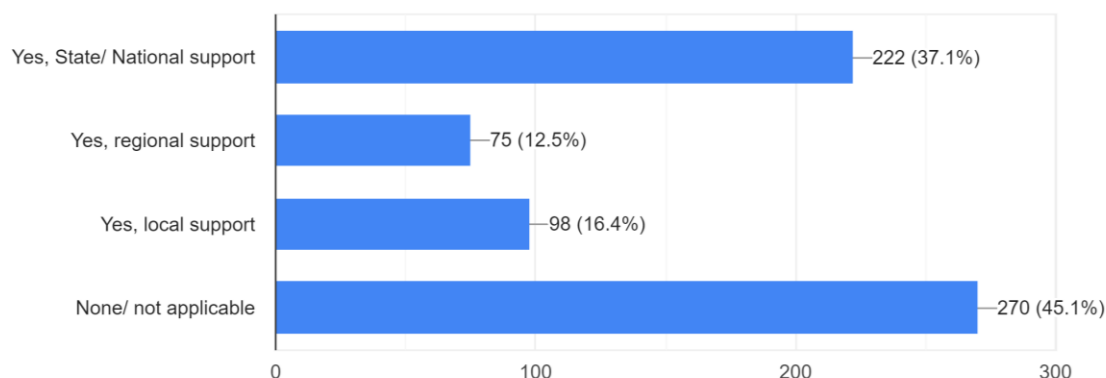


### Government support

Of the 665<sup>2</sup> answers to this question, 66% of the respondents declared that they received emergency support from the national/regional/local government to help them operate during the COVID19 crisis.

Has your museum received COVID-19 emergency support from the government/local authorities?

599 responses

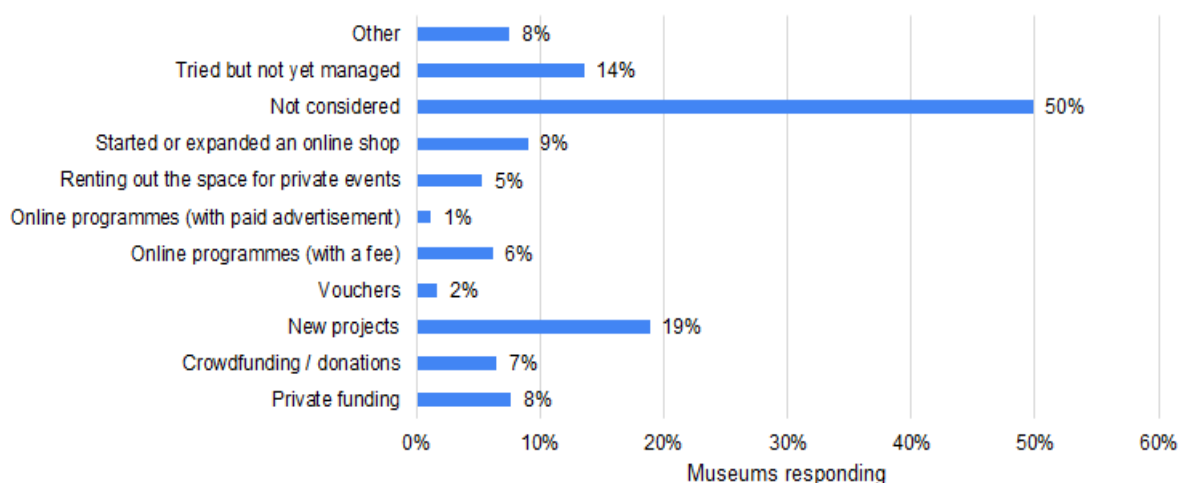


### Generating alternative funds

Of the responding museums<sup>2</sup>, 50% indicated that they had not considered generating financial support outside of state assistance. The two following most-selected answers were developing new projects (19%), and having tried to initiate new funding sources without success (14%).

### Other forms of financial support generated

762 answers from 598 museums



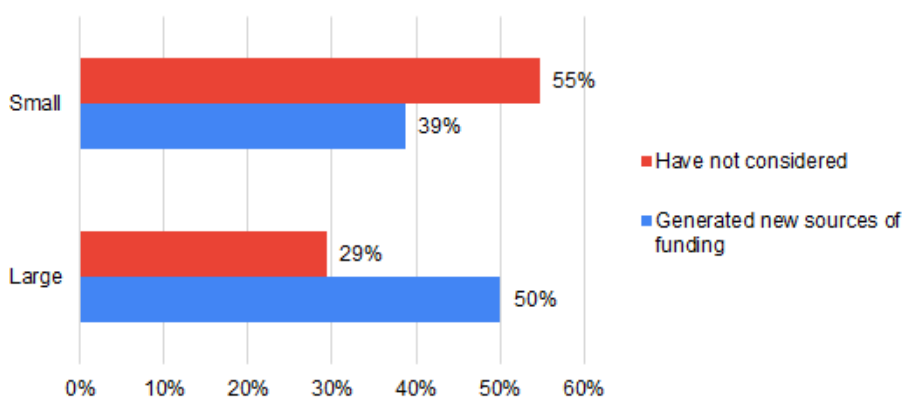
<sup>2</sup> Multiple answers possible

### Generating alternative funds and museum size

Larger museums (50%) have been more engaged in seeking alternative sources of funding than smaller museums (39%).

### Museum size & new sources of funding

314 answers

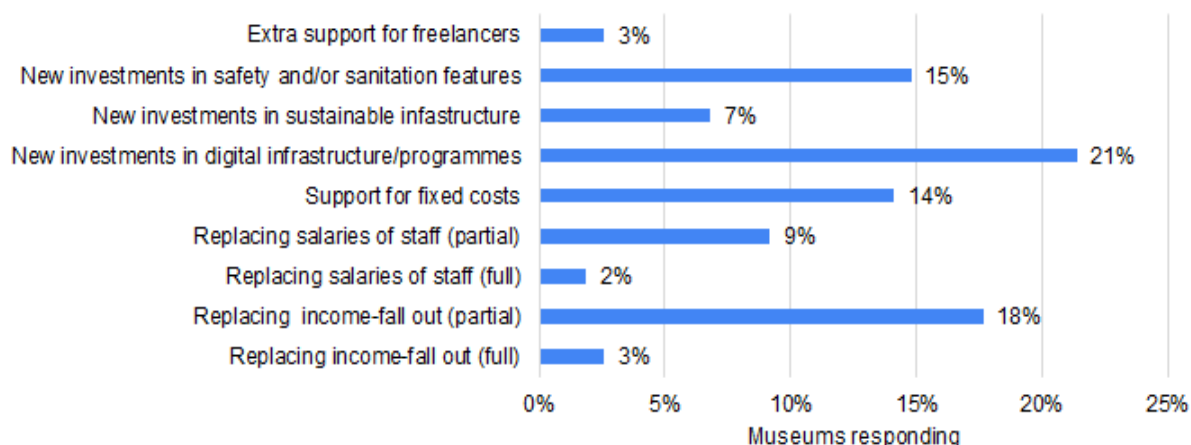


### Areas of support for the museum

Investments in digital infrastructure was most indicated (21%), followed by a replacement for income fall-out (18%).

