OVERALL SATISFACTION

Prior to the GEM Study, Crystal Bridges relied on anecdotes or comments left by guests to gauge overall response to the museum. While many of these comments have always been positive, responses like these can be unreliable and focus on polarizing viewpoints, or extremely positive or negative opinions. The GEM Study provides a systematic investigation of visitor satisfaction and shares that overall, visitors reported high satisfaction. (see Experience pages)

- Guests reported especially high ratings for friendliness (86% responding with a 9 or 10) and feeling welcomed (88% responding with a 9 or 10).
- The Net Promoter Score, or likelihood to recommend, was 93 which is high as many museums report between 70 and 93.
- Guests reported high satisfaction across all experiences and areas of the museum.

LOCAL SUCCESS

Crystal Bridges is unique in that it is a destination museum in an area that is not a nation-wide tourist destination. The GEM Study highlights this dual identity and shows that Crystal Bridges serves as a sought-after experience for national museum-goers, while simultaneously serving as a community resource for local individuals. Our visitor makeup is split fairly equally geographically (55% of our guests come from outside of Arkansas) and between first-time and repeat visitation (48% of guests are visiting for the first time.) While overall guest demographics align more with national trends for art museum visitation, guests from the four-county Crystal Bridges region are more diverse in a range of ways.

- Compared to Crystal Bridges guests from other regions, touch county guests are younger, more ethnically diverse, and have lower education and income levels. (see Local & Non-local page)
- Compared to the NEA’s national trends for adult museum visitation, touch county guests are younger, have lower income levels, and statistically similar racial/ethnic identities. (see NEA comparison page)

MOTIVATION AS A GUIDING FRAMEWORK

The GEM Study used John Falk’s motivation framework to further understand Crystal Bridges visitors. This framework, along with the comparative analysis between motivations, allows departments across the museum to provide better experiences before, during, and after museum visits. Through meetings with various departments, this framework is being put to work and will guide future marketing, exhibition interpretation, educational programming, guest services training, and more. Museum employees are considering trends shown here and further described on the Motivation page.

- Experience Seekers (25% of guests) consider Crystal Bridges a landmark in the community and Explorers (25% of guests) are driven by general curiosity. These guests are demographically similar and tend to be older and from further away.
- Rechargers (21% of guests) seek a quiet place to get away from the everyday. They tend to be younger and come alone or with one other person.
- Facilitators (20% of guests) crave a social experience and focus on the other adults or kids they brought with them. These are local, recent visitors.
- Professional/Hobbyists (9% of guests) will always be the smallest driving motivation, but they are often our biggest fans, driven by a specific interest and more likely to be local, recent visitors.
The majority of guests intercepted were White, female, and use English. Ages varied with the highest percentage (38%) in the 51–69 bracket (Baby Boomers) and 51% of respondents under 50. Almost two-thirds had completed a Bachelor’s degree or higher and almost one-third represented a household income over 100k. 10% of individuals reported that they or someone in their group has a temporary or permanent disability, most often related to mobility.
The Guest Experience and Motivation (GEM) Study
Demographics July 2016 – June 2017

VISITING CRYSTAL BRIDGES
The majority of guests learned about Crystal Bridges from friends and family and were not members. While about half were first-time visitors, more than a third had come to the museum in the last 12 months.

**Guest’s last visit**
- Never—Today is my first visit: 48%
- Within the past 3 months: 18%
- 3-6 months ago: 11%
- 7 months to within the last year: 5%
- 1-2 years ago: 12%
- 3-5 years ago: 6%

**CB Membership status**
- Non-member: 90%
- Member: 10%

**How did you learn about CB?***
- Friends / Family: 66%
- Newspaper: 13%
- Museum Website: 12%
- Coworkers: 12%
- Other: 12%
- TV: 9%
- Social media: 9%
- Magazine: 8%
- Internet search: 6%
- Travel / user review website: 5%
- Museum Emails: 4%
- Radio: 4%

**MOTIVATIONS**
The majority of guests came to Crystal Bridges without any specific agenda. Many were motivated because they saw this as an important part of the community (Experience Seeker), they were driven by general curiosity (Explorer), or they viewed the Museum as a way to recharge (Recharger).

