

Impact

A two-hour visit is equal to

- 8% of a day
- 1% of a week
- 0.3% of a month
- 0.02% of a year




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Support museums rather than cure blindness?

"The moral equivalent is, we're going to take 1 per cent of the people who visit this [museum] and blind them. Are they willing, because it has the new wing, to take that risk? Hmm, maybe this blinding thing is slightly barbaric."

Bill Gates
FT Magazine, November 1, 2013



Impact

What is our Contribution to Society?


- A great organization is one that delivers superior performance and makes a distinctive impact over a long period of time. *Jim Collins in Good to Great and the Social Sectors.*
- Every successful business rests on an insight about value, and every effective nonprofit is built on a theory of change. *Joan Magretta in What Management Is*
- The non-profit institution neither supplies goods or services nor controls. Its "product" is neither a pair of shoes nor an effective regulation. Its product is a **changed human being**. Non-profit institutions are human-change agents. *Peter Drucker in Managing the Nonprofit Organization*

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Marketing


Understanding transactions

Exchange of values



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The Visitor's Perspective



1. Recognizes a problem or desire
2. Searches for information
3. Evaluates the alternatives
4. Takes action

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1. Recognizes a Desire

Motivations	16-24 yrs.	35-44 yrs.	60+ yrs.
Recuperative	9	5	7
Tenacious	6	3	6
Hands-on	8	4	3
Sociable	1	6	5
Intellectual	7	9	1
Pleasure	5	7	2
Competitive	2	1	4
Escapist	3	2	9
Ambitious	4	8	8

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American Demographics, May 1992

What they wanted

San Francisco Arts and Cultural Travel Study, 2010

1. Affordable (89%)
2. Lots to see and do
3. Scenic beauty
4. Relaxing places
5. Food & dining
6. New experiences
7. Good hotels
8. **Historic sites and attractions (65%)**
9. New places
10. Convenient location
11. Good beaches
12. Aquaria, zoos, wild animals
13. Gardens or parks
14. Cultural events or festivals
15. Nature or science museums
16. Unique, off-the-beaten path
17. **Architecturally or historically significant buildings (47%)**
18. Shopping
19. Kid friendly
20. Nightlife
21. Art museums (33%)

What they wanted

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#1. Affordable (but they're not talking about price)



A photograph of a white signpost against a blue sky with clouds. The top sign reads 'REWARD WAY' and the bottom sign reads 'RISK'.

#2. Lots to See and Do (but not necessarily at your site)



A photograph of a large, multi-course meal spread on a white tablecloth. The dishes include roasted chicken, various salads, breads, and other traditional-looking foods.

2. Searching for Information

- Brochures
- Television or radio
- Newspapers and magazines
- Maps
- Internet
- Directories and guides
- Friends and family
- Signs

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Most asked questions

- Where do I buy tickets?
- Where do I get a map?
- Where is gift shop?
- Where are the restrooms?
- Where are the bus stops?
- Where is the drinking fountain?
- Where is the beautiful rose garden?
- What places can I go into free?

Colonial Williamsburg, June 1980

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3. Evaluating the Alternatives

- Why visit?
- Why avoid?

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4. Takes Action

20 View, Los Angeles Times, 1992

The Visitor's Perspective

1. Recognizes a problem or desire
2. Searches for information
3. Evaluates the alternatives
Evaluates the alternatives
Evaluates the alternatives
4. Takes action
Takes action
Takes action

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The Historic House's Perspective

- What is my mission?
- Who is my target audience(s)?
- What do they do?
- How ready are they to act?
- What can I do to get them to act?

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Trends Affecting Visitation

- Growing older
- Changing families
- Greater diversity
- Limited leisure time
- Demanding consumers
- Making decisions later or at last minute

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Tourism Trends

- Domestic travel flat; business and international travel declining
- Increasing use of the Internet to make travel plans but rely heavily on word-of-mouth for recommendations
- Travelers making decisions later
- Adults and families usually travel in pairs or small groups; seniors usually travel in large groups
- Most popular activities are shopping or outdoor activities

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Kykuit Finding

- “Serving the needs of the local community (not the tourist audience) is the most valuable and most sustainable goal for most historic sites.”

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Visitor Research



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Visitor Research Methods

Quantitative

Attendance
Zip Codes
Demographics
Satisfaction ratings

Qualitative

Interviews
Focus Groups
Observation

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Visitor Research: Basic

- Participation rates
 - Attendance
 - Home zip codes
- Census data about your community
 - Federal, state, county, city
- Events and programs
 - Observe
 - Evaluations

