A strategic research consultancy
Immersed in the cultural and heritage sectors

- MFA Boston
- San Francisco Museum of Modern Art (SF MoMA)
- English Heritage
- Guggenheim
- National Trust
- Smithsonian
- 92Y
- Historic Royal Palaces
- The British Museum
What we are going to cover today

- Profile of visitors
- Audience segmentation
- Needs, motivations and expectations of visitors
- Onsite behavior, engagement, needs and wants
- Depth of engagement with content and interpretation
- Response to experience
Methods

- 249 exit surveys
- 104 Vox Pops across five locations
- 381 observations in three areas
Diverse demographic profile
Over half of visits were made by first-timers

But together, two-fifths of visits were made by current and lapsed visitors.

This means there was a significant contingent familiar with the offer.
The majority of visits were from out of state

A minority of visits were local.

The H2R research reports that 96% of San Antonio Overall had visited The Alamo previously.
And few locals made repeat visits

Those who made a repeat visit were most likely to originate from out of state – likely lapsed visitors returning to the area.

[Base: 110]
The Alamo had a **high level of intentional** visits, but was not the main attractor for most of those visiting San Antonio.
‘We happen to be in San Antonio and we had a little time to kill. It is a great historical place and we are staying two blocks away’
Diverse range of ages

The diverse age range of those visiting the Alamo is a testament to its all-round popularity.
High level of family visits

The Alamo is clearly a family destination.

Successful family engagement requires tailored information and activity provision.
Even gender split

Typically, military sites have a gender bias, attracting a higher proportion of males than females.

[Base: 749]
Strong Hispanic/Latino presence

Group ethnicity (excluding PNTS)

- White or Caucasian: 55%
- Hispanic or Latino: 26%
- Asian: 7%
- Black/ African American: 4%
- Multiracial: 3%
- American Indian/ Native American/ Alaskan Native: 2%
- Other: 2%

[Base: 736]
What is Culture Segments?
What is Culture Segments?

Deep seated, slow to change

- **Purpose**: How we see ourselves
- **Identity**: How we see the world
- **Values**: Our beliefs
- **Attitudes**: What we think about X
- **Opinions**: Simple and under-developed attitudes
- **Behavior**: What we do, what we buy
- **Language**: How we articulate

Superficial, quick to change
Evolution of segmentation

- Demographics
- Visiting behavior
- Geography
- Lifestyles
- Attitudes
- Values
Self-identity
Considered and diligent
Time well spent

Discerning
Confident
Independent
Arts-essential

Generous
Community
Nurturing
Committed

Active
Experimental
Social
Ideas

Self-identity
Improvement
Considered and diligent
Time well spent

ESSENCE
EXPRESSION
STIMULATION
AFFIRMATION
ENRICHMENT
Traditional
History and heritage
Nostalgia
Learning

PERSPECTIVE
Self-sufficient
Focused
Reflective
Fulfilled

RELEASE
Busy
Prioritizing
Ambitious
Escape

ENTERTAINMENT
Mainstream
Popularist
Leisure
Fun
Expression dominate
Expression was largest segment at The Alamo

With Entertainment and Stimulation making a significant proportion of visits

[Base 249]
Expression largest segment in H2R total market

45% of population survey respondents were Expression. This segment had the highest opinion of the Alamo (90%) and highest intent to visit (60%).
Who are they?

Expression, Entertainment, Stimulation
Expression

Community, Nurturing, Generous, Committed

Open and full of enthusiasm with varied and eclectic tastes. They enjoy activities that help them connect with and share experiences with others. They like to be sure that everyone is welcome to join in and enjoy things, and as such put a high price on inclusivity.
Entertainment

Mainstream, Popularist, Leisure, Fun

Tend to see culture as peripheral. Their occasional visits are likely to be for mainstream events or days out. Leisure time is for fun and escapism, not intellectual stretch. If they do attend, it will be socially motivated but their engagement is typically among the lowest of all segments.
Stimulation

Active, Experimental, Ideas, Social

An active group who love adventure and live for the moment. They seek out new experiences to live a varied life and keep ahead of the curve. They are all about big ideas and are looking for something ‘out of the ordinary’. But they also attend cultural events for the social experience.
Visitors seek a good day out at a historic attraction
What drives people to visit historic sites?