### Which aspects of the museum were supported?

606 answers from 425 museums

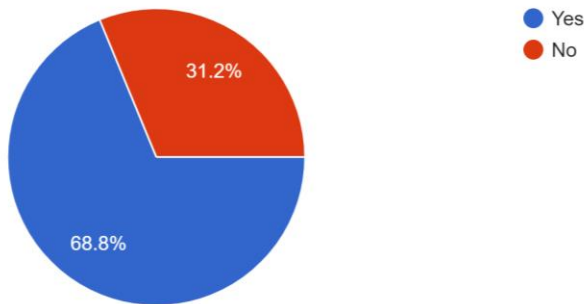


### Expected budget cuts

Almost 70% of museums are bracing for budget cuts in the next two years.

Are you expecting budget cuts in the next two years?

599 responses



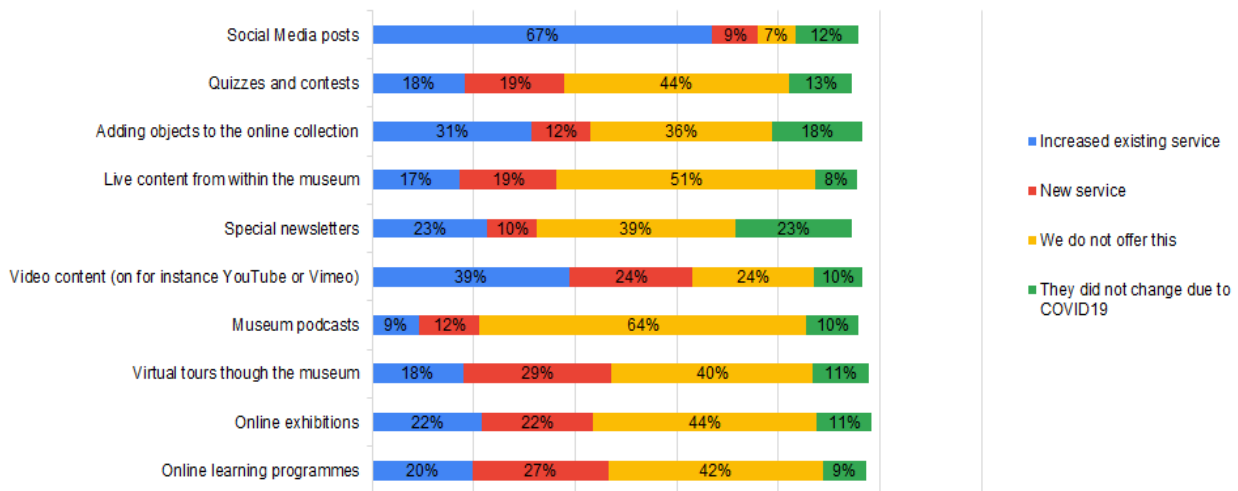
### 3. Development of Digital Services

#### Change in online service since the onset of the pandemic

93% of the responding museums have increased, started, or redirected resources to at least 1 online service during the pandemic. The two most drastic increases witnessed here are social media posts increasing by 67%, and video content increasing by 39%. As a new service, most reported were virtual tours through the museums (29%) and online learning programmes (27%).

How online services have changed since COVID19

600 responses

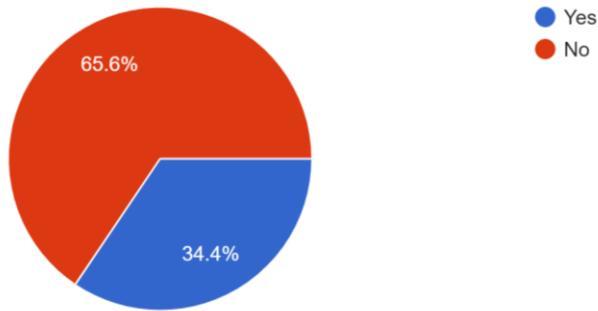


**Online presence: resources added**

65% of the museums responding to our survey have not added additional resources to enhance or expand their online activities.

Have you added budget/resources to increase online presence/communication?

601 responses

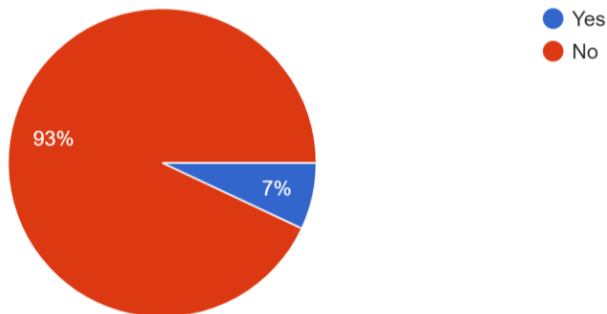


**Online presence: staff added**

Only 7% of museums have added additional staff to manage the increased demand of online engagement.

Have you hired new staff to manage the increased online presence?

601 responses

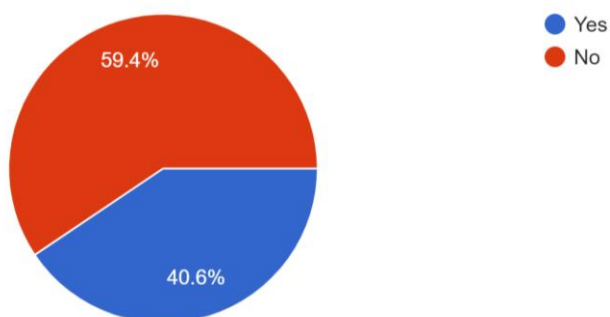


**Online presence: staff responsibility**

Meanwhile, 40% of museums have changed staff responsibilities to meet the increased digital demands.

Have you changed staff responsibility so that someone who usually doesn't work with digital services is managing the online presence?

