Happy Hours? Fun Runs?
How To Successfully Diversify The Visitor Experience

Real Places 2019
Colleen Dilenschneider
17 January
A note from IMPACTS

Thank you for attending this session at Real Places 2019! We hope this information may be helpful to your organization in understanding audiences and informing strategic directions and approaches. We hope that you will take time to consider the findings, discuss them, and use them as tools to help drive your organization forward in achieving your mission.

Please remember that all information in this deck is the property of IMPACTS. As per our agreements with generous partners who have helped fund the research and allow us to share the information, this deck and/or any parts of it may not be sold or used for commercial purposes. Similarly, this deck and/or any parts of it may not be made available on behalf of an organization outside of IMPACTS (i.e. on an organization’s website beyond the conference website) or re-presented by another entity outside of IMPACTS (i.e. at a conference, community, or formal gathering), without permission granted by the company and its partners. Key concepts in this deck have been shared in writing on portions of the website Know Your Own Bone (www.colleendilen.com). Please see the website for more information.

If you are interested in having the data re-presented to others or expanding upon the data in order to better understand audiences or behaviors, then please contact us at cdilenschneider@impactsresearch.com or jhekkers@impactsresearch.com. We would be delighted to discuss this with you and hope that the information herein may be of service.

Happy data diving!
Are people who live in Texas interested in attending cultural organizations – and historic sites, in particular?
I am interested in visiting a(n) … .

- Historic Site
- History Museum
- Art Museum
- Science Center/Museum
- Aquarium
- Zoo

Mean Value

- US Composite
- Texas Composite

*Of respondents indicating affirmative precedent awareness
Strategies for successfully diversifying the visitor experience

1. Why we need to reach new audiences
2. An overview of who they are
3. Why diversifying the experience is helpful
4. What inactive visitors like to do
5. Two secrets for successful programs
Why we need to reach new audiences.
Current visitor substitution ratio
US museum “historic” visitor

Less in + More out = Shrinking visitor base
(NEGATIVE SUBSTITUTION)
Current visitor substitution ratio
US history museum/site traditional visitor

Less in + More out = Shrinking visitor base
(NEGATIVE SUBSTITUTION)
Current visitor substitution ratio
Texas history museum/site traditional visitor

Less in + More out = Shrinking visitor base
(NEGATIVE SUBSTITUTION)
Visitor and non-visitor cohorts for cultural organizations

**US composite market**

**Historic visitors**
- People who attend.
- Inform profile for likely visitor demographics, psychographics, and behaviors.

**Inactive visitors**
- Have psychographic and behavioral likelihood to attend, but not activated.

**Unlikely visitors**
- Need incentive. Generally do not choose to attend without direct motivation.

**Non-visitors**
- Not interested in attending cultural organizations. Do not attend.

- **16% US market**
  - High-propensity visitors
    - 32% of US population
  - Low propensity

- **16% US market**
  - Unlikely visitors
  - Non-visitors
    - 30% US market

*Impacts*
Visitor and non-visitor cohorts for cultural organizations

State of Texas

**Historic visitors**
People who attend. Inform profile for likely visitor demographics, psychographics, and behaviors.

17% TX market

**Inactive visitors**
Have psychographic and behavioral likelihood to attend, but not activated.

22% TX market

**Unlikely visitors**
Need incentive. Generally do not choose to attend without direct motivation.

30% TX market

**Non-visitors**
Not interested in attending cultural organizations. Do not attend.

31% TX market

**High-propensity visitors**
39% of TX population

**Low propensity**

**No propensity**
How do history museum and historic site inactive visitors compare to active visitors?

**Inactive visitors are...**
- more racially and ethnically diverse
- more diverse in terms of household income
- highly educated – similar to active visitors
- even more likely to have traveled for leisure purposes
- very likely to pursue foreign travel
- more active (leisure travel, low-intensity outdoor activities)
- spending more money online
- dine out more often
- cord-cutters
- less likely to subscribe to print media

These people are educated, and more diverse and active
How can diversifying the experience help motivate attendance?

1. Inactive visitors are even more active than traditional visitors.
2. Knowing what likely visitors prefer to do can help us combine the “motivation power” of other activities.
3. It can help strengthen community partnerships to engage audience subsets.
4. It can help create business partnerships that help underscore our mission and create unique experiences.
5. Competition for leisure time is fierce.
Barriers to visitation for HPVs

Given your interest in visiting a history museum and/or historic site, why haven’t you visited within the past two years?

Prefered alternative leisure activity (e.g. sporting event, movie, etc.)

