



Know Your Audience & Market
to Maximize Mission and Grow Margins

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Conference
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FORT WORTH DALLAS

NEW HORIZONS

R I S I N G F R O M R O O T S



Topic Areas

- 🌱 Strategic Trends: **Knowing Your Audience**
- 🌱 Location Analytics Macro Study: **Pandemic & Recovery**
- 🌱 Location Analytics Micro Studies: **Deploying for Your Garden**



Strategic Trends



Strategic Imperatives



CULTURE



CONNECTION



CULTIVATION



COMMUNITY

Success Drivers

- ④ Audience Diversification
- ④ Focus on the Experience
- ④ Strategic Investments
- ④ Program Growth



Location Analytics

(Knowing your audience is easier than ever!)



GEO-FENCING
of Physical Locations



AGGREGATION
of Anonymized Mobile Device
Location Data



EXTRAPOLATE
to Full Visitor Population

How Does **This Work?**

By harnessing the power of **mobile device location data**, place-based cultural attractions can learn:

- Who is visiting and when;
- Who is *not* visiting;
- Where guests come from;
- How these patterns change over time;
- What other organizations they patronize; and,
- Lots, lots more!



MACRO ANALYSIS

Pandemic & Recovery

(What just happened?)

A Brief History of Eight **Markets,**

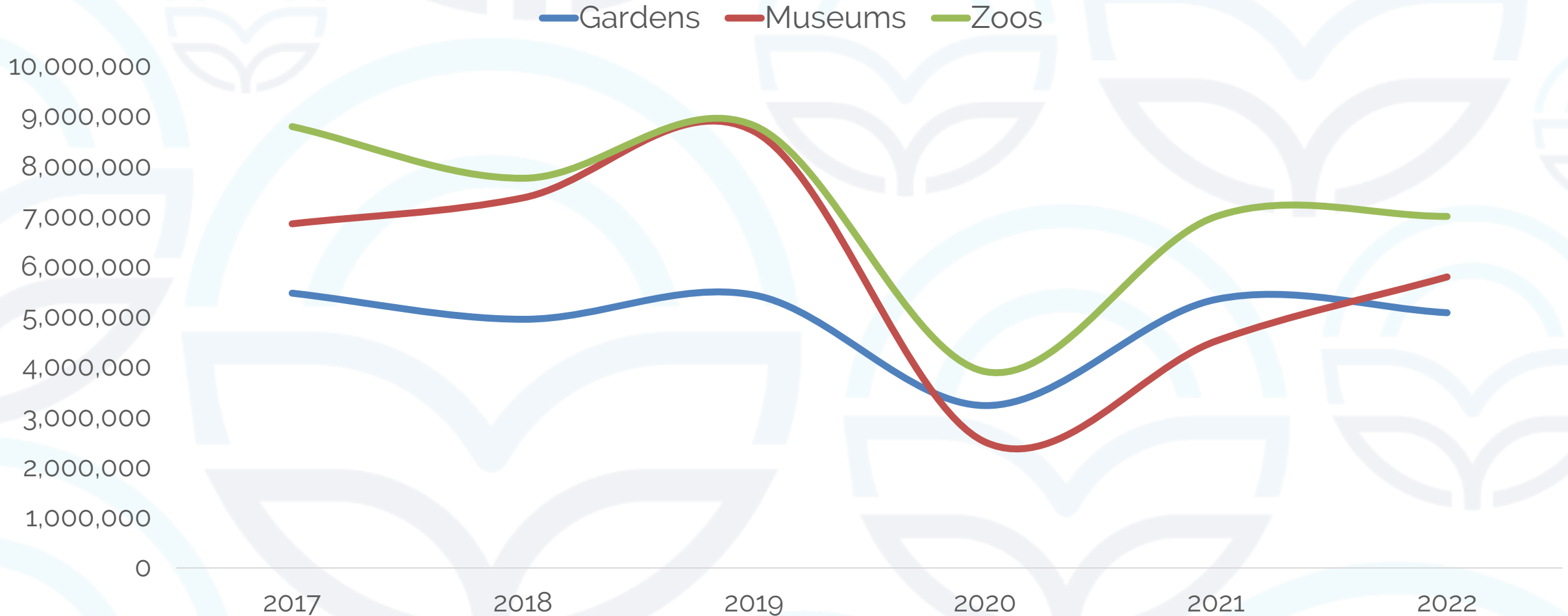


...eight **GARDENS;**

...eight **ZOOS;** and,

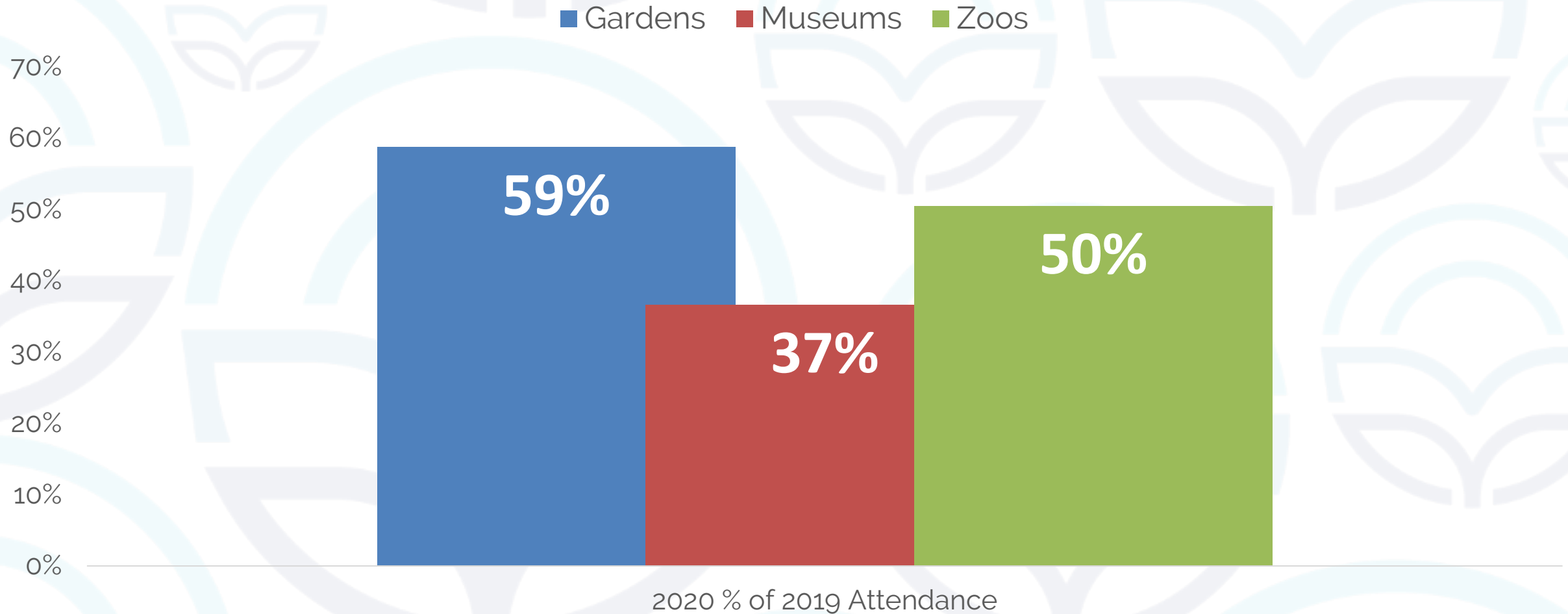
...eight **MUSEUMS.**

Total Attendance by Organization Type by Year



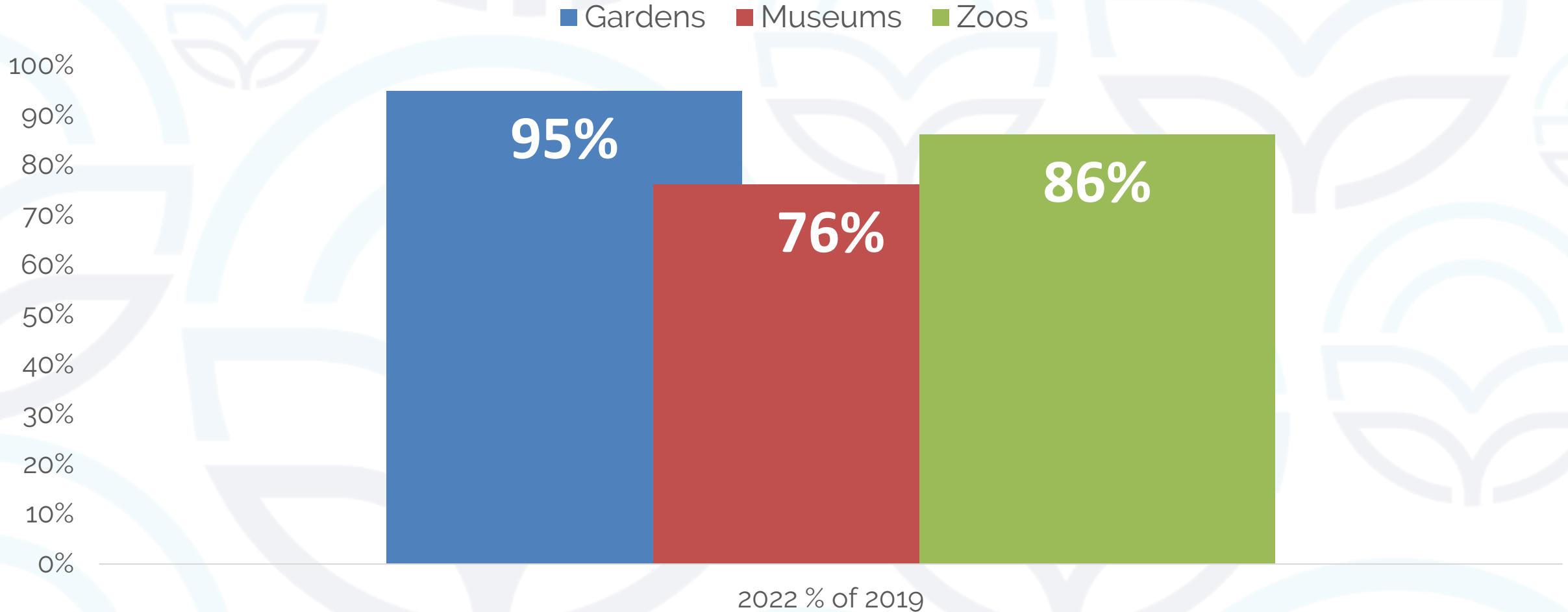
Let's start with our baseline—total attendance. **GARDENS** and **ZOOS** were essentially flat from 2017 to 2019, with a dip in 2018 due to unfavorable spring weather in several markets. **MUSEUMS** trended upwards and were unaffected (or positively effected) by weather. All organizations experienced a large decline in 2020, but only the **GARDENS** have returned to pre-pandemic visitation levels.

2020 Attendance Compared to 2019: Group Aggregate



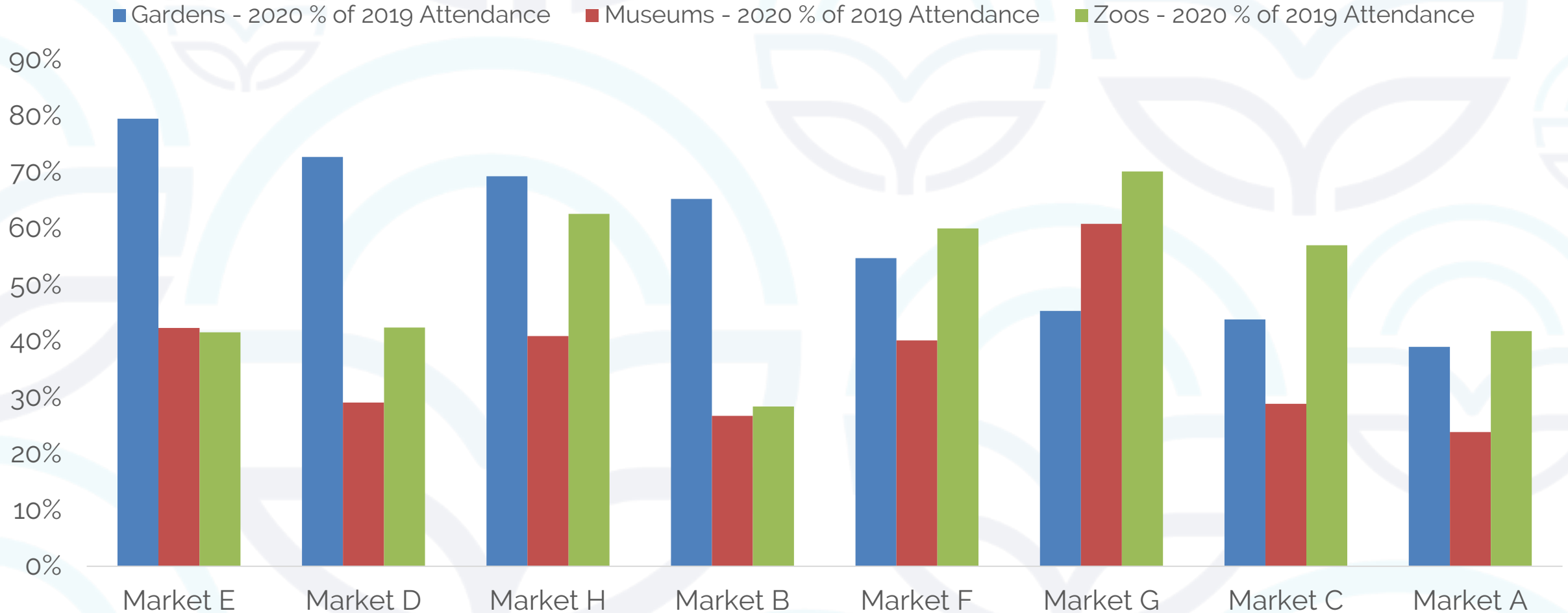
The pandemic was unkind to all organization types, by it was not unkind to them equally. Our **GARDENS** group was able to maintain 59% of it's 2019 visitation in 2020, while **ZOOS** only maintained 50%. Our **MUSEUMS** group was hit the hardest, capturing only 37% of it's 2019 guests in 2020.