<table>
<thead>
<tr>
<th>Hierarchy of motivation</th>
<th>Have this driver...</th>
<th>And they seek this from a visit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Visitors who see venue as a...</td>
<td>Church</td>
<td>Creative stimulation and quiet contemplation, a place to escape and recharge, food for the soul.</td>
</tr>
<tr>
<td></td>
<td>Spiritual</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Spa</td>
<td>See fascinating objects in an inspiring setting. Ambience, deep sensory &amp; intellectual experience.</td>
</tr>
<tr>
<td></td>
<td>Emotional</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Archive</td>
<td>Develop own interest and knowledge, journey of discovery, find out new things.</td>
</tr>
<tr>
<td></td>
<td>Intellectual</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Attraction</td>
<td>Enjoyable place to spend time, good facilities and services, welcoming staff.</td>
</tr>
<tr>
<td></td>
<td>Social</td>
<td></td>
</tr>
</tbody>
</table>
Half of visits were socially driven

[Base: 247]

- Social: 50%
- Intellectual: 26%
- Emotional: 21%
- Spiritual: 4%
Although visitors had a host of motivations to visit

All motivations to visit

<table>
<thead>
<tr>
<th>Category</th>
<th>Motivation</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social</td>
<td>A major attraction in Texas</td>
<td>52%</td>
</tr>
<tr>
<td></td>
<td>Spend quality time with friends and family</td>
<td>45%</td>
</tr>
<tr>
<td></td>
<td>An enjoyable place to pass the time</td>
<td>40%</td>
</tr>
<tr>
<td></td>
<td>It's a good day out</td>
<td>39%</td>
</tr>
<tr>
<td>Intellectual</td>
<td>Improve own knowledge</td>
<td>49%</td>
</tr>
<tr>
<td></td>
<td>To encourage children's interest in history</td>
<td>21%</td>
</tr>
<tr>
<td></td>
<td>Personal interest</td>
<td>21%</td>
</tr>
<tr>
<td></td>
<td>Professional/ academic interest</td>
<td>9%</td>
</tr>
<tr>
<td>Emotional</td>
<td>To gain a deeper insight into the subject</td>
<td>46%</td>
</tr>
<tr>
<td></td>
<td>To experience what the past was like</td>
<td>44%</td>
</tr>
<tr>
<td></td>
<td>Experience awe-inspiring things/places</td>
<td>23%</td>
</tr>
<tr>
<td></td>
<td>To have an emotionally moving experience</td>
<td>11%</td>
</tr>
<tr>
<td>Spiritual</td>
<td>To reflect or contemplate</td>
<td>17%</td>
</tr>
<tr>
<td></td>
<td>Stimulate own/ children’s imagination</td>
<td>13%</td>
</tr>
<tr>
<td></td>
<td>To feel a personal/ family connection</td>
<td>10%</td>
</tr>
<tr>
<td></td>
<td>Escape or recharge batteries</td>
<td>11%</td>
</tr>
</tbody>
</table>
‘They got the kids flying on a broom which is super fun, Dad got to hear about guns, which is fun, and got some dolls. Yeah, it was great’
‘If somebody visits San Antonio, this is the first thing they should see, because this is actually like the flagship’
‘I have learned about the key players. I learnt more about what happened and where events happened from coming here’
Visit modes provide a structure for visitor provision

By combining the motivations of visitors with some key profile information (family, knowledge level, visit frequency) we can determine a more granular ‘mode’ of visit:

Visit modes decision tree

- Family visitor?
  - Yes: Families
  - No: Motivation?
    - Emotional / spiritual: Afficionados
    - Intellectual: Experts
    - Professional / academic connection: Self developers
    - Social:
      - Frequency?
        - Yes: Repeat social
        - No: First time: Siteseers
Families were the dominant visit mode

- Afficionados: 19%
- Self Developers: 14%
- Experts: 3%
- Repeat Social: 19%
- Siteseers: 15%
- Families: 31%

[Base: 247]
Most saw The Alamo as a site of military history and were only vaguely aware of its social and religious historical narratives on arrival.
The majority had general knowledge of the subjects connected to The Alamo (self-identified).