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Attendance

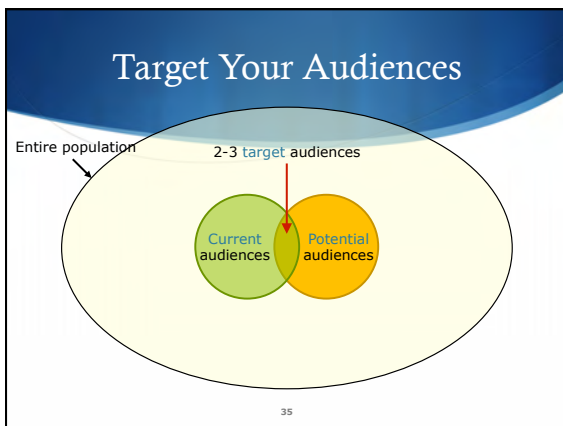
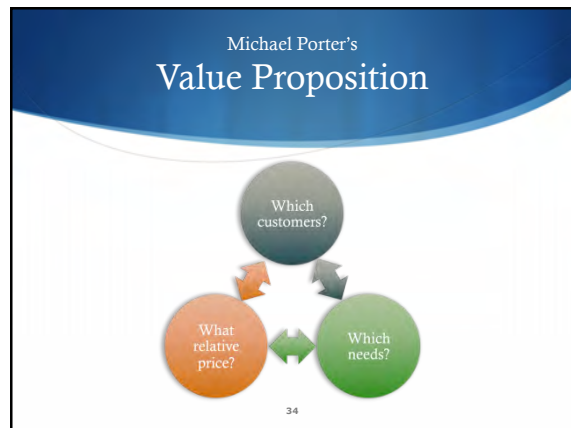
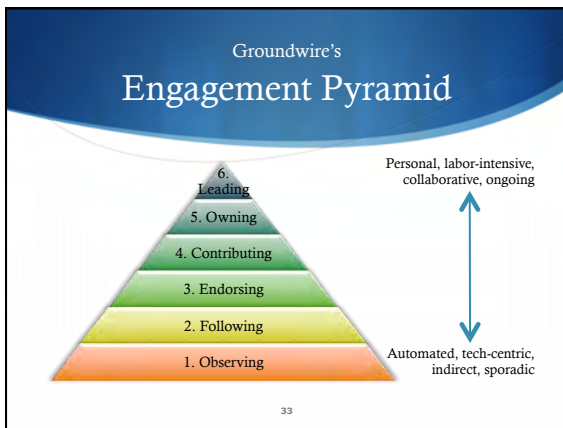
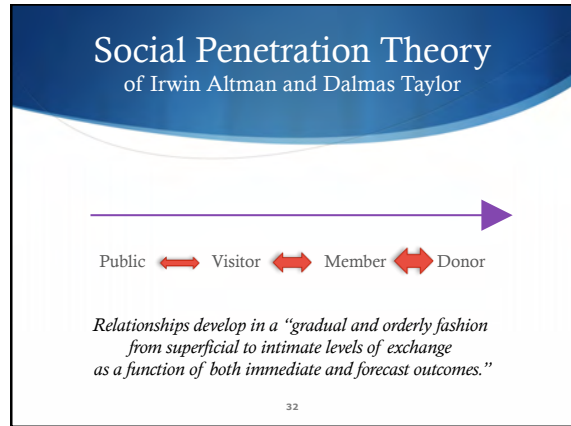
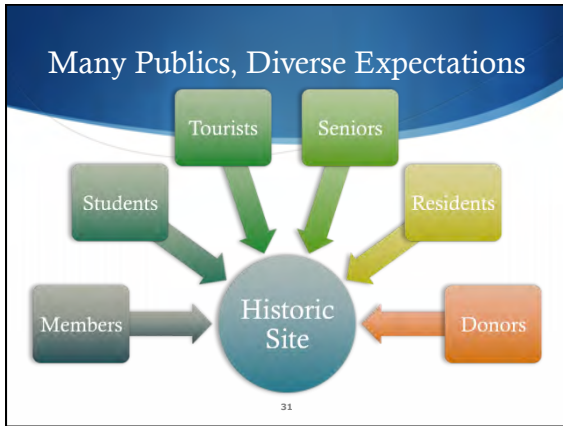
Scheduled or Public		Name:		Day: M Tu W Th F Sa Su							Date:
Time of Tour		9:	10:	11:	12:	1:	2:	3:	4:	Daily Totals	
Age Group	Children (0-6 yrs)										
	Children (7-12)										
	Teenagers (13-18)										
	Adults (19-34)										
	Adults (35-50)										
Adults (51-64)											
Seniors (65+)											
Totals											
Other	First-time visitor										
	Limited English										
	Vision impaired										
	Hearing impaired										
	Limited mobility										

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Visitor Research: Advanced

- Marketing and development studies
 - Companies, universities
- Associations and organizations
 - State tourism agency, local CVB
 - AASLH's *Visitor Counts!*
- Expert surveys and interviews
 - Formative
 - Summative
 - AASLH's Visitor Voices & Visitor Studies Association

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- ### Who's Your Target Audience?
- Geographic
 - Local, distance, political
 - Demographic
 - Age, ethnicity, economic status, disability
 - Behavior, Needs, Motivations, Preferences
 - Non-users, light users, heavy users
 - Lifestyle
 - Geodemographic (e.g., PRIZM clusters by Claritas/Nielsen)
 - Heritage travelers
 - Current vs potential market
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Nielsen PRIZM Segments