2022 Attendance Compared to 2019: Group Aggregate



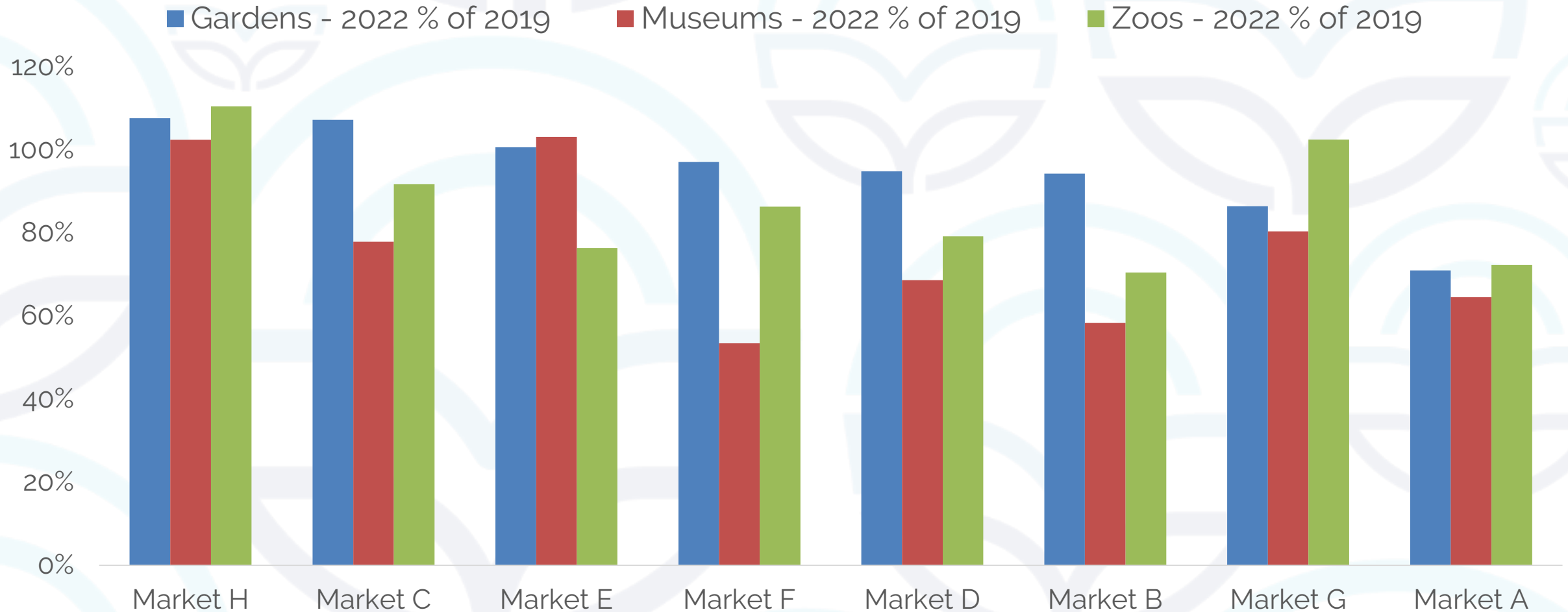
In this post-pandemic period, it has been the **GARDENS** group that recovered most fully by reaching 95% of their 2019 attendance levels on average. The **MUSEUMS** cohort has had the slowest recovery, recovering just 76% percent, while **ZOOS** reached 86% of their 2019 guest volume.

2020 Attendance Compared to 2019: Market Aggregate



During 2020, our **GARDENS** cohort maintained a higher portion of pre-pandemic visitation in four out of eight markets. The **ZOOS** group lead in the remaining four markets. The **MUSEUMS** group again was hit the hardest, suffering the biggest losses in all 8 markets.

2022 Attendance Compared to 2019: Market Aggregate



During 2022, six out of eight **GARDENS** reached or exceeded 90% of their 2019 attendance levels, which was true of only three **ZOOS** and two **MUSEUMS**.

Takeaways

- Aggregate total **GARDENS** attendance lags behind **ZOOS** and **MUSEUMS**.
- The **GARDENS COHORTS** suffered smaller losses during the pandemic and recovered much more fully afterwards
- All of these organizations are in mid-to-large sized cities. In general, cultural organizations in smaller markets experienced smaller declines and faster recoveries.
- In aggregate, visitors to the **GARDENS COHORT** were less diverse and wealthier than to **ZOO VISITORS**; and they were geographically more centralized than **MUSEUM VISITORS** (i.e. museums attracted significantly more tourists).



MICRO ANALYSES

Deploying Location Analytics

(How can we use this?)

Micro-Studies

- 🌿 Market Penetration
- 🌿 Tourism Capture & Opportunity
- 🌿 Special Events Opportunity
- 🌿 Visitor Demographics
- 🌿 Direct Competition



Market Penetration

(Are we capturing our market?)

What is market penetration?