589 responses



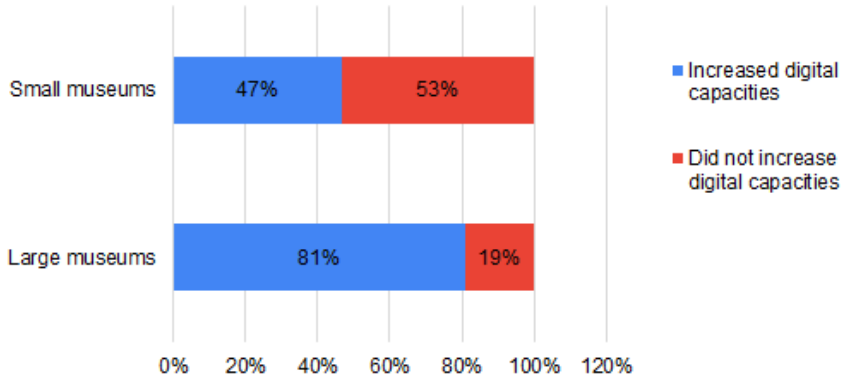


### Increase in digital services and museum size

The majority of larger museums (81%) increased their digital capacities by either increasing resources, hiring additional staff, or transitioning the responsibilities of staff to suit online activities as a result of the COVID-19 pandemic. The slight majority of smaller museums (53%) indicated that they did not.

### Museum size & increase of digital capacities

314 respondents

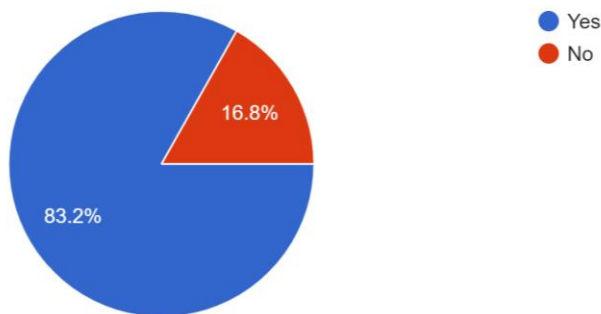


### Digital transition:

Over 80% of respondents suggested that their museum requires additional support with digital tools and transition.

Do you feel your museum needs support in coping with digital tools and transition?

601 responses

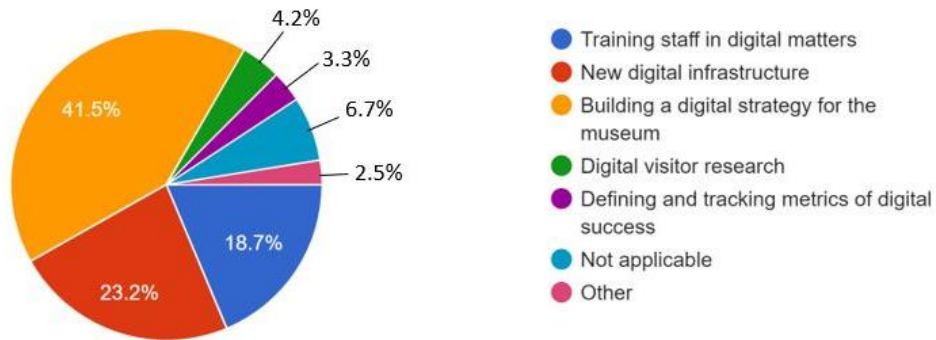


### Priority of support for digital transition

Over 40% of museums responding require assistance with building a digital strategy. This is followed by new digital infrastructure (23.2%) and training staff (18.7%).

If yes, what is the priority for your museum?

552 responses

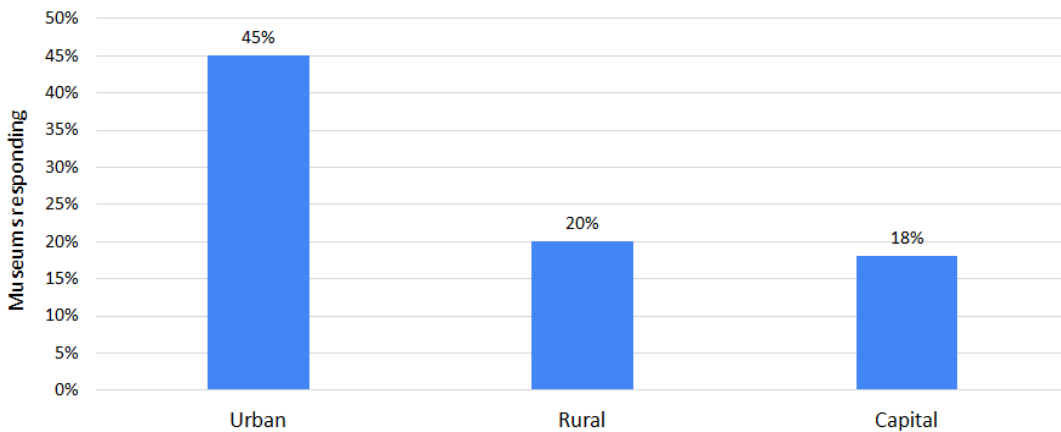


### Location of museums that need support for digital transition

The need for support for digital transition in urban areas is double (45%) compared to the need of museums situated in rural (20%) and capital (18%) areas.

Location of museums indicating that they need support in digital transition

499 responses

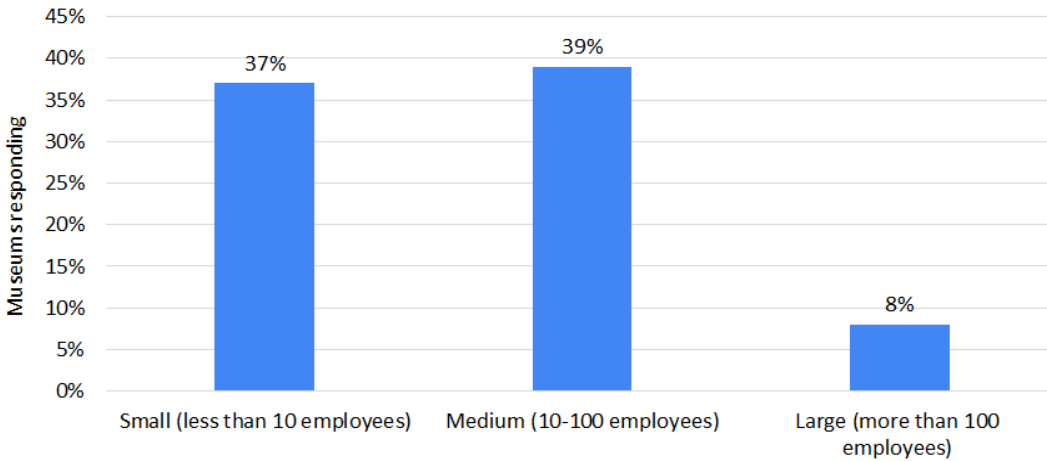


**Museum size and their need for digital support**

Large museums with more than 100 employees show a low (9%) need of getting support for digital transition. Small and medium sized museums express about the same need (37% respectively 39%).

