MOREY GROUP
a division of tlc thelukenscompany

2021 POSITIONING SUMMARY REPORT

BACKGROUND

In 2021, Morey Group conducted Positioning Studies in ten markets and two states. Data from 211 cultural attractions was collected and analyzed including Aquariums (16), Art Museums (59), Children's Museums (18), Botanical Gardens (22), Museums (45), Natural History Museums (9), Science Museums (17), and Zoos (24).

The purpose of a Positioning Study is to provide insight into attendance, market capture, visitor origin, demographics, marketing presence, visitor satisfaction, and admission and membership pricing information so that cultural attractions can better understand their audiences, opportunities, and ways in which to grow.

This Summary Report contains a review of these findings. In total, 2,096,799 devices were observed 3,422,449 times.

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APPROACH

We utilized privacy-compliant location monitoring technology to identify the home address of visitors.

- Near™ collects data from more than 250,000 apps in which a user has enabled location tracking. The database has more than 14 trillion location data points, the data is aggregated and anonymized and is privacy compliant under GDPR and CCPA standards.

  We exported the addresses to PersonaLive™ to identify market segments and demographics.
- PersonaLive™ maintains a database on more than 281 million Americans and segments the data into 17 different segments with 81 sub-segments. The segmentation profiles are built on social media usage, retail visitation, website usage, and demographics.

  We matched market segment and visitor origin data to market, census and attendance data to identify actual market sizes.

  We utilized Google Trends to assess interest.
- Google Trends provides access to a largely unfiltered sample of actual search requests made to Google. It’s anonymized (no one is personally identified), categorized (determining the topic for a search query) and aggregated (grouped together).

We utilized Google Reviews to assess visitor satisfaction. We collected publicly available admission and membership pricing data.

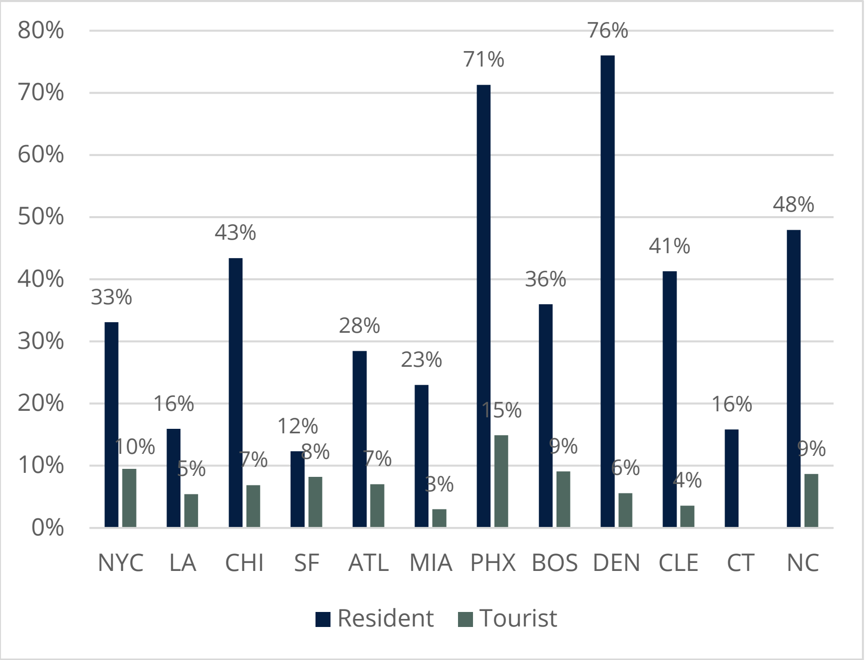
RESULTS FOR MARKETS

CULTURAL ENGAGEMENT

On average, 37% of residents and 7% of tourists are culturally engaged (those who visit cultural attractions).

As illustrated in the graph, there can be signficant differences in cultural engagement by market. Denver and Phoenix have the higher percentage of culturally engaged residents.