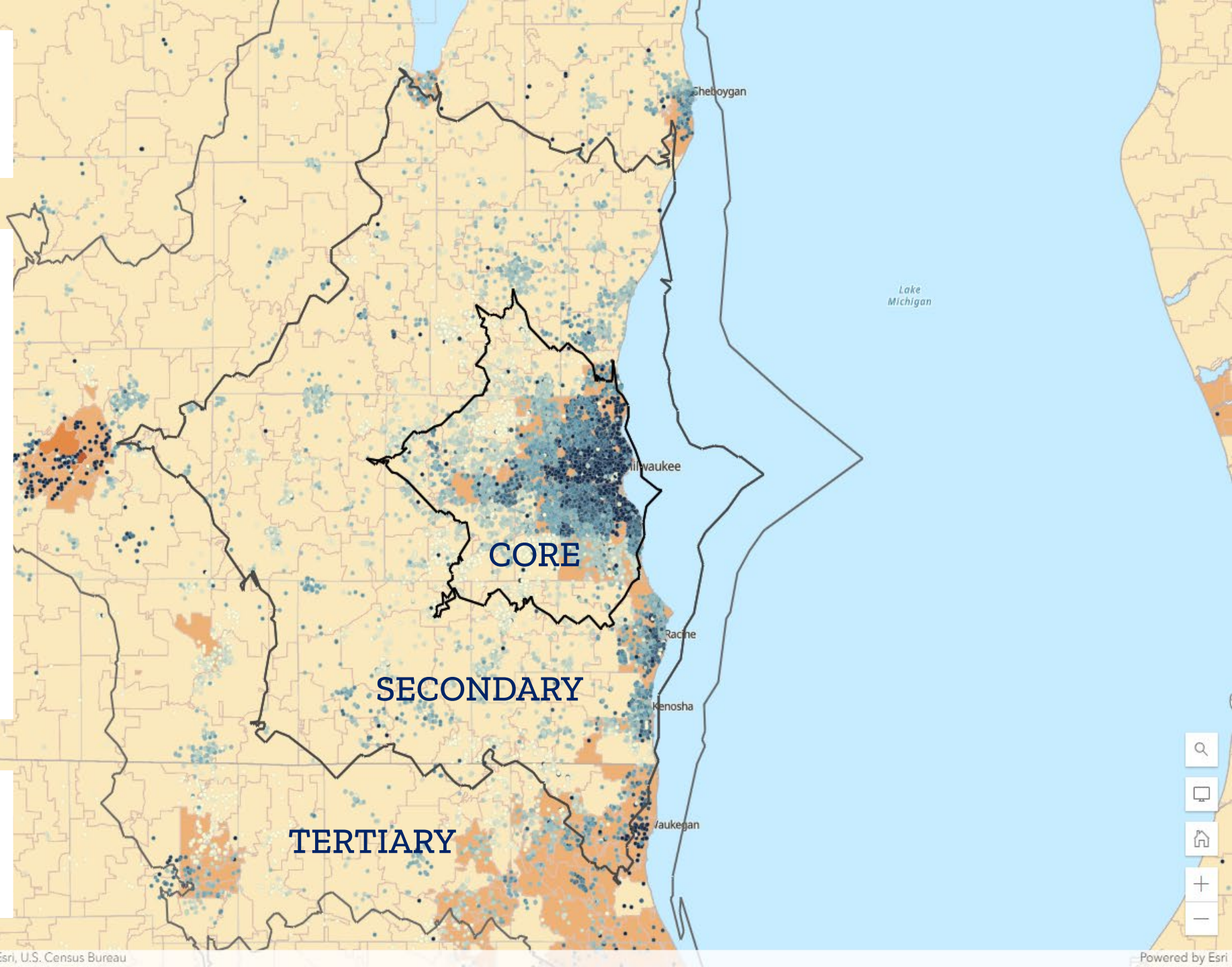
market penetration =

VISITS

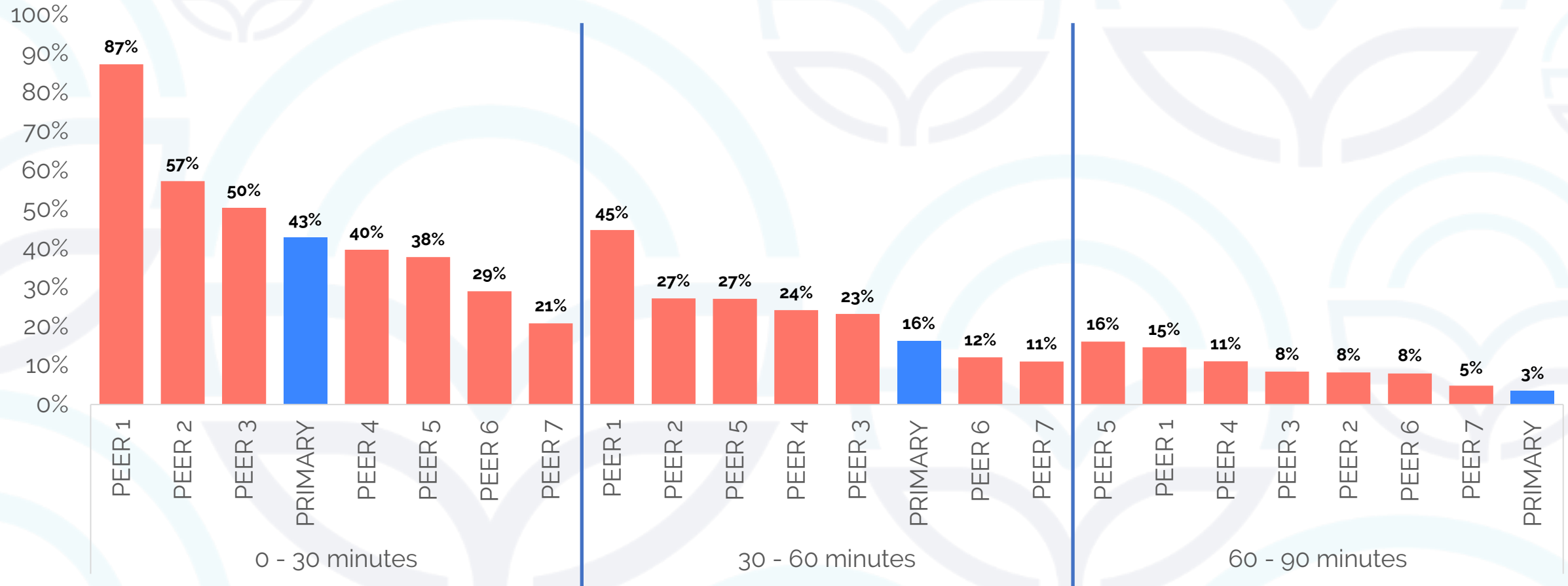
divided by

POPULATION

i.e. "how many visits do I generate per 100 residents of a given area?"