Knowledge of subjects connected to The Alamo:
- Specialist knowledge: 7%
- General knowledge: 73%
- Little or no knowledge: 20%

[Base: 249]
The majority associate the site with the Battle and the Texan Revolution

- The siege and battle at the Alamo: 68%
- The Texas revolution for independence: 68%
- The Alamo as a Mexican military outpost: 48%
- How the Alamo influenced the growth of SA: 47%
- The US military acquisition of the Alamo: 33%
- Establishment of the Spanish Mission: 30%
- The decline of Spanish military rule: 28%
- I was not aware of these before my visit: 12%

[Base: 249]
The Alamo was most well-known for the battle...

‘The battle and the words Remember the Alamo’

‘Oh, it is known for the battle, The Alamo’

‘I didn’t know what happened before the battle’
...And the revolution for independence

‘Only that it became the battle cry for the Texans to
defeat the Mexicans’

‘It is the beginning of the history of independent Texas’

For some visitors, the battle and the revolution were the limit of their knowledge on arrival.
Lower awareness of Mission history

30% were aware of the site’s Spanish Mission before they visited. However, repeat visitors were significantly more likely to be aware of Mission history (46%) than first-timers (16%).

‘I was wondering why there was a church – like, what it had to do with The Alamo’
Two-fifths have some connection to armed forces

- Yes, someone close/family member is or has been connected with the US armed forces: 22%
- Yes, past service personnel: 20%
- Yes, current service personnel: 3%
- No connection: 57%

[Base: 249]
Uncertainty surrounds what a visit might entail
Reliant on onsite information

Our research indicates that visitors are doing very little pre-visit research. They arrive with a low awareness of the site and rely on The Alamo to fill their information needs.

However, when we see what visitors’ engaged with during their visit, it appears that some are not taking advantage of the fullness of the offer.
‘I don’t really have expectations because I am not too sure exactly what it consists of’
Room to further engage visitors with the fullness of the offer

<table>
<thead>
<tr>
<th>Attractor for visit</th>
<th>Did on visit</th>
</tr>
</thead>
<tbody>
<tr>
<td>For a general visit</td>
<td>63%</td>
</tr>
<tr>
<td>To visit the Alamo Church</td>
<td>81%</td>
</tr>
<tr>
<td>To visit the Fortress Alamo exhibition</td>
<td>58%</td>
</tr>
<tr>
<td>To visit the Long Barrack Museum</td>
<td>53%</td>
</tr>
<tr>
<td>To read the History Wall</td>
<td>31%</td>
</tr>
<tr>
<td>To view a Living History demonstration</td>
<td>31%</td>
</tr>
<tr>
<td>To listen to a History talk</td>
<td>17%</td>
</tr>
<tr>
<td>To meet up with friends</td>
<td>15%</td>
</tr>
<tr>
<td>To visit the gift shop</td>
<td>15%</td>
</tr>
<tr>
<td>To have an audio tour</td>
<td>9%</td>
</tr>
<tr>
<td>To have a guided walking tour</td>
<td>4%</td>
</tr>
<tr>
<td>Other</td>
<td>2%</td>
</tr>
</tbody>
</table>

[Base: 249]
Although visitors took their time on site

Average dwell is fairly consistent across visitor types.
Information needs not always fulfilled
Essential to meet information needs at start of the visit

The information provided at the start of the visitor journey needs to be more visible, available in more varied formats, and visitor uptake of information should be encouraged by site staff and volunteers.
Essential to meet information needs at start of the visit

‘To have, when you come in, a sense of which way you’re going, a sense of the chronological history. So you know in advance what you’re going to see, where you’re going’
INFO CART

BEHAVIOR

Speak with staff? 40%
Take leaflet? 31%
Audio guide? 19%
Just look? 25%

THRESHOLD

Entry / exit 2
From Alamo Plaza

29%

26%

29%

23%

7%

Exits

5
4

2

1

Entry

Exit

Key

Interpretation Board

% who looked at interpretation board

Entry

% Exit

%
Most enter the site without on-boarding first

42% engaged with the info cart, which means that most enter the site without introductory information.