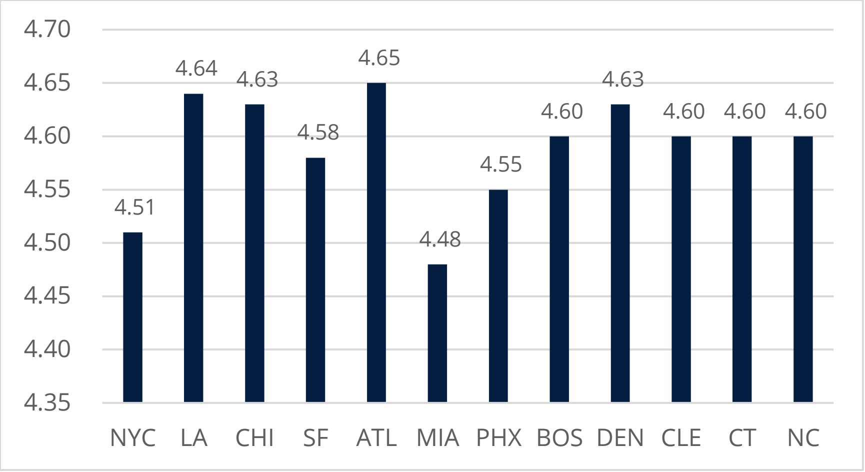
Phoenix also has the highest percentage of culturally engaged tourists while Miami and Cleveland have the lowest percentage of culturally engaged tourists.



VISIT SATISFACTION

The average Google Rating of cultural attractions is 4.58.

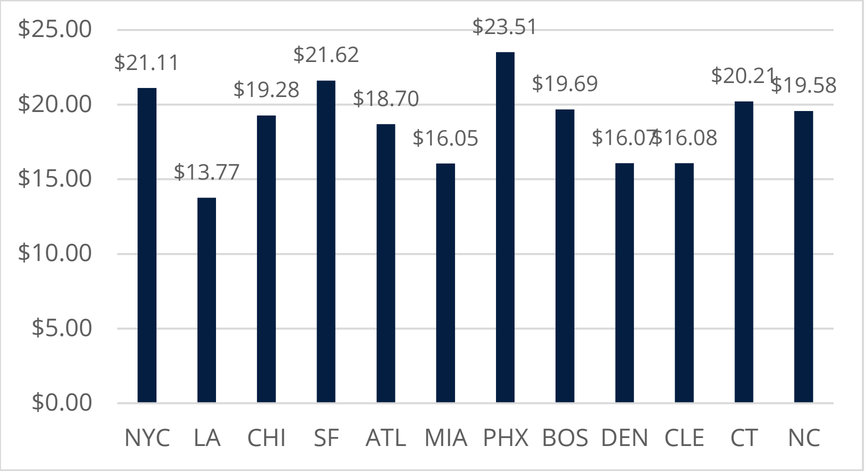
Atlanta, Los Angeles, Denver, and Chicago have the highest average Google Ratings, which suggests that these cities have higher quality cultural attractions than cities with lower average Google Ratings.



ADMISSION COST

The average adult admission price is $20.58 (among cultural attractions that charge admission) and $18.72 including those that do not charge admission.

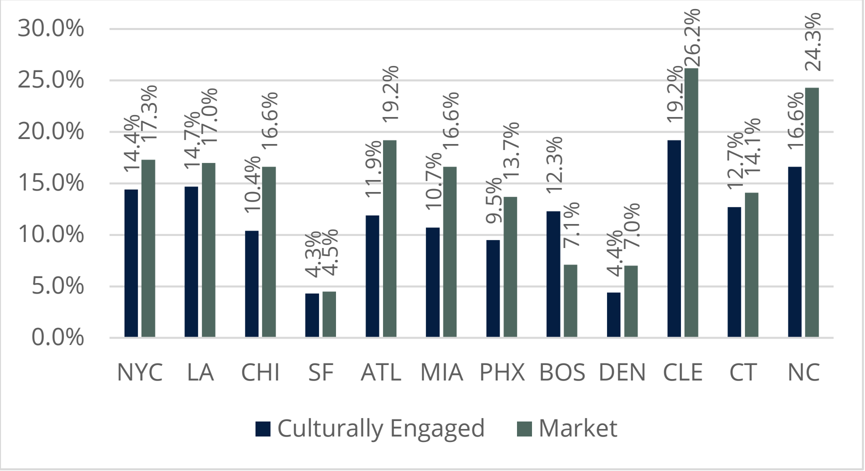
Phoenix, San Francisco, and New York City have the highest admission prices. Los Angeles has the lowest average admission price.



LOW INCOME HOUSEHOLDS

Boston is the only market in which the percentage of residents with low income visiting cultural attractions is higher than the percentage represented in the population.