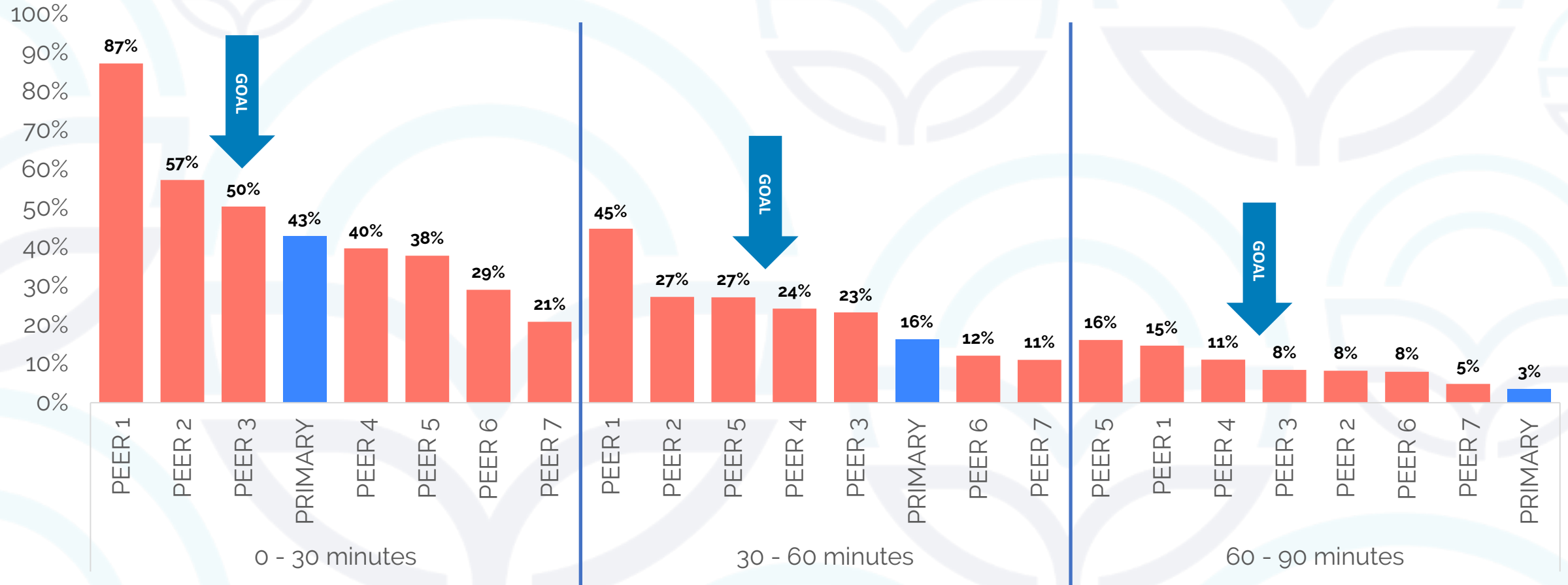


Market Penetration Peer Analysis



Compared to its peers, PRIMARY ORGANIZATION penetrates at roughly the median of its **core market region**, below the median at its **secondary market region**, and at the bottom of its **tertiary market region**.

Market Penetration Peer Analysis



PRIMARY ORGANIZATION was not satisfied with being average, they identified provable, achievable targets to grow market penetration in discrete regions. This data allowed them to identify specific areas of opportunity to attract more visitors.

Growth Potential

% Penetration Growth	0-30 min. Radial	30-60 min. Radial	60-90 min. Radial
1%	13,782	10,407	18,698
2%	27,564	20,815	37,395
3%	41,346	31,222	56,093
4%	55,129	41,629	74,791
5%	68,911	52,037	93,489
6%	82,693	62,444	112,186
7%	96,475	72,851	130,884
8%	110,257	83,258	149,582
9%	124,039	93,666	168,280
10%	137,822	104,073	186,977

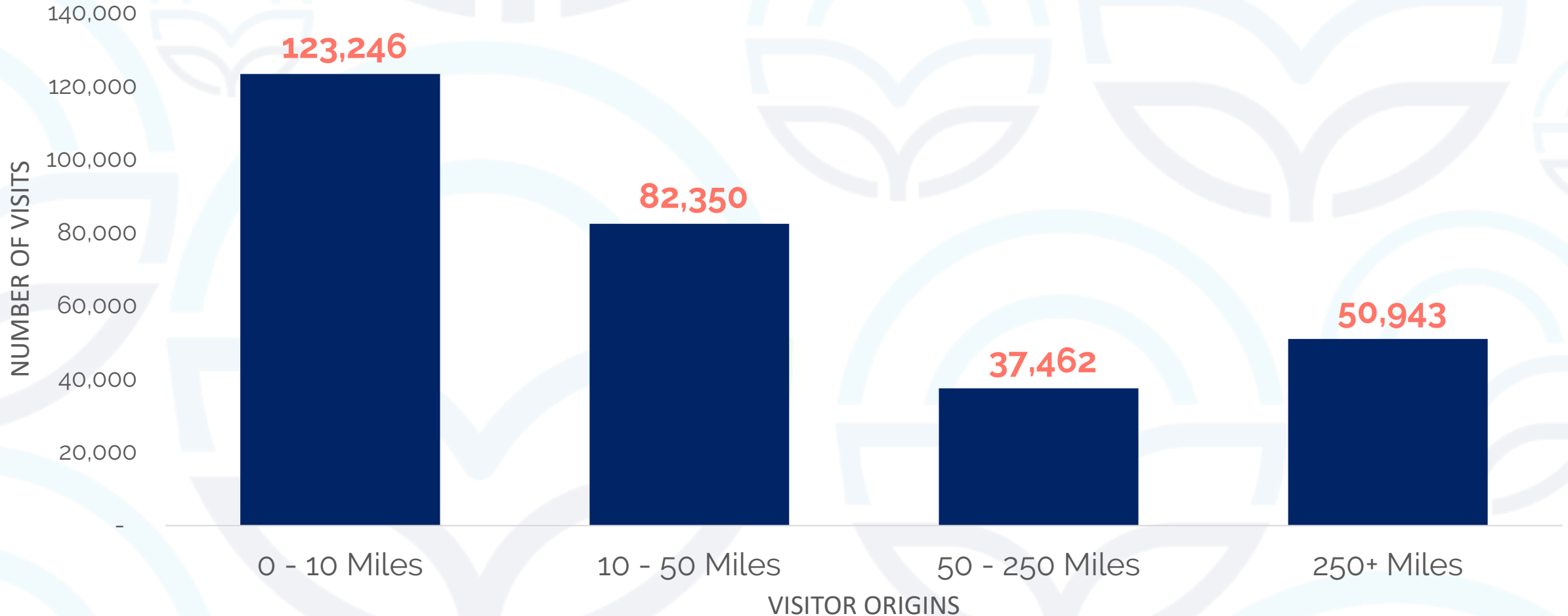




Tourism Capture & Opportunity

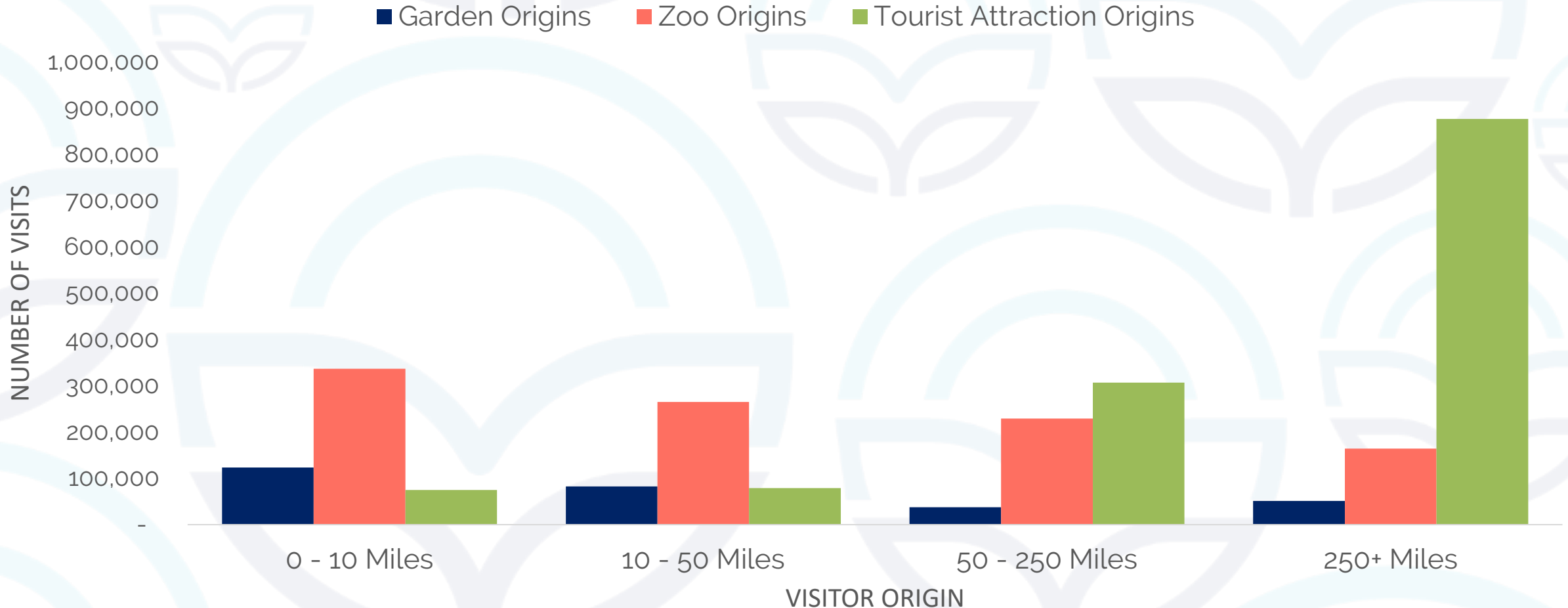
(Are we capturing tourism potential?)