**Reason for visit**
- 67% I just wanted to visit in general.
- 33% There is something specific I’m hoping to see or do.*

*Of all respondents, here are specific reasons

- Temporary exhibit: 20%
- FLW house: 12%
- Permanent collection: 9%
- Using the trails: 5%
- Eleven Restaurant: 2%
- Museum Store: 2%

**Group type**
- 1 Adult: 12%
- 2+ Adults: 74%
- Adults + kids: 14%

**Group Size**
- 1 person: 11%
- 2 people: 51%
- 3-4 people: 28%
- 5+ people: 10%

*Starred items show where totals exceed 100% as individuals could select more than one response.
When compared to census data, the proportion of guests identifying as White alone is statistically higher for all guests and statistically lower for local guests. When compared to census data, the proportion of guests identifying as Hispanic, NonWhite is statistically lower for all guests and statistically similar for local guests.

Crystal Bridges guests are either much younger or much older than the national census. Local guests are younger than the regional census.

Crystal Bridges guests have higher levels of education than the census, both overall and locally.

Crystal Bridges guests have higher household incomes than the census, both overall and locally.
When compared to national trends for art museum visitors, the proportion of guests identifying as White is statistically higher for all guests and statistically similar for local guests. The proportion of guests identifying as Hispanic is statistically lower for all guests and statistically similar for local guests.

Crystal Bridges guests are either much younger or much older than national trends for art museum visitors. Local guests are younger than national trends.

Overall, Crystal Bridges guests have higher levels of education than national trends for art museum visitors. Local guests have statistically similar education levels to national trends.

Overall, Crystal Bridges guests have statistically similar household incomes as national trends for art museum visitors. Local guests have significantly lower incomes than national trends.

Sources: National Endowment for the Arts. 2012 Survey of Public Participation in the Arts. Proportion of US Adults who went to an art museum or gallery at least once in the past 12 months and Crystal Bridges Guest Experience and Motivation Study, July 2016–June 2017.
## Motivation

- **Experience Seekers and Explorers** are typically older and from further away.
- **Facilitators and Professional/Hobbyists** are local, recent visitors.
- **Rechargers** are often the youngest.

### Experience Seeker
Want to make sure they see the most important parts of a community

"This place is a landmark in this community."

- **25%**

### Explorer
Driven by their own curiosity and interested in content in general

"The museum is more inspiring than going to the mall or a movie."

- **25%**

### Recharger
Seek a contemplative or restorative experience; often don’t want a lot of interaction

"I don’t get to be in spaces like this every day."

- **21%**

### Facilitator
Socially motivated and focused on enabling others’ experiences and learning

“This is a good way for my family/friends to share quality time."

- **20%**

### Professional/Hobbyist
Very specific interest, often tied to the visitor’s vocation or hobby

“It relates to the kind of work I do and I find it useful."