We would suggest focusing more actively on-boarding before visitors enter the Church, which may require placing of additional information.
On-boarding more likely to happen in the Church

59% were making use of the available sources at the information desk or speaking to staff.

However, for many, the Church will be the main focus of their visit and seeking out introductory information will take visitors out of the experience. It may likely inhibit visitors receiving emotional or spiritual outcomes in this space.
'So far [in the church] it’s just confusing and kind of hard to get around and figure out the sequence of events that took place here. We’ll see if it makes more sense when we get out'
Information needs were focused around the site’s history

<table>
<thead>
<tr>
<th>Information Need</th>
<th>Used</th>
</tr>
</thead>
<tbody>
<tr>
<td>To help me understand the site’s history</td>
<td>54%</td>
</tr>
<tr>
<td>About the buildings</td>
<td>51%</td>
</tr>
<tr>
<td>About the Fortress Alamo exhibition</td>
<td>35%</td>
</tr>
<tr>
<td>Opening/ closing times</td>
<td>28%</td>
</tr>
<tr>
<td>To find my way around site</td>
<td>26%</td>
</tr>
<tr>
<td>To help me plan what to see/ do on my visit</td>
<td>17%</td>
</tr>
<tr>
<td>About activities such as talks and tours</td>
<td>17%</td>
</tr>
<tr>
<td>About facilities such as the gift shop, WC</td>
<td>17%</td>
</tr>
<tr>
<td>To help me plan my route</td>
<td>14%</td>
</tr>
<tr>
<td>About where is best to visit with my children</td>
<td>14%</td>
</tr>
<tr>
<td>About paid or free events</td>
<td>6%</td>
</tr>
<tr>
<td>About disabled access</td>
<td>1%</td>
</tr>
<tr>
<td>Other</td>
<td>1%</td>
</tr>
<tr>
<td>None of these</td>
<td>1%</td>
</tr>
</tbody>
</table>

58% looked for information on the site’s history, 47% on the buildings, and 51% on the Fortress Alamo exhibition.
Some visits resulted in an information gap

<table>
<thead>
<tr>
<th>Purpose</th>
<th>Looked for</th>
<th>Used</th>
</tr>
</thead>
<tbody>
<tr>
<td>To help me understand the site’s history</td>
<td>50%</td>
<td>47%</td>
</tr>
<tr>
<td>About the buildings</td>
<td>51%</td>
<td>51%</td>
</tr>
<tr>
<td>About the Fortress Alamo exhibition</td>
<td>35%</td>
<td>35%</td>
</tr>
<tr>
<td>Opening/ closing times</td>
<td>25%</td>
<td>25%</td>
</tr>
<tr>
<td>To find my way around site</td>
<td>32%</td>
<td>32%</td>
</tr>
<tr>
<td>To help me plan what to see/do on my visit</td>
<td>17%</td>
<td>17%</td>
</tr>
<tr>
<td>About activities such as talks and tours</td>
<td>12%</td>
<td>12%</td>
</tr>
<tr>
<td>About facilities such as the gift shop, WC</td>
<td>17%</td>
<td>17%</td>
</tr>
<tr>
<td>To help me plan my route</td>
<td>14%</td>
<td>14%</td>
</tr>
<tr>
<td>About where is best to visit with my children</td>
<td>6%</td>
<td>6%</td>
</tr>
<tr>
<td>About paid or free events</td>
<td>6%</td>
<td>6%</td>
</tr>
<tr>
<td>About disabled access</td>
<td>1%</td>
<td>1%</td>
</tr>
<tr>
<td>Other</td>
<td>1%</td>
<td>1%</td>
</tr>
<tr>
<td>None of these</td>
<td>6%</td>
<td>6%</td>
</tr>
</tbody>
</table>
Some visits resulted in an information gap