Tourism Capture



The Garden in question hosted about 300,000 guests in 2022. **42%** of those visits were from guests living within **10 miles** of the site and **70%** from within **50 miles**. **17%** (about 50,000 visits) came from **further than 250 miles**. Is 50,000 tourism visitors a lot or a little? How can we tell?

Tourism Opportunity



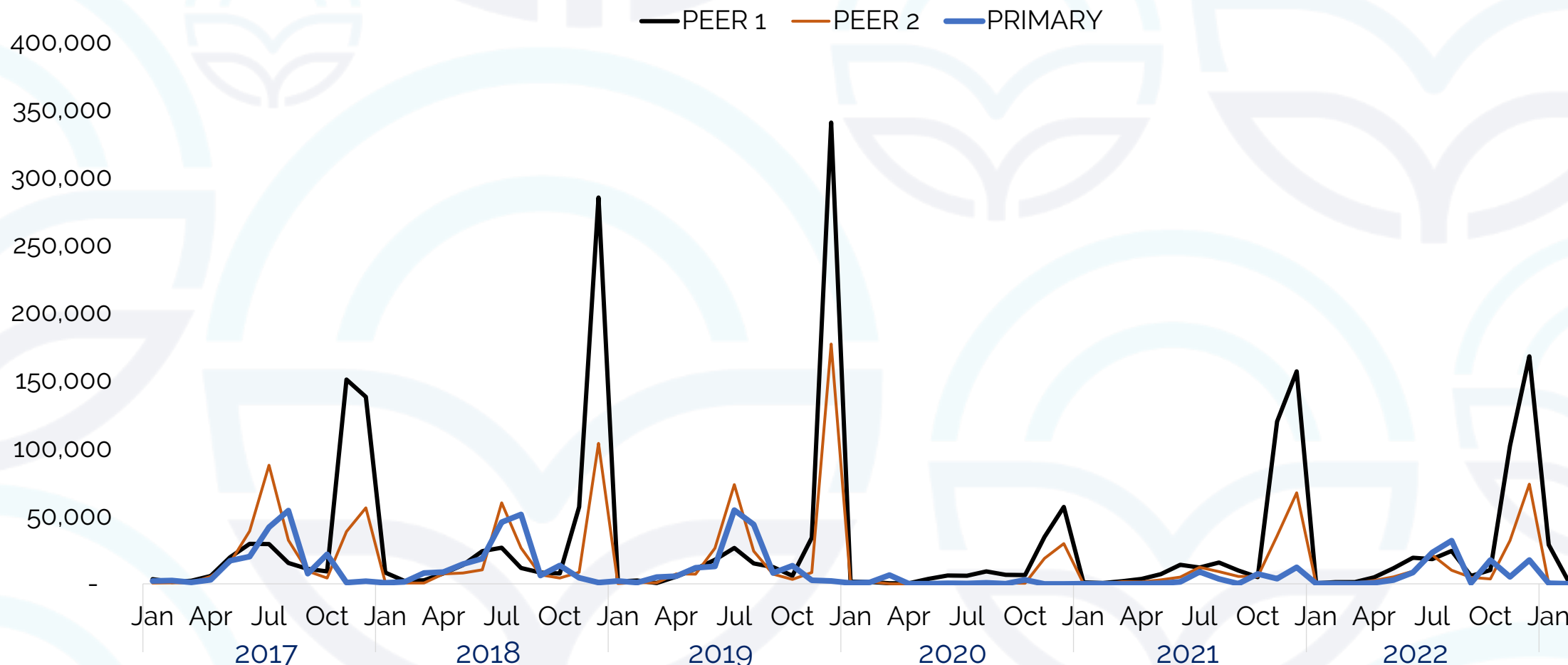
We can **add context** by analyzing two other organizations within the Garden's market (both within a few miles of the Garden). **The finding:** tourists are clearly (1) coming to the market and (2) visiting other attractions, but **precious few** of them are coming to the Garden. **Opportunity!**



Special Events Opportunity

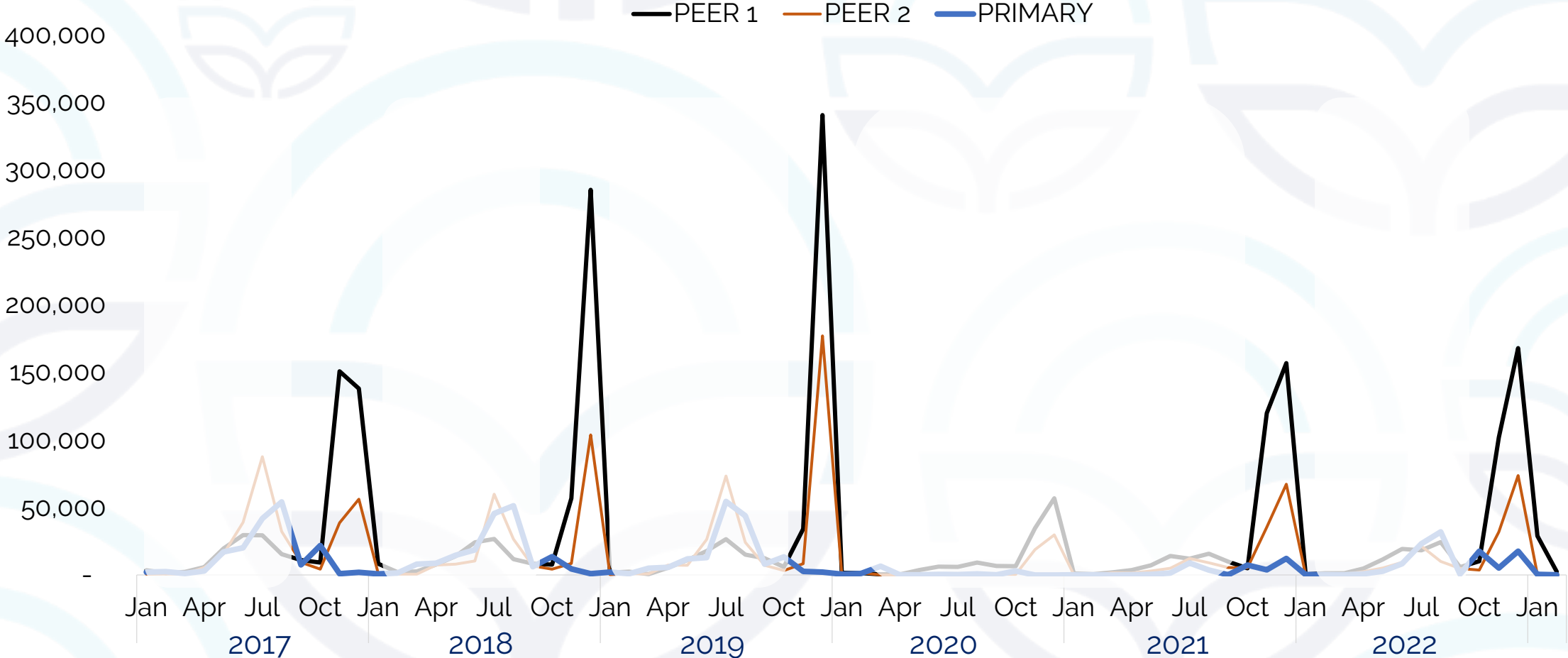
(Are we leveraging evening events?)