- **9%**

### Comparison of Visitor Types

<table>
<thead>
<tr>
<th><strong>Group age</strong></th>
<th><strong>65+</strong></th>
<th><strong>65+</strong></th>
<th><strong>under 35</strong></th>
<th><strong>under 35</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>16%</strong></td>
<td>16%</td>
<td>26%</td>
<td>30%</td>
<td>30%</td>
</tr>
<tr>
<td><strong>11%</strong></td>
<td>11%</td>
<td>20%</td>
<td>20%</td>
<td>20%</td>
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<tr>
<td><strong>16%</strong></td>
<td>16%</td>
<td>20%</td>
<td>20%</td>
<td>20%</td>
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<tr>
<td><strong>5%</strong></td>
<td>12%</td>
<td>8%</td>
<td>8%</td>
<td>8%</td>
</tr>
<tr>
<td><strong>23%</strong></td>
<td>23%</td>
<td>9%</td>
<td>9%</td>
<td>9%</td>
</tr>
<tr>
<td><strong>67%</strong></td>
<td>41%</td>
<td>41%</td>
<td>41%</td>
<td>41%</td>
</tr>
<tr>
<td><strong>A group of 2</strong></td>
<td><strong>56%</strong></td>
<td><strong>49%</strong></td>
<td><strong>58%</strong></td>
<td><strong>58%</strong></td>
</tr>
<tr>
<td><strong>A group of 1–2</strong></td>
<td><strong>74%</strong></td>
<td><strong>58%</strong></td>
<td><strong>33%</strong></td>
<td><strong>33%</strong></td>
</tr>
<tr>
<td><strong>A group of 3+</strong></td>
<td><strong>61%</strong></td>
<td><strong>33%</strong></td>
<td><strong>33%</strong></td>
<td><strong>33%</strong></td>
</tr>
<tr>
<td><strong>Single visitor</strong></td>
<td><strong>20%</strong></td>
<td><strong>10%</strong></td>
<td><strong>10%</strong></td>
<td><strong>10%</strong></td>
</tr>
<tr>
<td><strong>From beyond touch state</strong></td>
<td><strong>25%</strong></td>
<td><strong>18%</strong></td>
<td><strong>18%</strong></td>
<td><strong>18%</strong></td>
</tr>
<tr>
<td><strong>From Arkansas</strong></td>
<td><strong>63%</strong></td>
<td><strong>41%</strong></td>
<td><strong>41%</strong></td>
<td><strong>41%</strong></td>
</tr>
<tr>
<td><strong>From a touch county</strong></td>
<td><strong>41%</strong></td>
<td><strong>30%</strong></td>
<td><strong>30%</strong></td>
<td><strong>30%</strong></td>
</tr>
</tbody>
</table>
Crystal Bridges guests from local counties are younger and more diverse than visitors from other regions.

**Local & Non-local**

**FROM TOUCH COUNTIES**

**MORE LIKELY TO ...**

- **Be a group under age 35**
  - 31% compared to 17% overall
- **Be Hispanic**
  - 10% compared to 4% overall
- **Be with kids**
  - 22% compared to 11% overall
- **Be a facilitator**
  - 28% compared to 16% overall
- **Be a Professional/Hobbyist**
  - 11% compared to 7% overall

**FROM ARKANSAS REMAINDER**

**MORE LIKELY TO...**

- **Be a Member**
  - 26% compared to 3% overall
- **Be a recent visitor (last 6 months)**
  - 68% compared to 12% overall
- **Have <4 year degree**
  - 43% compared to 29% overall
- **Have a household income of <$50k**
  - 33% compared to 22% overall

**FROM TOUCH STATE**

**MORE LIKELY TO...**

- **Be a facilitator**
  - 28% compared to 19% overall
- **Have a household income of $50k–99K**
  - 35% compared to 27% overall
- **Have an advanced degree**
  - 37% compared to 28% overall

**FROM NATIONAL REMAINDER**

**MORE LIKELY TO...**

- **Be a group over age 65**
  - 17% compared to 11% overall
- **Be Visiting Alone**
  - 20% compared to 10% overall
- **Be an Experience Seeker or Explorer**
  - 32% compared to 24% overall
- **Be a first-time visitor**
  - 76% compared to 41% overall
- **Have an advanced degree**
  - 37% compared to 30% overall

When compared to NEA’s Survey of Public Participation in the Arts and 2015 census data, Crystal Bridges reaches a statistically higher proportion of individuals 18-24.
**First-time & Repeat visitors**

First-time visitors are more likely to be older and visiting Crystal Bridges as a destination.