-9 pp. points

-5 pp. points
Some visits resulted in an information gap

To help me understand the site’s history: 58%
About the buildings: 51%
About the Fortress Alamo exhibition: 35%
Opening/closing times: 28%
To find my way around site: 32%
To help me plan what to see/do on my visit: 17%
About activities such as talks and tours: 12%
About facilities such as the gift shop, WC: 12%
To help me plan my route: 14%
About where is best to visit with my children: 6%
About paid or free events: 4%
About disabled access: 1%
Other: 1%
None of these: 6%

-9 pp. points
-5 pp. points
-4 pp. points

Looked for
Used
Navigation information provided more effectively

To help me understand the site’s history - 56%
About the building - 51%
About the Fortress Alamo exhibition - 30%
Opening/closing times - 28%
To find my way around site - 32%
To help me plan what to see/do on my visit - 14%
About activities such as talks and tours - 13%
About facilities such as the gift shop, WC - 17%
To help me plan my route - 14%
About where is best to visit with my children - 6%
About paid or free events - 4%
About disabled access - 1%
Other - 1%
None of these - 7%

[Base: 249]
Some visitors were grateful for potted information and many observed the information was succinct

‘[I received] enough information to learn something but not too specific where it takes too long to read’

‘Yes, just enough to explain everything’

‘If you have the high points, that’s good enough’
But others were looking for more depth

‘I wish there was a lot more information but it just kind of gave an overview’

‘There’s just a lot of general information right now’

This highlights the need for more forms of **layered interpretation**, providing visitors access to more detailed insight if they wish to explore further.
Low uptake of information could in some circumstances be connected to the placing of specific sources.
% who used bench/info stand

Spoke to staff: Confident Hesitant

[Base 124]
INFO DESK BEHAVIOR

- Speak with staff? 45%
- Take leaflet? 47%
- Audio guide? 17%
- Just look? 39%

Visitors were:
- Confident
- Hesitant
The majority engaged with the content available.
<table>
<thead>
<tr>
<th>Visitors in this mode...</th>
<th>Select objects in this way...</th>
<th>And behaviour in this way...</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Researching</strong></td>
<td><strong>Specific objects or collections</strong></td>
<td>Researchers are typically focused, specialist museum visitors, selecting objects themselves based on their in-depth knowledge of the subject area. These users study, sketch or examine objects, and seek expert opinion, perhaps having made an appointment with the gallery.</td>
</tr>
<tr>
<td><strong>Choosing</strong></td>
<td><strong>Specific objects or collections</strong></td>
<td>These visitors confidently pick individual objects of interest and become quickly immersed in them, using their existing knowledge. They may be objects they have seen before.</td>
</tr>
<tr>
<td><strong>Searching</strong></td>
<td><strong>Classification or collection</strong></td>
<td>Searchers have a good general understanding of the topic, and want the museum to select and present the best objects. They have an applied agenda, following the layout of the exhibition and consuming all available interpretation.</td>
</tr>
<tr>
<td><strong>Following</strong></td>
<td><strong>Narrative theme</strong></td>
<td>Followers need a narrative explanation, and want the museum to select and present objects illustrating themes. These users broadly look at most objects and in a sequential pattern.</td>
</tr>
<tr>
<td><strong>Browsing</strong></td>
<td><strong>Random objects</strong></td>
<td>These visitors select random pieces through the room in no narrative or sequence. They look at whatever catches their eye.</td>
</tr>
</tbody>
</table>
Visitors were most likely to Browse in the Church

Visitors were most likely to Browse, selecting random pieces without narrative sequence.

Researching, purposefully selecting specific objects for detailed study, was also common.