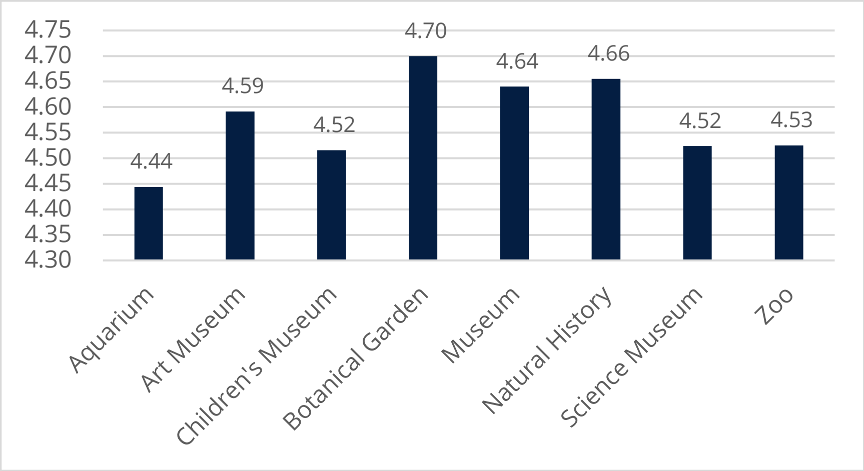
Atlanta, Miami, Phoenix, and Denver have the lowest percentage of culturally engaged low-income households compared to the population.



RESULTS FOR ATTRACTIONS

VISIT SATISFACTION

The average Google Rating of cultural attractions is 4.58.



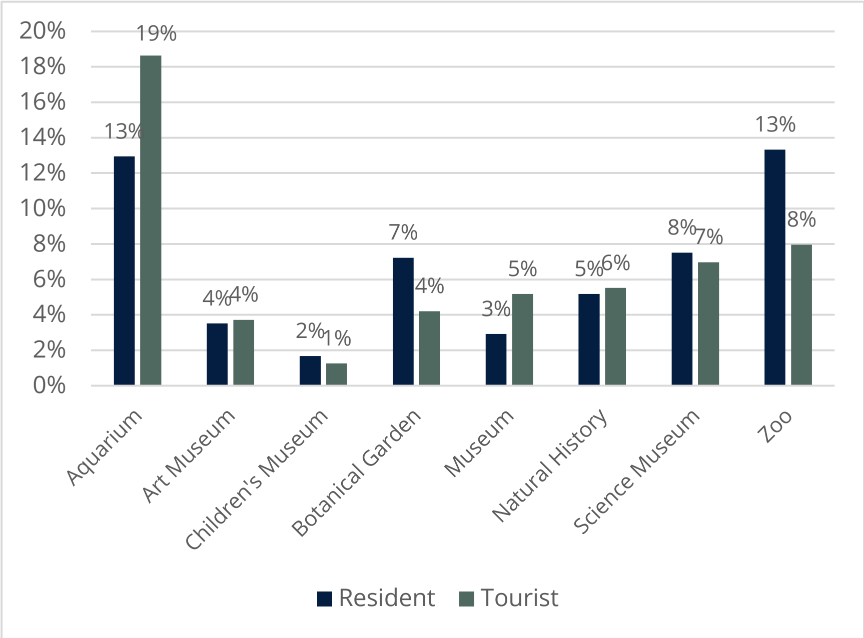
Botanical gardens have the highest average Google Rating followed by natural history museums and museums in general.

Zoos and aquariums have the lowest average Google Rating, which is surprising given the high market capture these organizations receive, which could be related to three issues; 1) these organizations have extended their appeal to non-traditional audiences who may not rate their experiences as high as traditional audiences, 2) these are the only organizations that have animals in captivity which could result in lower ratings, and/or 3) some of the organizations included in the analysis like Miami's Seaquarium have exceptionally low ratings that negatively impact the average.

CULTURAL ENGAGEMENT

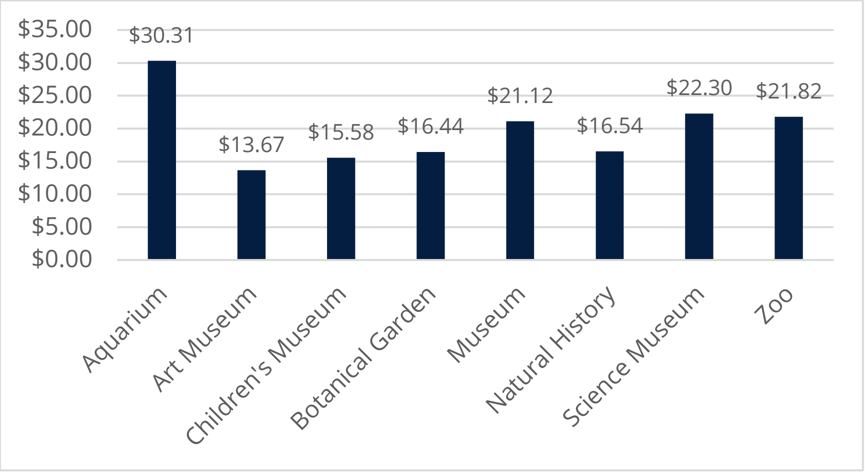
Culturally engaged residents are most likley to visit zoos and aquariums.