<table>
<thead>
<tr>
<th>48%</th>
<th>52%</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>FIRST-TIME VISITORS</strong></td>
<td><strong>REPEAT VISITORS</strong></td>
</tr>
<tr>
<td><strong>MORE LIKELY TO...</strong></td>
<td><strong>MORE LIKELY TO...</strong></td>
</tr>
<tr>
<td>Be age 51–69</td>
<td>Be age 18–24</td>
</tr>
<tr>
<td>41% compared to 35% overall</td>
<td>18% compared to 10% overall</td>
</tr>
<tr>
<td>2+ adults</td>
<td>Have kids in their group</td>
</tr>
<tr>
<td>78% compared to 70% overall</td>
<td>17% compared to 10% overall</td>
</tr>
<tr>
<td>Be from outside of Arkansas</td>
<td>Be local</td>
</tr>
<tr>
<td>79% compared to 32% overall</td>
<td>53% compared to 7% overall</td>
</tr>
<tr>
<td>Be Experience Seekers</td>
<td>Be Facilitators</td>
</tr>
<tr>
<td>35% compared to 16% overall</td>
<td>11% compared to 6% overall</td>
</tr>
<tr>
<td>Make more than 150K</td>
<td>Make 25K or less</td>
</tr>
<tr>
<td>23% compared to 15% overall</td>
<td>15% compared to 9% overall</td>
</tr>
</tbody>
</table>

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**FIRST-TIME VISITORS ARE...**

- More likely to visit permanent collection
- More likely to visit FLW
- More likely to visit trails
- Less likely to visit temporary exhibit
- Equally as likely to buy something from Eleven or the coffee bar
- More likely to go to the store

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“Great to find such a great art museum unexpectedly in a small town while on vacation.”

“Stunning artwork and architecture and setting.”

“This was my first time to visit and I loved seeing the permanent collection.”

“The people were nicer than any museum I’ve ever been to.”

“I love that my grandkids can experience art and are so excited about going. No stuffy atmosphere, so family friendly.”

“I always enjoy the atmosphere. And love how the art is always cycled through so it’s never the same experience.”

“My favorite part was sharing Crystal Bridges with my sister who was visiting.”
## Temporary Exhibits

Overall attendance during each exhibition period was statistically different.

![Exhibits Images](image1.png)  
![Exhibits Images](image2.png)  
![Exhibits Images](image3.png)  

### More Likely to...

- **AMERICAN MADE**
  - 17%
- **THE ART OF AMERICAN DANCE**
  - 18%
- **BORDER CANTOS**
  - 19%
- **CHIHULY**
  - 30%

### From Online Survey

#### Awareness

<table>
<thead>
<tr>
<th></th>
<th>57% (Found out here)</th>
<th>43% (Knew before)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tbody>
</table>

#### Satisfaction Ratings

<table>
<thead>
<tr>
<th></th>
<th>80% (9 or 10 ratings)</th>
<th>20% (1–8 ratings)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tr>
</tbody>
</table>

### Behavioral Differences

- **Be from beyond this state**
  - 24% compared to 17% overall
- **Be from a touch county**
  - 39% compared to 31% overall
- **Be from a touch state**
  - 44% compared to 33% overall
- **Be a group under 35**
  - 29% compared to 17% overall
- **Be a first time visitor**
  - 56% compared to 43% overall
- **Have visited in the last 3-6 months**
  - 16% compared to 9% overall
- **Have visited <3 months**
  - 26% compared to 17% overall
- **Have visited 1 year or more prior**
  - 27% compared to 15% overall

### Additional Insights

- CHIHULY: 56% compared to 43% overall
- 39% compared to 31% overall
- 29% compared to 17% overall
- 24% compared to 17% overall
- 44% compared to 33% overall
- 27% compared to 15% overall

- FOUND OUT HERE: 80%
- KNEW BEFORE: 22%
Crystal Bridges guests have high satisfaction and feel welcome at the museum.