**Size of museums indicating that they need support in digital transition**

499 responses

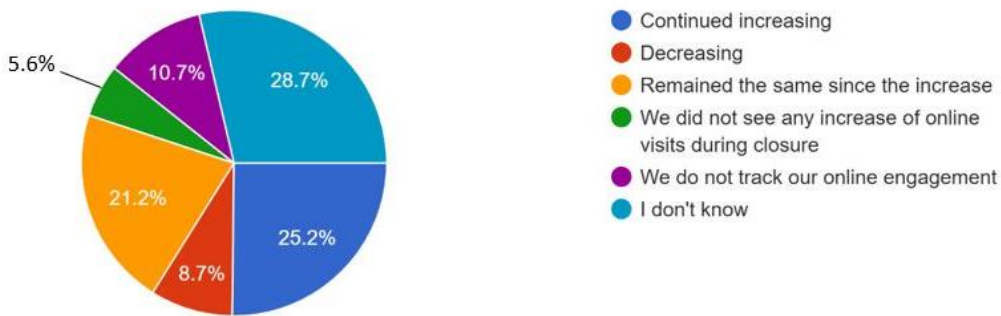


**Change in online visits**

Close to half of the museums responding indicated that online visits have either remained at the same level since reopening their museums, or even saw an increase overall.

Museums noted an increase in online visits during their public closure. Since re-opening the museum: have the online visits changed?

572 responses

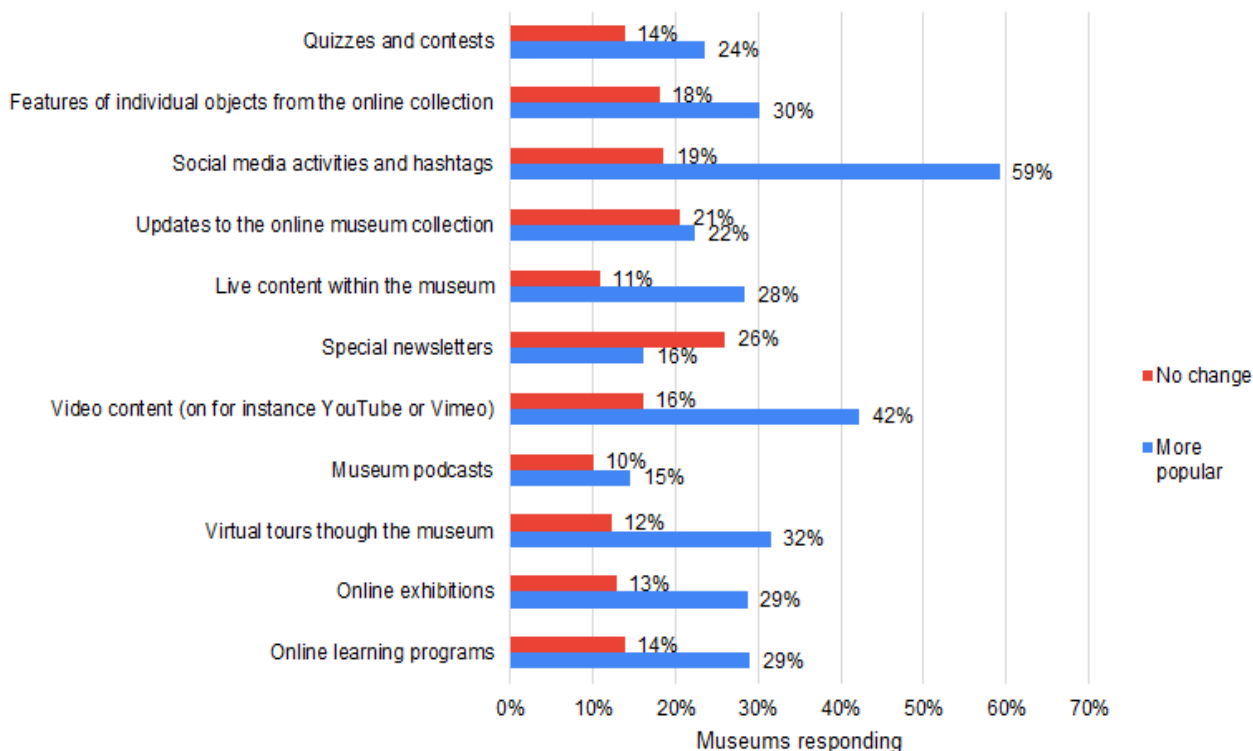


**Visitor interest in online offers:**

Museums indicated that social media activities proved most interesting to their online visitors (59%). This was followed by video content (42%) and virtual tours (28%).<sup>3</sup>

**Online services that visitors are most interested in**

600 answers

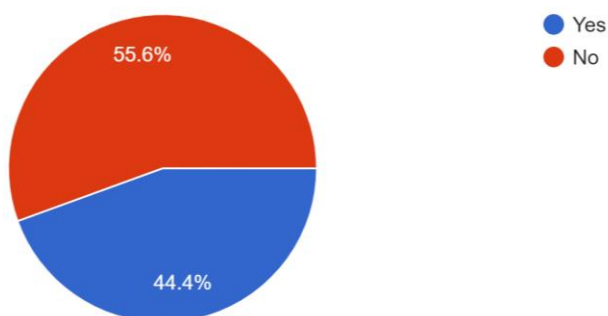


**Hybrid offers**

A slight majority of respondents (55%) are not implementing hybrid offers at their museum.

Are you implementing hybrid (digital and analogue) offers?

585 responses



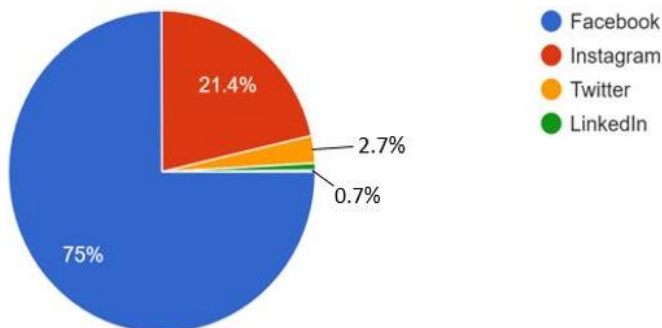
<sup>3</sup> Responses to each category of this question were mandatory. “Not applicable” and “I don’t know” answers were removed, though the total responses to each category were considered to calculate the percentages displayed.