Culturally engaged tourists are most likley to visit aquariums.



ADMISSION COST

The average adult admission price is highest among aquariums followed by science museums, zoos, and museums.

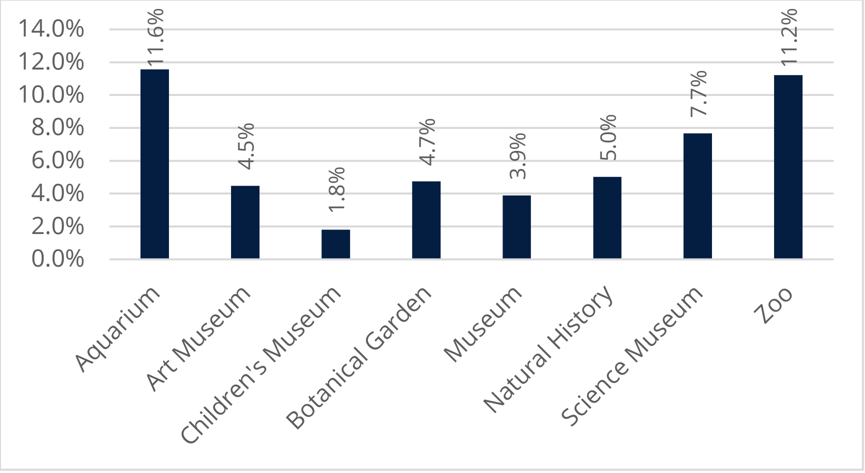


Many believe that admission price can negatively impact visitation but aquarium's have a high market capture, which suggests they are appropriately priced and are maximizing their revenue opportunities.

Art museums have the lowest admission cost, which is due in part to a high percentage being free.

INTEREST

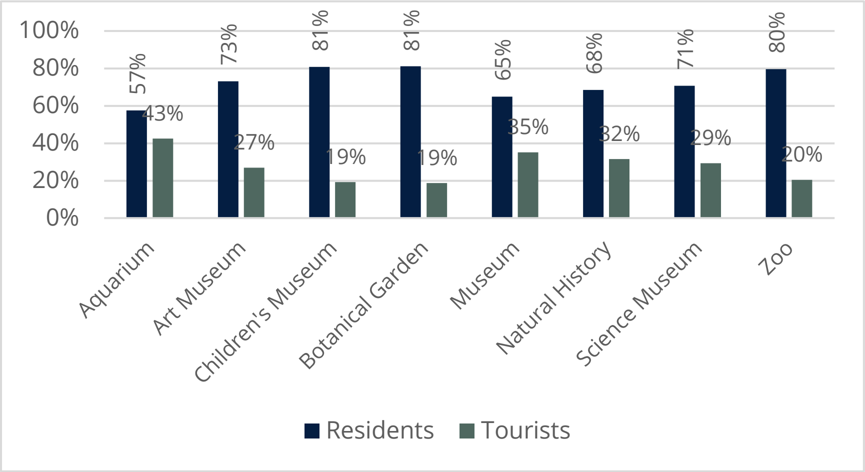
We use Google Trends, which measures "search", to identify interest. We define interest as being the combination of marketing, public relations, and social media presence with interest in a subject.



Aquariums and zoos share the highest percentage of search in a market, but they obtain this share differently. Aquarium's tend to spend the most in advertising and they have high appeal among adults AND children while zoos tend to spend less in advertising but receive a significant amount of public relations coverage, which helps them maintain a top of mind awareness.