[Base: 124]
Depth of engagement

Engagement is measured by observing the highest level of engagement reached in a room.

If a visitor walks straight through a room, they do not register on this scale.
Over half of visitors reached immersion in the Church

At least one object within the Church immersed 56% of visitors, meaning they stayed for some time and were deeply engrossed in it.
Highest engagement was at the back of the Church

Visitors exhibited high levels of engagement with objects and interpretation towards the back of the Church.

Majority engaged with the Heroes board, and the Vox Pops indicate that this interpretation resonated particularly.
‘I’ve learned something new. I hadn’t realised there were so many foreigners involved – the heroes, the defenders – I’d imagined them to be all pretty local and instead they were from all over’
Visitors valued having a variety of information mediums

Opportunities to **watch** movies, **listen** to audio guides, **experience** Living History, and **see** original architecture and artefacts facilitated **deep engagement**.

‘...Otherwise there’s just a lot of reading which doesn’t always help’
The movie provides useful interpretation

‘I really enjoyed the movie because it’s very structured and then you get the whole history overview which is a very nice addition to the posters’

‘[The movie was] very excellent and insightful’

‘Oh there is [a movie]? I didn’t see it’
Audio tours add depth to learning experience

‘The audio has been really helpful to understand the context of things’

‘The audio tour gave me all the information I needed’

‘I didn’t know where the audio guide was. I had no clue where to find that and there was no one behind the counter’
Visitors respond very positively to human interpretation

**Human interpretation** at The Alamo was a highlight for many, particularly the **Living History** demonstrations.

Our research continually finds that human interpretation, particularly at heritage sites, is **highly valued** and can **significantly increase engagement** with content. We would **recommend** that this type of information provision continues within the new development.
Living History enthralled visitors

31% of visits included watching a Living History demonstration, so considering the positive impact this had on a visit it may be advisable to promote further.

Visitors had great feedback, appreciating that they could learn in an entertaining and immersive way.
‘This I really wanted to see [Living History] because I really wanted to get an idea of how people lived at the time’
A desire for more immersive and personal experiences
The Alamo’s historical atmosphere was appreciated, but visitors wanted a more immersive experience with focus on representative, personal narratives.
Degrees of human intervention and terms used by the audience to identify them

**Original of time and place**
- Original site
- Original layout
- How preserved everything is
- I like to see things that are original to the site
- It's almost like walking back in time
- How they preserved that history
- It's very good because it is so preserved
- The most interesting thing to me is how much of it's still original

**Original of the time but not of the place**
- You can see what they would look like
- Seeing the old artillery and weapons they used
- It really showed how things were done back then

**Restoration:** partially original, partial re-creation
- I would like to be very clear as to what's original
- They shouldn't do it to everything
- A sign or something that says: 'This is original. This is constructed'
- I asked somebody what the original structures were
- Learn more about which parts have changed, what they had originally, which parts have been added on
- I was disappointed to find it was a reconstruction

**Complete re-creation, redevelopment**
- I like the preservation work they are doing
- I would have preserved the whole area
- Get the original idea
- Capture what it was like
- What the church looked like
- It will improve or enhance the atmosphere and the feel and probably touch of it

**I don't think it really explains why this is important. Why folks would preserve it. I didn't gather that walking through**
Visitors want transparency

However, visitors had a sense that some areas of the site were not authentic and were keen to distinguish between authentic and restored elements.

‘[I’d like] A sign or something that says: “This is original. This is constructed”’
Site’s authenticity was important to visitors

Visitors really enjoyed the site’s original objects and architecture. These helped them to connect to the past, providing a more immersive and authentic experience.

‘It’s almost like walking back in time’
The human, personal stories were most likely to resonate

Visitors clearly found the human narrative of The Alamo rewarding and one of the favourite aspects of their visit.