### Social media engagement

Respondents overwhelmingly (75%) selected Facebook as the most engaging social media channel. Instagram took second place (21.4%).

What social media channel do you find is the most engaging with your visitors?

583 responses



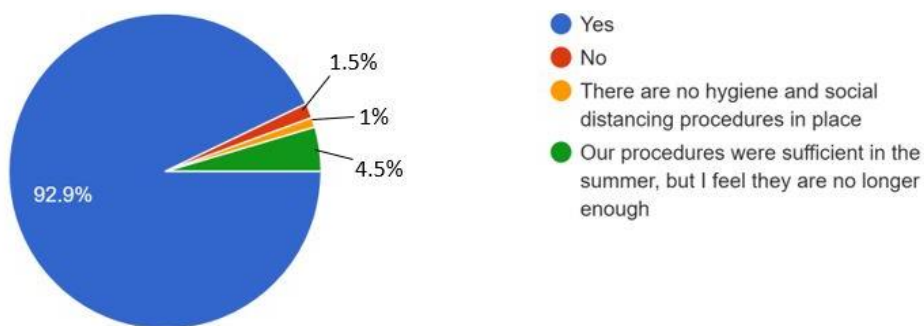
## 4. Adapted Operations of Museums in Crises Times

### Safety in the museum

An overwhelming majority of respondents (92.9%) confirm that the public is safe at their museum.

Considering hygiene and social distancing procedures taken at your museum, do you think the public is safe at your museum?

595 responses

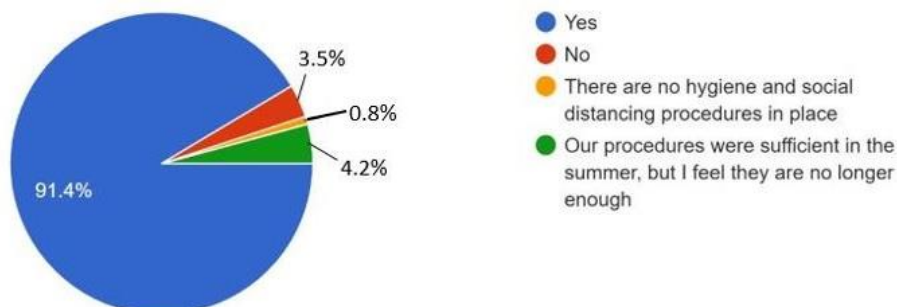


### Safety in the museum

The same feedback (91.4%) was given by the respondents, stating that staff is safe at work.

Considering hygiene and social distancing procedures taken at your museum, do you feel safe at work?

595 responses

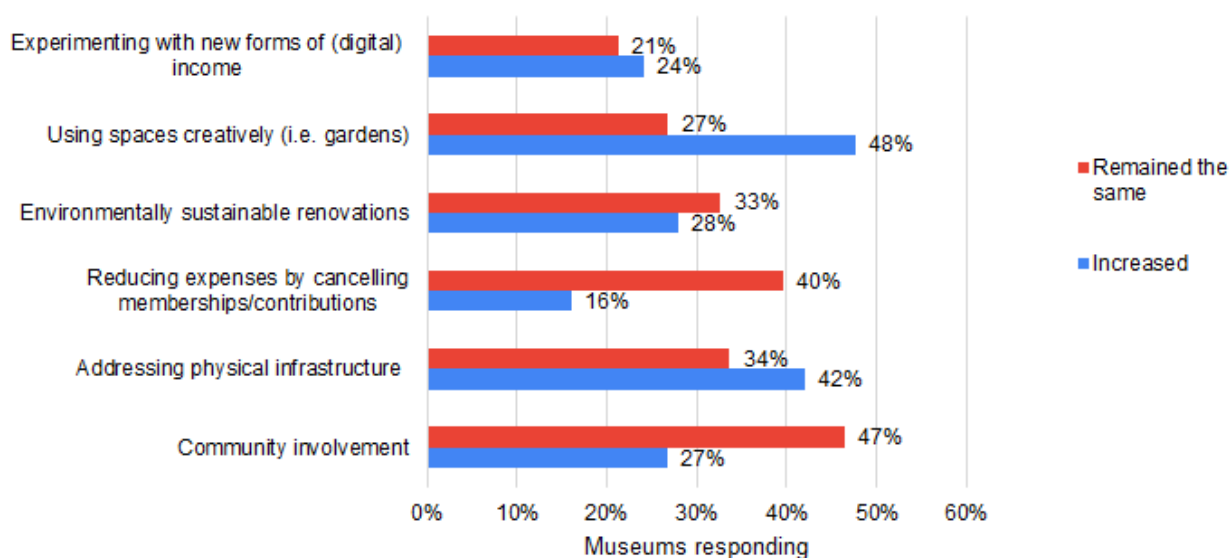


### Adapting to the situation

A noticeable portion of the responding museums pointed to having increased work with museum spaces; be it using spaces creatively (48%), or addressing physical infrastructure to adapt to new requirements in the pandemic (42%).<sup>4</sup>

### How operations have been adapted to the situation

600 answers



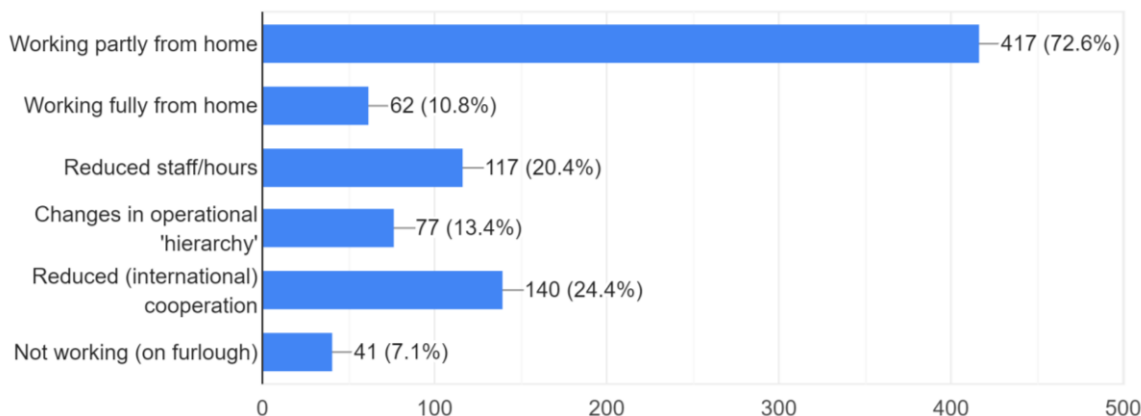
<sup>4</sup> Responses to each category of this question were mandatory. "Not a priority" and "I don't know" answers were removed, though the total responses to each category were considered to calculate the percentages displayed.