Have already visited ("nothing new to see or do")

Attitude affinity perceptions ("not for people like me")

Access challenges ("hard to get there")

Work schedule conflict (including hours of operation)

Child care challenges (e.g. day care, babysitter)

Holiday schedule conflict (e.g. visiting family)

Negative precedent experience

School schedule conflict (including hours of operation)

Parking challenges ("nowhere to park" and "expensive to park")

Not for adults ("only for kids")

Transportation challenges (e.g. no car)

Cost ("too expensive")

Crowding perceptions
“Stay home” during week preference
Five-year tracking (years 2011-2017)

US Composite
HPVs

<table>
<thead>
<tr>
<th>Year</th>
<th>US Composite</th>
<th>HPV</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>20.8%</td>
<td></td>
</tr>
<tr>
<td>2012</td>
<td>21.7%</td>
<td></td>
</tr>
<tr>
<td>2013</td>
<td>22.6%</td>
<td></td>
</tr>
<tr>
<td>2014</td>
<td>23.6%</td>
<td></td>
</tr>
<tr>
<td>2015</td>
<td>24.4%</td>
<td></td>
</tr>
<tr>
<td>2016</td>
<td>24.6%</td>
<td></td>
</tr>
<tr>
<td>2017</td>
<td>24.9%</td>
<td></td>
</tr>
</tbody>
</table>

2011-2017: US Composite 20.8% to 24.9%, HPV 19.7% to 20.3%
“Stay home” during weekend preference
Five-year tracking (years 2011-2017)

% INDICATING PREFERENCE

US Composite: +24.4%
HPVs: +24.5%
Home-based activities

(Among respondents preferring to stay home, EOY 2017)

- Browse the Internet: 89.5%
- Watch a movie or show on TV: 88.4%
- Rest ("Take it easy"): 67.9%
- Prepare a home-cooked meal: 51.0%
- Watch a live sporting event on TV: 40.5%
- Order take-out or delivery meal: 40.1%
- Play a video or online game: 38.1%
- General cleaning: 37.1%
- Read a book or magazine: 27.8%
- Host friends and/or family: 21.3%
- Hobby activity (e.g. painting, crafts, etc.): 20.5%
- Gardening and yard work: 17.6%
- Home repairs and maintenance: 17.1%
- Host an event or party: 8.7%
- Play a board or card game: 5.9%
What do high-propensity visitors like to do?
Preferred Leisure Activities by Cultural Participation
Recent and inactive visitor in Texas

<table>
<thead>
<tr>
<th>Activity</th>
<th>Recent Visitor</th>
<th>Inactive Likely Visitor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Movie</td>
<td>70.2%</td>
<td>62.7%</td>
</tr>
<tr>
<td>Sporting Event</td>
<td>66.0%</td>
<td>66.0%</td>
</tr>
<tr>
<td>Food &amp; Wine</td>
<td>67.9%</td>
<td>67.6%</td>
</tr>
<tr>
<td>Music Event</td>
<td>64.4%</td>
<td>64.4%</td>
</tr>
<tr>
<td>Reading</td>
<td>58.6%</td>
<td>58.6%</td>
</tr>
<tr>
<td>Theme Park</td>
<td>51.6%</td>
<td>51.6%</td>
</tr>
<tr>
<td>Outdoor Park</td>
<td>50.0%</td>
<td>50.0%</td>
</tr>
<tr>
<td>Hiking</td>
<td>49.6%</td>
<td>49.6%</td>
</tr>
<tr>
<td>Foreign Travel</td>
<td>49.6%</td>
<td>49.6%</td>
</tr>
<tr>
<td>Gardening</td>
<td>24.4%</td>
<td>24.4%</td>
</tr>
<tr>
<td>Golfing</td>
<td>16.4%</td>
<td>16.4%</td>
</tr>
<tr>
<td>Skiing</td>
<td>10.5%</td>
<td>10.5%</td>
</tr>
</tbody>
</table>
Annual Cultural Visit Count by Preferred Leisure Activity

US composite market

<table>
<thead>
<tr>
<th>Preferred Leisure Activity</th>
<th>NUMBER OF ANNUAL CULTURAL VISITS</th>
</tr>
</thead>
<tbody>
<tr>
<td>US Adult Average</td>
<td>0.61</td>
</tr>
<tr>
<td>Movie</td>
<td>1.73</td>
</tr>
<tr>
<td>Sporting Event</td>
<td>1.68</td>
</tr>
<tr>
<td>Reading</td>
<td>2.04</td>
</tr>
<tr>
<td>Food &amp; Wine</td>
<td>2.66</td>
</tr>
<tr>
<td>Music Event</td>
<td>2.15</td>
</tr>
<tr>
<td>Theme Park</td>
<td>1.57</td>
</tr>
<tr>
<td>Outdoor Park</td>
<td>1.92</td>
</tr>
<tr>
<td>Hiking</td>
<td>2.02</td>
</tr>
<tr>
<td>Skiing</td>
<td>2.34</td>
</tr>
<tr>
<td>Foreign Travel</td>
<td>2.79</td>
</tr>
<tr>
<td>Race Runner</td>
<td>2.41</td>
</tr>
<tr>
<td>Golfing</td>
<td>1.88</td>
</tr>
<tr>
<td>Gardening</td>
<td>2.89</td>
</tr>
</tbody>
</table>

PREFERRED LEISURE ACTIVITY (SELF-DESCRIBED)
Leisure activity motivation
Recent and inactive visitor in Texas