After-Hours Opportunity Analysis



We start out by comparing our **PRIMARY ORGANIZATION** to two others in the same market region—**PEER 1** and **PEER 2**. In this case we have set our filters to isolate attendance between the hours of 6PM and 11PM.

After-Hours Opportunity Analysis



Here, we've zeroed in on the fall/winter seasons over the past 6 years, and we observe that **PEER 1** and **PEER 2** are capturing a significant number of visitors for after-hours events, while **PRIMARY ORGANIZATION** is not. Next step: research what they're doing!



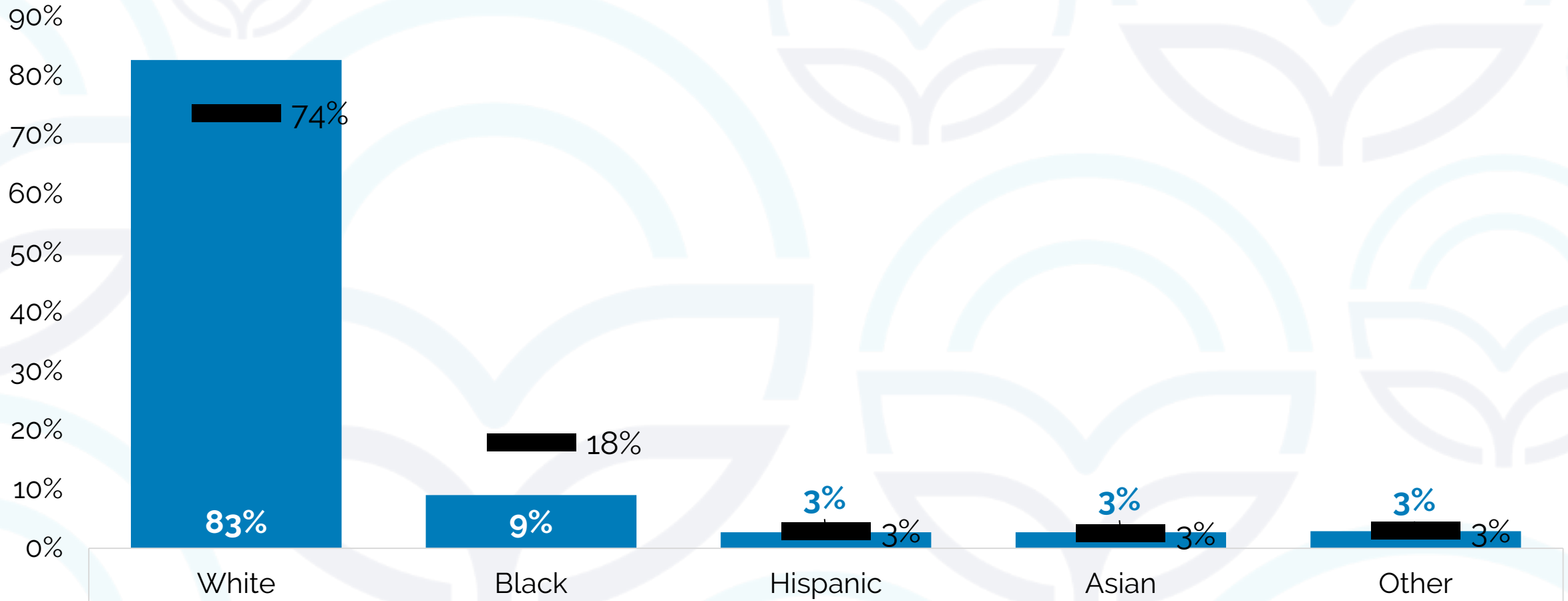
Visitor Demographics

(Do we represent our community?)