### Working structure

Over 70% of the respondents stated that they were working partly from home. Beyond this, 24.4% have reduced international cooperation and 20.4% have reduced staff and/or hours.

How have the past month changed your working structure/processes?

574 responses



### Successful strategies

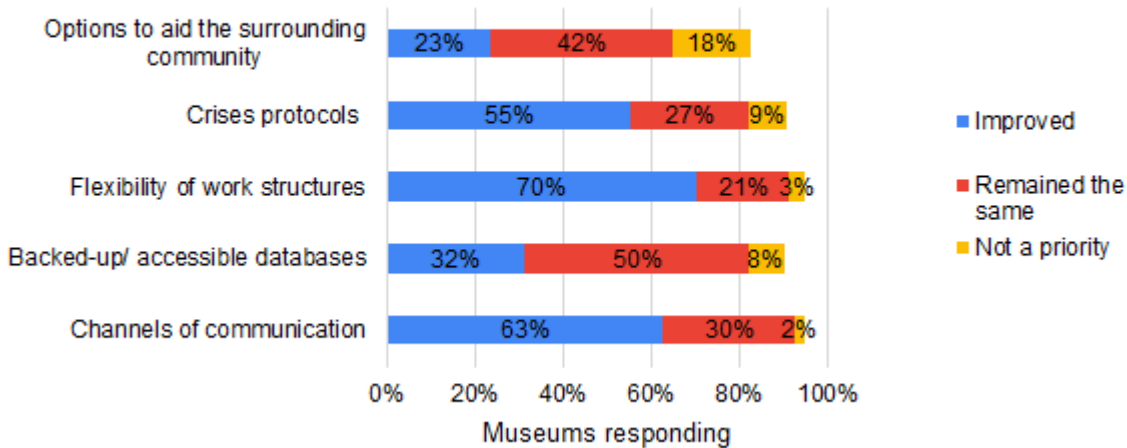
Many museums are facing a second round of mandated closures. NEMO asked which strategies proved most successful during the first (springtime 2020) closure and would be prioritized in the first weeks of re-closure. The three most selected answers were 'increasing online offers' with a 40.5% share of the total responses, followed by 'Reorganizing information flows and internal communication structures' (28.1%), and 'agile work structures' (27.4%).

### Emergency preparedness

Museums responded that the flexibility of work structures (70%), their channels of communication (63%) and crises protocols (55%) had improved.<sup>5</sup>

### Approaches to emergency preparedness

Between 571 and 578 replies in each category

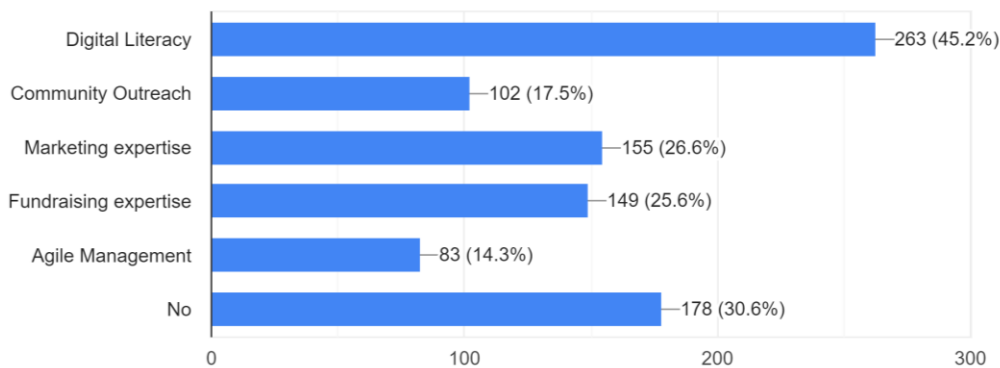


### Skills lacking in response to COVID-19:

While 30% of museums expressed confidence in their capacity to manage the challenges of COVID-19 transitions, 45.2% expressed the need to up-skill digital literacy. The next most pressing concerns were listed as marketing expertise (26.6%) and fundraising expertise (25.6%).

Is your museum experiencing a lack of certain skills and knowledge to accommodate operations in the current pandemic?

582 responses



<sup>5</sup> Responses to each category of this question were voluntary. "I don't know" answers were removed. The total responses to each category were considered to calculate the percentages displayed.

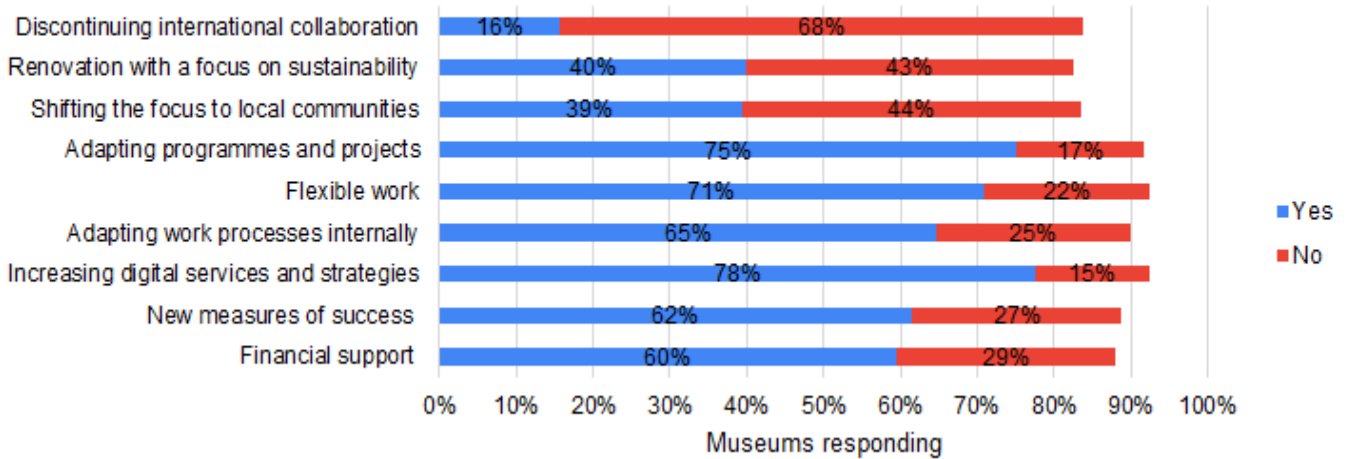


**Recent conversations held internally or with stakeholders:**

78% of museums are focused on increasing digital services and strategies, while 75% of respondents stated that they are in discussion about adapting projects and programmes.<sup>6</sup>