% ADULTS INDICATING MOTIVATION

- Visit major metro
  - Recent Visitor: 73.9%
  - Inactive Likely Visitor: 81.1%

- Visit friends/family
  - Recent Visitor: 75.4%
  - Inactive Likely Visitor: 76.8%

- Unique dining
  - Recent Visitor: 35.8%
  - Inactive Likely Visitor: 47.6%

- Visit historic locations
  - Recent Visitor: 34.8%
  - Inactive Likely Visitor: 40.8%

- Proximity to waterfront
  - Recent Visitor: 35.0%
  - Inactive Likely Visitor: 34.7%

- Outdoor activity (e.g. golfing, hiking, skiing)
  - Recent Visitor: 22.5%
  - Inactive Likely Visitor: 32.3%

- Attend sporting event
  - Recent Visitor: 30.2%
  - Inactive Likely Visitor: 29.3%

- Visit a park
  - Recent Visitor: 10.3%
  - Inactive Likely Visitor: 26.5%

- Unique shopping
  - Recent Visitor: 15.0%
  - Inactive Likely Visitor: 25.5%

- Go to a movie
  - Recent Visitor: 27.2%
  - Inactive Likely Visitor: 24.8%

- Special event (e.g. concert, festival)
  - Recent Visitor: 20.3%
  - Inactive Likely Visitor: 22.2%

- Learn something new
  - Recent Visitor: 14.4%
  - Inactive Likely Visitor: 14.1%

- Visit a museum
  - Recent Visitor: 9.7%
  - Inactive Likely Visitor: 11.1%

- Visit an aquarium, science center or zoo
  - Recent Visitor: 8.6%
  - Inactive Likely Visitor: 12.3%

- Attend performing arts event
  - Recent Visitor: 4.4%
  - Inactive Likely Visitor: 5.2%
Two secrets to success in diversifying the visitor experience
“Special” exhibit/program cycle

“Nothing new to do or see”

Leadership gets anxious

The reason to visit is over

People defer visits until next special exhibit

SPECIAL EXHIBIT/PROGRAM

It won’t last forever! Hurry up!

This is the best we offer!

People visit!

SPECIAL EXHIBIT/PROGRAM ENDS
Intent to re-visit within one year by onsite experience

EXTREMELY LIKELY
100

EXTREMELY UNLIKELY

OVERALL SATISFACTION

ASSESSED ORGANIZATIONS

Org A  Org B  Org C  Org D  Org E  Org F
52  62  62  64  64  55  64  65  65  53  65  53  62  63  65  58  58  69  69
“We’re doing a thing you’ll like today!”

“You can count on us to reliably provide experiences you’ll like.”
Secret 1:
One-off programs don’t work. It’s about integrating connective experiences into an organization’s strategy.
Secret 2: Your mission matters.
WARNING

TEXT SLIDE AHEAD*

* AN UNOFFICIAL DATA-BASED PRESENTATION REQUIREMENT
**Revenue Efficiency:** A composite metric contemplative of onsite-related earned and contributed revenues (e.g. admission, contributions, grants, membership, programs) contemplated relative to the cost to deliver onsite services (i.e. operating expenses) and the number of persons served onsite. Generally, a more “revenue efficient” organization exhibits more favorable financial key performance indicators (e.g. greater revenues, greater net operating surplus) and reduced financial volatility than does a less revenue efficient organization. Data informing the IMPACTS revenue efficiency calculation are commonly available in an organization’s financial statements, annual reports, and Form 990 filings.

**Reputational Equities:** A composite metric contemplative of numerous visitor perceptions such as reputation, trust, authority, credibility, and satisfaction that collectively indicate the market’s opinion of an organization’s relative efficacy in delivering its mission. As mentioned previously, IMPACTS collects perceptual data from 224 visitor-serving organizations in the US to inform its reputational equities calculation.
Relative Revenue Efficiency and Reputational Equities
US Museums – 4Q 2016

More

Revenue Efficiency  Reputational Equities

*Of assessed US museums with an admission basis. Based on EOY 2016 financial analysis.
Three Elements of Ongoing Engagement

Connection

- Lacking Integrity
- Lacking Intent

Unique Experience

- Lacking Interest

Mission
Thanks and appreciation to...

- California Academy of Sciences
- Carnegie Museums
- Exploratorium
- European Union
- European Union Cultural Consortium
- Google
- IMPACTS Research & Development
- MAXXI, Museo Nazionale delle Arti del XXI Secolo
- Monterey Bay Aquarium
- Musée du Louvre
- Musée d'Orsay
- National Aquarium
- National Oceanic and Atmospheric Administration
- Stanford University
- Tennessee Aquarium
- The Ocean Project
- United Nations Educational, Scientific and Cultural Organization
- US Department of State
Speaking of connection…

cdilenschneider@impactsresearch.com

@cdilly
twitter.com/cdilly

facebook.com/colleendilen

Know Your Own Bone
colleendilen.com

linkedin.com/in/
colleendilenschneider

Colleen Dilenschneider