VISITOR ORIGIN

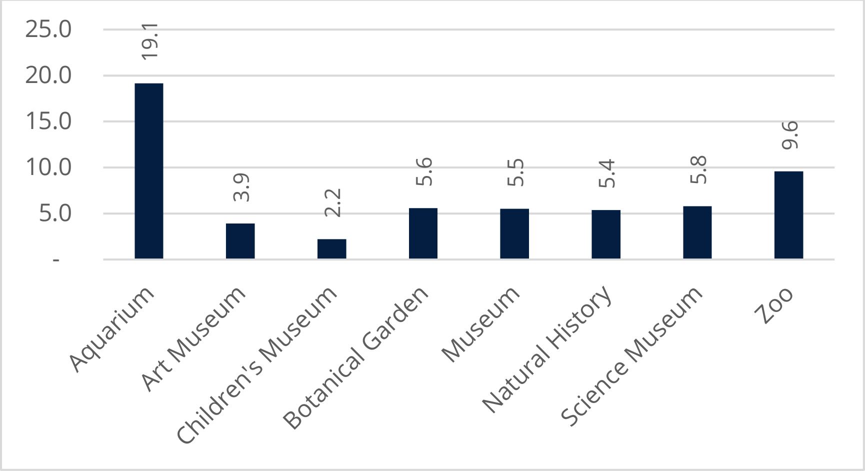
On average, 72% of cultural attraction attendance is from residents, 28% from tourists.



Aquarium's attract the most balanced percentage of residents and tourists followed by museums and natural history museums. Children's museums, botanical gardens, and zoos have the lowest percentage of tourists.

MARKET PERFORMANCE

Market performance is calculated by combining resident market capture, tourist market capture, Google Rating, and interest of an organization within its market. The average market performance among cultural attractions is 6.3.

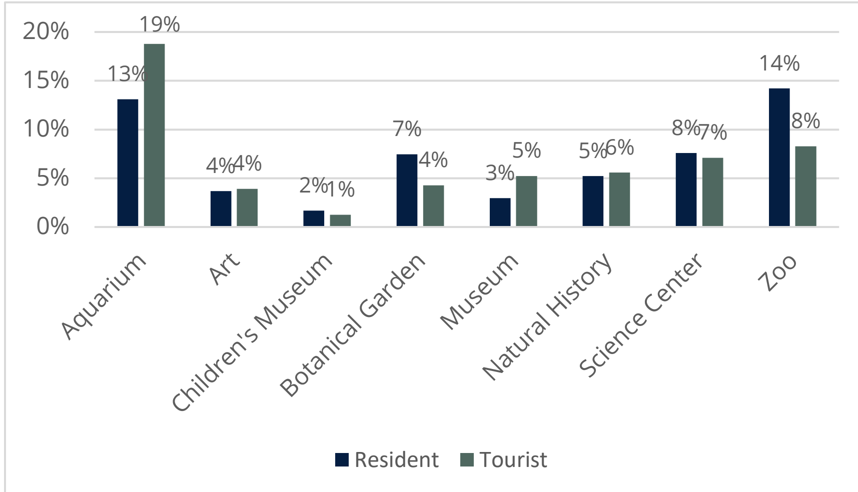


Aquariums have the highest average market performance and given their relatively high attendance and market capture provide a pathway by which to understand how to increase attendance which includes highly rated experiences combined with strong marketing presence. This creates market demand which allows aquariums to also charge more for admission without negatively impacting demand.

MARKET CAPTURE

On average, cultural attraction capture

Aquariums have the most balanced visitor origin between residents and tourists.



ABOUT MOREY GROUP

Since 1995, we have provided market research and consulting services to hundreds of cultural attractions throughout the United States and Canada.

Our services integrate with our development of the **Hierarchy of Engagement** in which we understand an organization's potential is dependent first, on the community in which it exists, second, on the conversion of community members to visitors, third, on the conversion of visitors to members, and fourth on the conversion of members to donors.

A variety of different departments are responsible in part for the conversions between each level of engagement including Marketing, Visitor Services, Membership, Development, and Revenue. The services we provide are designed to help each of these departments perform better. Ideally, our services are used interdepartmentally to allow the entire organization to perform better.

We use traditional methodologies, emerging technologies, comparative analytics, and our experience to conduct our analysis. We have collected and maintained data on hundreds of cultural attractions. We aggregate this data into our Benchmarks, which we include in our analysis, to provide reference to better understanding the results of our work.

MARKETING	VISITOR SERVICES	MEMBERSHIP	DEVELOPMENT	REVENUE
Audience Profile Report				
Positioning Report				
Visitor Survey	Visitor Survey	Member Survey	Donor Survey	
Pricing Optimization Survey		Pricing Optimization Survey		Pricing Optimization Survey
Audience Acquisition Survey		Member Acquisition Survey	Donor Acquisition Survey	
Focus Groups	Focus Groups	Focus Groups	Focus Groups	Focus Groups

We would be pleased to speak with you about your goals and how we may, if possible, be of assistance.