**Topics of conversation internally or with museum stakeholders**

600 answers

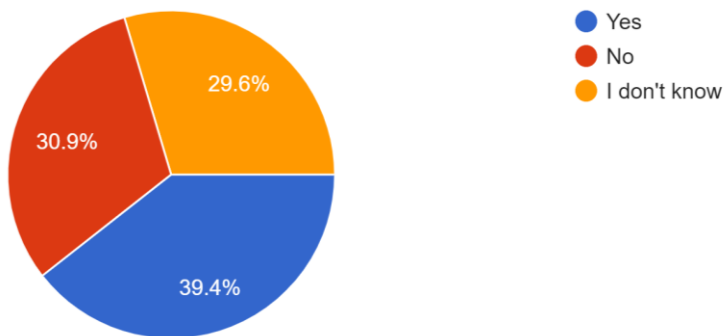


**Measures of Success:**

Almost 4 in 10 museums are reviewing their measures of success as a consequence of the Coronavirus pandemic. When asked about the themes discussed digital services and impact were named mostly, followed by attracting new audiences and developing new visitor programmes and services.

Are you reviewing success factors of your museum as a consequence of the Coronavirus situation?

601 responses



<sup>6</sup> "I don't know" answers were removed.

### New metrics of success

In order to illustrate what museums are envisaging for the future and what they are considering as new metrics of success, a word cloud<sup>7</sup> was created to visualise the most popular topics from the 215 answers provided. Digital impact, including services and related themes was the main topic to review with 103 answers. This is followed by attracting new audiences, including themes such as developing new visitor programmes and services with a total of 61 answers.



### Future challenges

The biggest challenge in the coming two years is considered mainly as bringing visitors back to the museum. Museums also consider gaining financial stability and keeping up with the new online demand and services as some of their main concerns.

The 478 answers were grouped by key words. The most noticeable key words were 'bring visitors back' (including themes such as community, public, audiences, recovery tourism) mentioned 169 times. 'Financial stability' (including themes such as keep budget and economy, survive, balance income) was mentioned 142 times. 'Digital offers and audiences' was mentioned 86 times and includes themes such as 'online audiences and services'.



<sup>7</sup> 228 museums responded to this question.

## 5. About the Responding Museums

### Who responded?

600 museum professionals from 48 countries responded to the survey which ran from 30 October to 29 November 2020. Responding museums are located in:

#### Members States of the European Union

Austria: 19, Belgium: 16, Bulgaria: 7, Croatia: 13, Cyprus: 4, Czech Republic: 14, Denmark: 1, Estonia: 9, Finland: 11, France: 31, Germany: 46, Greece: 78, Hungary: 18, Ireland: 28, Italy: 30, Latvia: 28, Lithuania: 18, Luxembourg: 2, Malta: 7, The Netherlands: 3, Poland: 12, Portugal: 12, Romania: 9, Slovakia: 32, Slovenia: 25, Spain: 14, Sweden: 35

#### Member States of the Council of Europe (excl. previously mentioned Member States of the EU)

Albania: 3, Azerbaijan: 1, Belarus: 1, Bosnia and Herzegovina: 1, Georgia: 5, Iceland: 5, Moldova: 1, North Macedonia: 1, Norway: 26, Russia: 5, Serbia: 10, Switzerland: 6, Turkey: 1, Ukraine: 2, United Kingdom: 11

#### Other Countries

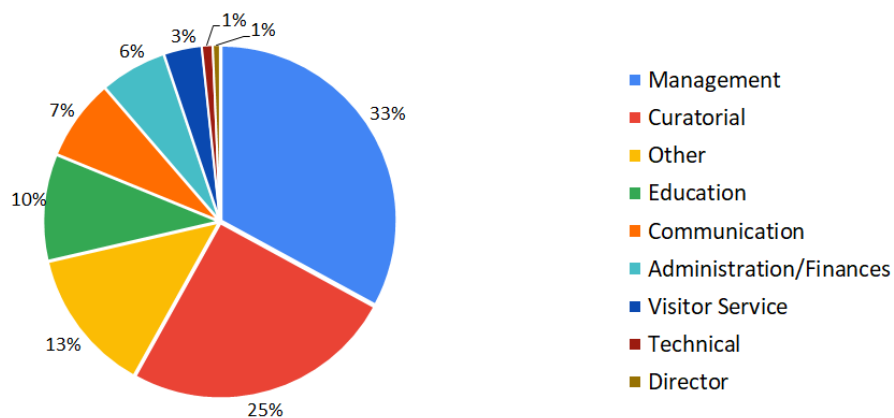
India: 2, Nigeria: 1, Philippines: 1, Thailand: 1, United States: 1, Vietnam: 1

### Museum departments

The main department represented in the survey is the Management Department, which counts for a third of the answers. A quarter work in the Curatorial Department and 10% work with Education. Less than 1% are owners, work with conservation, or are freelancers for museums. Since these departments were represented in a minority, they were combined under the title 'Other', which represents 13% of the answers.

### Museum department

601 responses

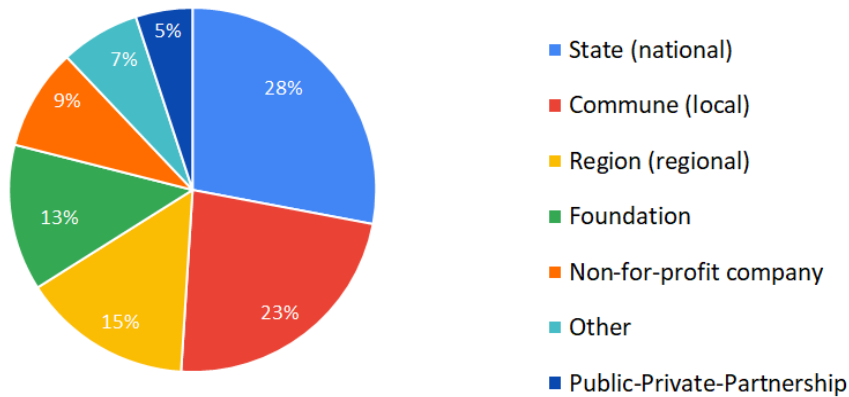


### Museum ownership

66% of the responding museums are publicly funded (including the national, local and regional level). 27% are privately set up<sup>8</sup>. 7% of the museums have another kind of ownership<sup>9</sup>.