**GENERAL RATINGS**

**OVERALL SATISFACTION**

84% 10 ratings, 16% 1–8 ratings

**VISITOR QUOTES**

“This was my first time visiting Crystal Bridges and it exceeded my expectations in every way.”

“I enjoyed the art, the trails, the architecture, the meal. The whole visit was very enjoyable.”

“I loved the experience of seeing beautiful works of art in such a beautiful environment!”

**FRIENDLINESS**

86% 10 ratings, 14% 1–8 ratings

**VISITOR QUOTES**

“We found welcoming, friendly volunteers and staff at every stage of our visit—from our entry, shopping, eating, tours—it was all great!”

“You museum is absolutely beautiful and provides a restful, relaxing experience.”

**WELCOMED**

88% 10 ratings, 12% 1–8 ratings

**VISITOR QUOTES**

“You all did an amazing job. Everyone seemed genuinely helpful and nice.”

“A few of the gallery guards might want to smile and acknowledge their guest...others however were very cordial.”

**WAYFINDING**

65% 10 ratings, 35% 1–8 ratings

**VISITOR QUOTES**

“The maps and signage were helpful. As with most museums, they tend to be inherently maze-like, and I don’t think it can be helped.”

“It was fine. We got lost a little but someone was always there to help us find our way.”

“Crystal Bridges currently uses all of the methods recommended by guests including digital and printed maps and signage throughout.

“The maps were not clear at all. Is there a self-guided path to see everything?”

“A map of trails. We got lost and walked and walked to get back to the parking lot.”

**LIKELYHOOD TO RETURN**

61% 10 ratings, 39% 1–8 ratings

**BREAKOUT BY ZIPCODE**

89% 10 ratings, 70% 1–8 ratings, 44% 10 ratings, 31% 1–8 ratings

Touch County, AR Rem, Touch State, National

**93 CRYSTAL BRIDGES NET PROMOTER SCORE**

NPS scale from QuestionPro
Crystal Bridges guests have high satisfaction with all areas of the museum.

**SPECIFIC EXPERIENCES**

- **Permanent Collection**: 89% visited, 66% factor in visit to CB
- **Temporary Exhibits**: 57% visited, 32% factor in visit to CB
- **FLW**: 34% visited, 18% factor in visit to CB
- **Trails**: 45% visited, 26% factor in visit to CB
- **Eleven or Coffee bar**: 45% visited, 10% factor in visit to CB
- **Store**: 64% visited, 8% factor in visit to CB

**SATISFACTION RATINGS**

- **Permanent Collection**: 82% 9 or 10 ratings, 18% 1–8 ratings
- **Temporary Exhibits**: 72% 9 or 10 ratings, 28% 1–8 ratings
- **FLW**: 78% 9 or 10 ratings, 22% 1–8 ratings
- **Trails**: 77% 9 or 10 ratings, 23% 1–8 ratings
- **Eleven or Coffee bar**: 68% 9 or 10 ratings, 32% 1–8 ratings
- **Store**: 59% 9 or 10 ratings, 41% 1–8 ratings

- **37%** of guests noticed something new or different about the permanent collection.
- **33%** of respondents did not know guided tours were available.
- **14%** of respondents did not know about the FLW house.

**TOP 5 FAVORITE ARTWORKS**

1. Evan Penny, *Old Self: Portrait of the Artist as He Will (Not) Be*. Variation #2, 2010
5. Maxfield Parrish, *The Lantern Bearers*, 1908

**TRAILS**

“Nothing could improve it, I was highly satisfied. I love hiking and exploring, and these trails are beautiful.”

When asked how we could improve experience on the trails, 32% recommended improvements to outdoor signage or maps.

“More labels for the plants. They were beautiful but couldn’t be identified.”

“I think I could have benefited from the CB Outdoors app if I had known about it.”