‘The people who were here – why were they here?’
Knowing the individuals helped visitors to relate

‘Knowing some of the names of the historical figures, I think that’s very meaningful. To realise what happened here’
Some expected a range of perspectives

‘This is the American version, so there are always two sides to a story.’
From a wider viewpoint

‘I’d want to see more of the indigenous people that were colonized. It’s like “Oh, it’s a tribute to one colonizer fighting with another colonizer”, as opposed to having a really genuine, true presence’

‘I expected to see a little more history written from the Mexican point of view’
‘What I did think I knew kind of gets thrown out of the window’
Many achieved their learning aims but room to expand knowledge

Learning expectations versus outcomes

- The siege and battle at the Alamo in 1836: 57% learnt, 60% hoping to learn
- The Texas revolution for independence (1835-1836): 50% learnt, 57% hoping to learn
- How the Alamo influenced the growth of the city of San Antonio: 39% learnt, 54% hoping to learn
- The Alamo as a Mexican military outpost (1821-1835): 30% learnt, 42% hoping to learn
- The establishment of the Spanish Mission San Antonio de Valero (1700-1733): 28% learnt, 37% hoping to learn
- The decline of Spanish military rule (1794-1821): 27% learnt, 35% hoping to learn
- The US military acquisition of the Alamo (1846-1877): 24% learnt, 38% hoping to learn

Unaware before visit: 8%, Don’t know: 6%
<table>
<thead>
<tr>
<th>pp. difference</th>
<th>Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td>+15</td>
<td>The Alamo’s influence on San Antonio’s growth</td>
</tr>
<tr>
<td>+14</td>
<td>The US military acquisition of The Alamo</td>
</tr>
<tr>
<td>+9</td>
<td>The Spanish Mission</td>
</tr>
</tbody>
</table>
Mission history still missing for some

Despite the **positive increase** in those who learnt about The Alamo’s time as a Spanish Mission, some of those visiting still felt that the Mission’s history **was missing** from the overall narrative.
Mission history still missing for some

‘It seems to me that the focus is really on the battle and its role in the movement to independence’

‘I’ve been to a lot of missions in California where they focus a lot more on the mission aspect and everything, so there was very little, I felt, here’
More visits resulted in social outcomes than anticipated.
Higher social outcomes than motives

Main outcome

% point difference from main motive

- 4% Spiritual
- 20% Emotional
- 21% Intellectual
- 56% Social

[Base: 245]
Delivering unexpected visitor outcomes

1. Social needs aren’t met. Highly unlikely to return. Run down the brand.

2. Social needs are met, but they don’t experience unexpected outcomes. They may return, they may not. No positive brand equity accrued.

3. Unexpected intellectual, emotional or spiritual outcomes are experienced. Understand the benefits of visiting the venue over other attractions.

   Make deliberate return visits looking for those same outcomes again.

   Positive brand equity accrued.

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Almost one fifth were falling short

- **Unexpected benefits**: 12% - Mainly socially-motivated, but had an intellectual+ experience
- **Differently engaged**: 9% - Experienced a different intellectual+ outcome than expected
- **Met expectations**: 23% - Had their intellectual+ needs met
- **Strongly social**: 21% - Enjoyed a mainly social visit, but experienced some deeper outcomes on the way
- **Stuck in social**: 17% - Had main social motivation and outcome, didn’t really experience deeper outcomes along the way
- **Falling short**: 18% - Were hoping for an intellectual+ experience, but left with mainly social outcomes
Staff welcoming and passionate

70% of respondents interacted with staff.

Of those:

• 94% agreed staff were welcoming
• 91% agreed staff were knowledgeable
• 85% agreed staff communicated pride and passion for The Alamo
Alamo rated highly and likely to be recommended

Visit rating
- Excellent: 35%
- Good: 62%
- Fair/OK: 3%

[Base: 249]

Recommend visit to friends/family
- Yes: 90%
- Neutral: 8%
- No: 2%

[Base: 249]
Future engagement with visitors

- Visit the site again: 83%
- Visit a specific event, tour or talk: 82%
- Find out more about the Alamo: 60%
- None of these: 10%

[Base: 249]
Thank you!