### Museum ownership

601 responses

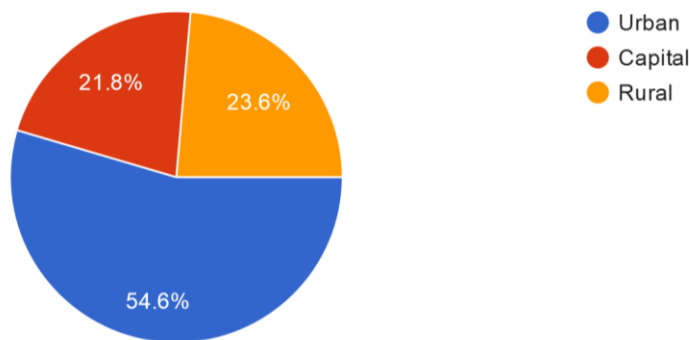


### Location of the museum

More than half of the responding museums are located in an urban area. Approximately a quarter of the museums are located in rural areas and another quarter can be found in capital cities.

### In what kind of area is the museum located?

601 responses



<sup>8</sup> Including Foundation, Public-Private-Partnership and Non-for-profit Company

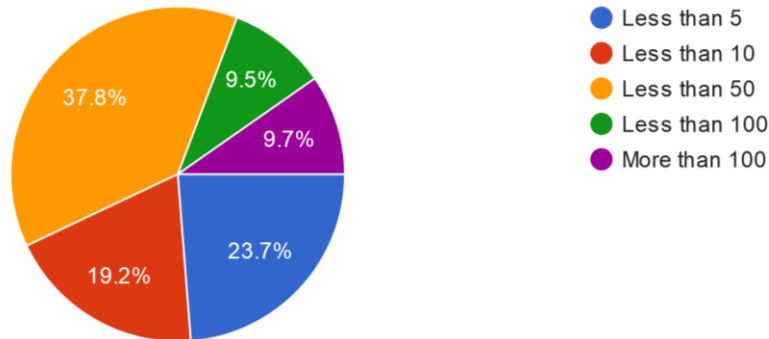
<sup>9</sup> Other kinds of ownership include, amongst others, universities, semi-public entities, departments, charities and religious ownership.

### Size of the museum (by staff)

More than 40 % of the museums have less than 10 staff members. 37.8% of the responding museums have between 10-50 staff members whereas 9.7% have more than 100 staff members.

### Size of staff

598 responses

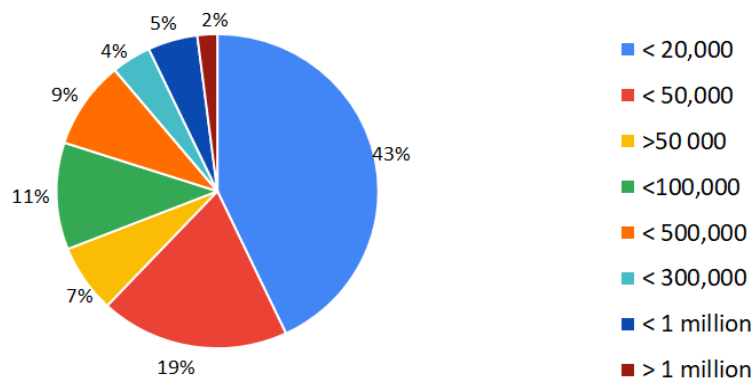


### Size of museums (by annual visitors)

62% of the responding museums estimate less than 50,000 annual visitors. 11% of the respondents welcome up to 100,000 visitors, which is followed by 9% of museums that count for up to 500,000 visitors. 7% of the respondents have between 50,000-100,000 visitors per year and 5% usually have up to 1.000,000 million visitors. 2% of the respondents report more than 1.000,000 annual visits.

### Annual number of visitors

601 responses

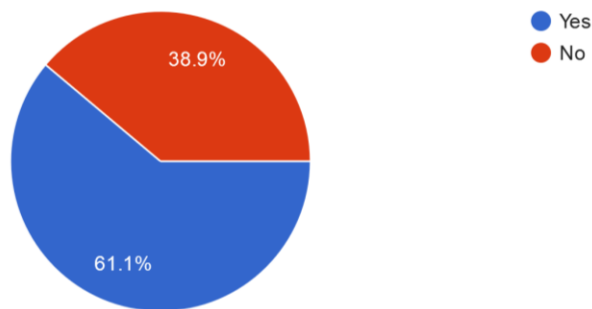


## Touristic region

The majority of museums (61.1%) are located in seasonally touristic regions.

Is your museum located in a seasonally touristic region?

594 responses



## Disclaimer

This report including the underlying data from the survey was gathered, analysed and interpreted by the Network of European Museum Organisations. This was a voluntary survey, without traceability or accountability for the accuracy of statements from participating individuals, nor verification of their profession. Any identifying attributes of the respondents (name of museum) shall remain private under the management of NEMO. The results are a partial view yet capture an international perspective of the current state of the museum sector.

The following describes some of the harmonizing efforts undergone on the raw results of the online survey concerning museums during the COVID19 pandemic:

- Incomprehensible responses and responses in different languages than English were not considered.
- Answers irrelevant or non-informative to the subject of discussion (i.e. “not applicable”) were sometimes excluded from the analysis.
- Short answer responses seldom collected accidentally were exchanged for “other”.
- One empty answer was collected in our dataset and later excluded from our analysis, hence any occasional notation claiming “601” respondents.
- We considered museum size based off of the number of employees reported. Small museums were those with 10 or less employees, mid-sized museums had between 10 and 100 employees, and museums with more than 100 employees were considered as large.

While submissions and results are not guaranteed as representative of current circumstances in their respective localities, this report nonetheless offers a view into the perceived consequences and challenges faced by museums as well as their efforts to overcome them and serve their communities during a pandemic.

### Cover art: Hygiene poster ownership (left to right):

A. G. Leventis Gallery, Cyprus; German Museums Association, Germany; Zaragoza City Council, Spain; Finnish Museums Association, Finland; Posavski muzej Brežice, Slovenia; SPL Culture and Heritage - Museum of Romance, Nimes, France; Museum of Vojvodina, Serbia.