- Ethnically mixed, college graduates
- Diverse, multi-ethnic, young and old renters
- Affluent married and single retirees
- Lower-middle-class urban singles
- Inner-city, single-parent blue-collar families

Google Search: "You Are Where You Live"
A Clustered World by Michael Weiss

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Nielsen PRIZM Segments

- Bohemian Mix
- Urban Achievers
- Mid-City Mix
- Single City Blues
- Inner Cities

Google Search: "You Are Where You Live"
A Clustered World by Michael Weiss

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Target Audience Logic Model

Needs, Interests & Motivations	Communication & Learning Preferences	Engagement Level	Engagement Strategy
		1. Observing	
		2. Following	
		4. Contributing	

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Groundwire's Engagement Pyramid

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Measuring Impact


- What do you want visitors to think, feel, or do?
- How will the community be different if we succeed?
- What would we do with this site if it were offered to us today?
- What will this organization be known for?
- How will we know if we've been successful? What does success look like?

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Measuring Impact of Events

Brucemore
Cedar Rapids, Iowa

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- Event
 - Title
 - Year Established
 - Date(s) of event
- Mission (low to high)
- Audience
 - Attendance
 - Appeal (low to high)
- Finance
 - Revenue
 - Expenses
 - Price
 - Donations
 - Sponsor
 - Income (Net)
- Resources
 - Staff Hours
 - Number of Staff
 - Volunteer Hours
 - Number of Volunteers
- Promotion
 - Cross Promotion (low to high)
- Other
 - Weather
 - Notes
 - Patron Evaluation

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Brucemore Event Review Process

Event	Year Est.	Date	Amount	Revenue	Expenses	Price Structure	Sponsor	Net	Aud Appeal	Mission	Learn Potential	Notes
1. Christmas & Chanukkah	2005	October 6-13, 20-27	140.0	5,300.00	0	\$1000	0	5,160.00	high	high	low	13
2. Santa's Christmas Dinner	2006	Dec 2-4	0	0	0	0	0	0	high	high	low	21
3. Evening Tour	2004	Dec 5, 12, 19, 26	50	1,500.00	70.00	\$300	0	1,430.00	high	high	low	17
4. "Shaper"	2005	Jan 10-17, 17-20	0	0	0	0	0	0	0	0	0	0
5. Evening Performance	2005	Feb 20	0	0	0	0	0	0	0	0	0	0
6. House Color Demonstration	2005	Feb 26	0	0	0	0	0	0	0	0	0	0
7. Southern House Dinner	2005	Mar 10	0	0	0	0	0	0	0	0	0	0
8. Back Street Tours	2005	Apr 7, 8, 13, 14, 16	85	2,500.00	0	\$200	0	2,300.00	medium	high	low	2
9. Special Lecture Series	2005	Apr 16	0	0	0	0	0	0	0	0	0	0
10. Special Lecture Series	2005	Apr 16	0	0	0	0	0	0	0	0	0	0
11. Special Lecture Series	2005	Apr 16	0	0	0	0	0	0	0	0	0	0
12. Landscaping Series	2006	Apr 16, 16, 16, 16, 16	4,500	120.00	0	\$1000	0	700.00	medium	high	low	8
13. Plant Sale	2005	May 10	0	0	0	0	0	0	0	0	0	0
14. House & Christmas	2005	Nov 18, 14, 16	15	800.00	0	\$1000	0	800.00	high	high	low	8
15. Back Street Tours	2005	Nov 17, 14, 21, 28	0	0	0	0	0	0	0	0	0	0
16. Landscaping with Land	2005	June 8-15	120	100.00	0	\$100	0	0	high	high	high	0
17. Garden Fair	1995	May	0	0	0	0	0	0	0	0	0	0
18. Garden Fair	1995	May	0	0	0	0	0	0	0	0	0	0
19. Garden Fair	1995	May	0	0	0	0	0	0	0	0	0	0
20. Garden Fair	1995	May	0	0	0	0	0	0	0	0	0	0

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Measuring Impact of Interpretation

Drayton Hall Charleston, South Carolina

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Measuring Effectiveness at Drayton Hall Interpretive Planning


- Program goals
 - The tour will explore how identities of Drayton Hall and its people, black, white, and Native Americans, have shaped and were shaped by the environment, material culture and historical events.
- Visitor experience goals
 - By reading the building and landscape in a new way, the visitor will value the process through which identities are created and shaped.
- Visitor experience objectives
 - 100% of visitors will be able to identify 1-3 features of the house that imply status.
 - 80% of visitors will be able to identify at least two "layers of time" in the house and/or landscape.
 - 20% of visitors will know that Drayton Hall is the family seat and the headquarters of a larger network of plantations.
 - As a result of refocusing the house tour, visitation from local community will increase by 30%.

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Building Support: People Initial Steps Towards Excellence

1. Identify your **current** audiences
 - Gather demographic information on users
 - Conduct user surveys
2. Identify your **potential** audiences
 - Gather regional and national information
 - Identify potential size and resource needs
3. Identify 2-3 **target** audiences
 - Identify your rivals
 - Develop outcomes

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Building Support: People

Relates to Section 4

Engaging Places LLC