Visitor Race/Ethnicity vs. the Market

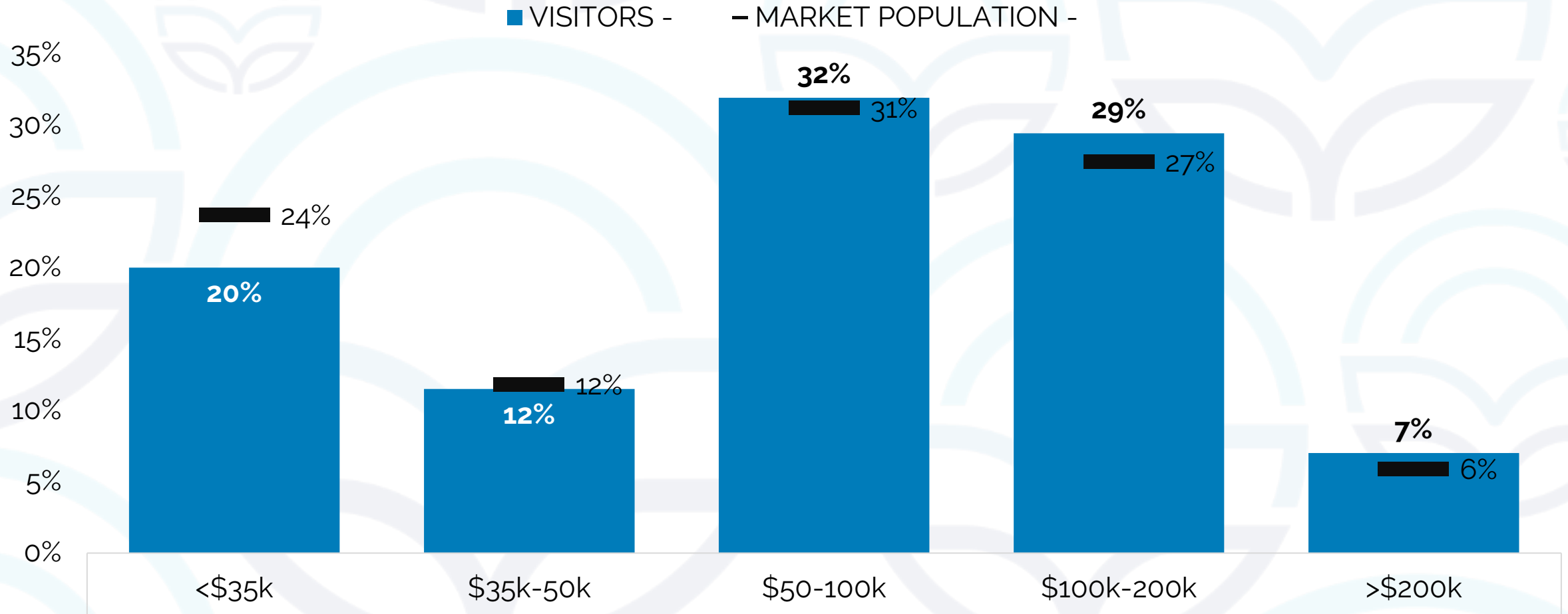


■ Visitors — Market Population



In this case, we're comparing the race/ethnicity of actual **VISITORS** to our organization to the makeup of the **MARKET POPULATION** where it is located. We observed an over-representation of white identifying visitors, and a corresponding under-representation of Black/African-American identifying visitors.

Household Income vs. the Market



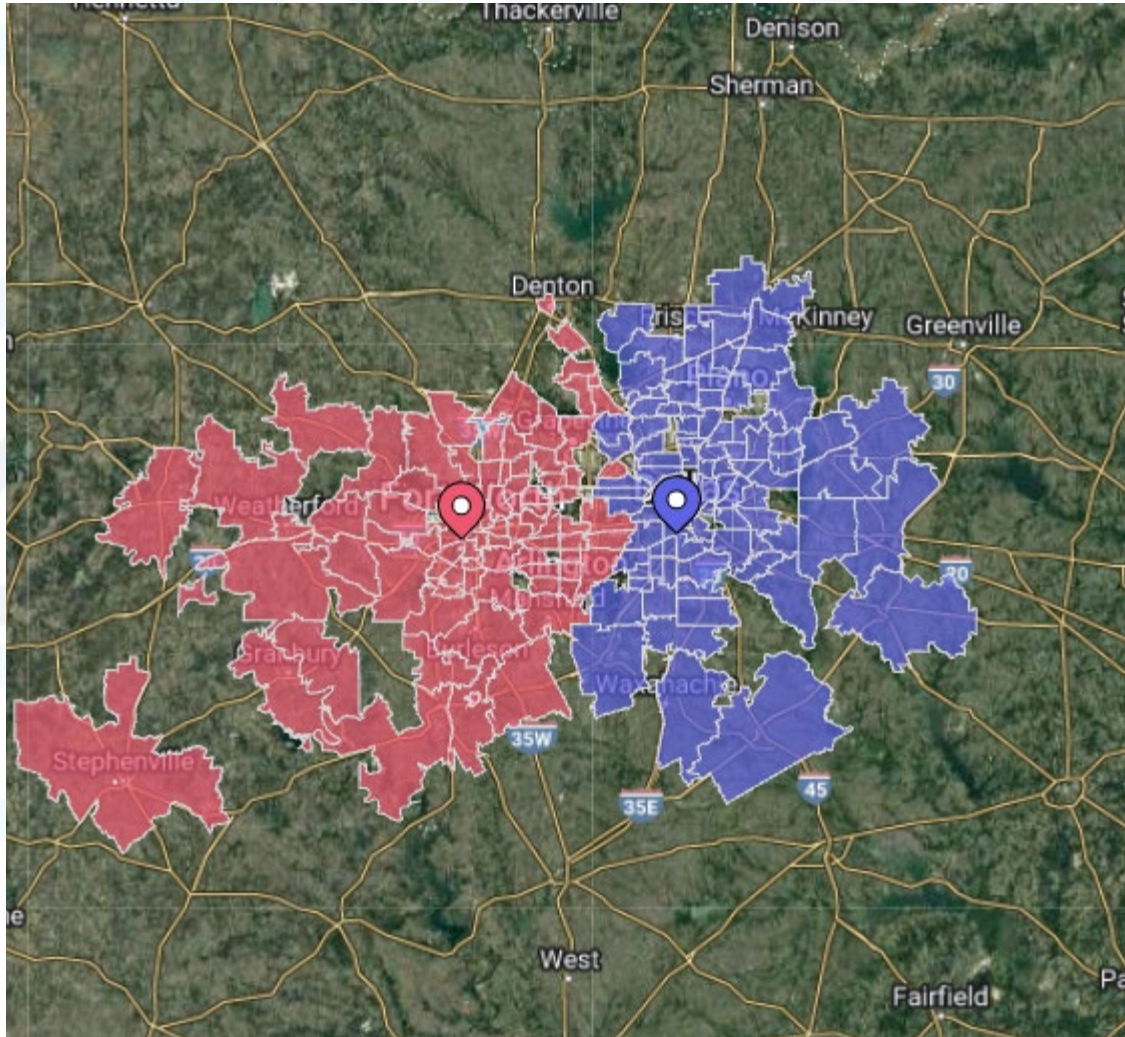
Same organization, different perspective. Here, we're evaluating the household income of actual **VISITORS** to our organization to that of the **MARKET POPULATION**. We assess that the organization's visitors overrepresent high-earning households and underrepresent lower earning households.



Direct Competition

(Who's eating our lunch?!)

Competitive Geographies



ZIP Code	City	Dallas	Fort Worth	Ratio	Pop	Density
75052	Grand Prairie	7,540	7,637	1.3%	88,996	3,402
75067	Lewisville	3,895	4,083	4.6%	60,982	4,588
75062	Irving	3,832	3,582	7.0%	44,537	4,052
75051	Grand Prairie	3,342	3,596	7.1%	39,285	3,240
75060	Irving	5,471	4,794	14.1%	45,980	3,467
75068	Little Elm	2,450	2,035	20.4%	34,934	1,273
75057	Lewisville	1,194	976	22.3%	74,156	4,255
75028	Flower Mound	2,526	3,253	22.3%	42,226	2,788
76210	Denton	2,113	2,729	22.6%	69,076	2,877
75077	Lewisville	1,601	2,134	25.0%	39,891	1,694

There's competition everywhere. We can quickly and easily use location analytics to identify where we are strongest, weakest, and **most importantly, where exactly the "front lines" are.**

By identifying the most competitive geographies, we can **target our marketing resources** most efficiently.

Takeaways

- ④ Place-based attractions can **harness the power of location analytics** to capture unprecedented volumes of data about not just their constituents, but also those of their peers and competitors near and far.
- ④ We can now **easily answer pressing questions** about who are visitors are, where they come from, how they behave in **nearly real-time**.
- ④ These data allow us to make **smart, informed decisions** to improve business operations, assess audience diversity, and identify opportunities to grow.