Guests chose not to use the trails due to weather, time, and ability.
The sample size for this study was selected based on the population and a desired confidence interval and margin of error. As Crystal Bridges yearly attendance is 600,000, with a confidence interval of 95% and margin of error of +/- 3%, the desired sample for the onsite demographic portion was at least 1,066\(^1\). Achieving this number of randomly selected responses would mean that we can state with 95% confidence that the findings from this study are estimated within +/-3 percentage points of the actual Crystal Bridges visiting population. Because not all onsite respondents would provide their email or respond to the email survey, the sample for the emailed experience survey was assumed to be less than the overall sample of individuals who completed the onsite component. The desired sample for the online experience portion was at least 384, which would align with a confidence interval of 95% and margin of error of +/-5%.

The resulting sample included 1190 onsite respondents and 401 online respondents, which exceeded the desired goals. Online respondent demographics were analyzed in order to determine how, if at all, the online experience data were skewed. Statistically significant differences were found between online respondents and the whole sample. Specifically, the online experience survey respondents were more likely to be members, repeat visitors, 51–69 years old, and have higher levels of education than those who did not complete the online survey. There were no differences found in zip code category, motivation, gender, group type and size, disability, or income.

Altogether, experience survey respondents represent a sample that is more familiar with Crystal Bridges.

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\(^1\) The sample size calculation for the on-site survey was based on the expected response rate and the desired margin of error. The formula used was: 
\[ n = \frac{Z^2 \cdot p \cdot (1-p)}{E^2} \]
where: 
- \( Z \) is the Z-score for a confidence interval of 95% (1.96), 
- \( p \) is the expected response rate (which is typically assumed to be 0.5 if not known), 
- \( E \) is the margin of error (0.03).
DETAILS ON DATA COLLECTION

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Mid-Gallery</th>
<th>End of Gallery</th>
<th>C Corridor</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016 Q3</td>
<td>19%</td>
<td>34%</td>
<td>19%</td>
</tr>
<tr>
<td>2016 Q4</td>
<td>29%</td>
<td>47%</td>
<td></td>
</tr>
<tr>
<td>2017 Q1</td>
<td>26%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2017 Q2</td>
<td>25%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Day of week

<table>
<thead>
<tr>
<th>Day</th>
<th>Mid-Gallery</th>
<th>End of Gallery</th>
<th>C Corridor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monday</td>
<td>17%</td>
<td>11%</td>
<td>18%</td>
</tr>
<tr>
<td>Wednesday</td>
<td>22%</td>
<td>26%</td>
<td>34%</td>
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<tr>
<td>Thursday</td>
<td>15%</td>
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<td></td>
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<tr>
<td>Friday</td>
<td>11%</td>
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<tr>
<td>Saturday</td>
<td>18%</td>
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<td></td>
</tr>
<tr>
<td>Sunday</td>
<td>17%</td>
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<td></td>
</tr>
</tbody>
</table>

- **35%** of the sample was collected on a weekend (Saturday or Sunday)
- **21%** of the sample was collected at night (Wed, Thur, Fri after 5pm)
- **33%** of the sample was collected after 4pm any day of the week

RESPONSE RATE

62% of guests approached agreed to participate in the study.

Of those who completed the onsite demographic survey, 65% provided their email and 51% of those individuals proceeded to complete the email, resulting in an online survey response rate of 21%.

DETAILS ON ANALYSIS

Data were analyzed using descriptive and inferential statistics. Counts, percentages, and means are used to describe the overall sample. The chi-square ($\chi^2$) test of association was used as data were frequency counts and the proportion between two or more categories was desired. This test is used for categorical data and evaluates the likelihood of an observed count appearing by chance. In cases where contingency tables were 2 x 2, Fisher’s exact test was used. When inferential statistics were used, a significance level, or p-value, was evaluated at $\alpha=.05$. 

Mid-Gallery response rate: 64%

This sampling location shifted over the year because of construction and gallery shifts.