Turning Audience Data Into Action
The ArtsBoston Audience Initiative

In partnership with:

The Boston Foundation
Massachusetts Cultural Council
ARTS

#artsdata
What Is ArtsBoston

Founded in 1975, ArtsBoston helps build and sustain demand for Greater Boston’s live arts experiences.

We serve 170+ performing and visual arts organizations

Champion to Help Develop Audiences
Resource For Affordable Access
Connector/Creative Partner
Research-Driven Organization

Boston Children’s Chorus
Award-Winning Nonprofit Arts Service Organization

The 2015 Commonwealth Awards: Massachusetts’ Highest Honors in Arts, Humanities, & Sciences

The Boston Globe Magazine
20 of Boston’s Best New Big Ideas
January 11, 2015

The Boston Globe
Game Changers
June 2014

For our work helping arts organizations grow their audiences and make deeper connections to their communities through the Audience Initiative and The Arts Factor Report.

With the data that makes a powerful case for the return on investment in the arts, ArtsBoston's The Arts Factor Report was one of Boston’s 20 best new big ideas in 2014.

Celebrating the people and things making MA a national leader in innovation including ArtsBoston’s Audience Initiative for teaching other US nonprofits the art of data mining.
Data Overload!
IDENTITY
Arts and culture is as fundamental to our regional identity as the American Revolution and the Boston Red Sox.

VITALITY
Arts and culture creates jobs, attracts tourists, and supports local businesses for a positive impact that ripples throughout the region.
Demand-Side

NEW ENGLAND MUSEUM ASSOCIATION

NEMA Stats:
A Monthly Museum Attendance Report

ARTS BOSTON
TAKE YOURSELF TO A NEW PLACE

ARTS
Agenda

• Community Database: The ArtsBoston Audience Initiative
  - Community-Wide Insights
  - Uses for Individual Orgs
• Ideas for Collecting Audience Data
The ArtsBoston Audience Initiative
Unlocking Knowledge

Ticket Buyers, Subscribers, Members, Donors
Unlocking Knowledge

Ticket Buyers, Subscribers, Members, Donors

Export from Ticketing/Donor systems
Unlocking Knowledge

Ticket Buyers, Subscribers, Members, Donors

Export from Ticketing/Donor systems

Enterprise-level view of patron

AAI
Unlocking Knowledge

Ticket Buyers, Subscribers, Members, Donors

Export from Ticketing/Donor systems

Enterprise-level view of patron

TRG data processing/Axciom consumer info
ArtsBoston Audience Initiative Today

Greater Boston’s first resource for actionable data about arts audiences.

56 Participating Organizations
1 in 3 Boston metro households included
1.5 Mil Unique Households
How It Can Be Used

• Understand Audiences
How It Can Be Used

• Understand Audiences
  – Geography, Demographics, Behavior
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• Engage Existing Audiences
How It Can Be Used

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• Engage Existing Audiences
  – Holistic view of patrons, Upgrade, Segment, Personalize
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• **Find New Audiences**
How It Can Be Used

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• Engage Existing Audiences
  – Holistic view of patrons, Upgrade, Segment, Personalize

• Find New Audiences
  – Prospect Finding, List Trading, Cross-promote
How It Can Be Used

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• Find New Audiences
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• Advocacy/Storytelling
Understanding Audiences: Geography
Overall, 90% of Households are within 45 miles of Boston.

Organizations can zero in on zip codes that match their goals.
Understanding Audiences: Demographics
Community Benchmark: Age

<table>
<thead>
<tr>
<th>AAI Community Data</th>
<th>Greater Boston Census Data</th>
</tr>
</thead>
<tbody>
<tr>
<td>15.1%</td>
<td>20.5%</td>
</tr>
<tr>
<td>23.3%</td>
<td>26.4%</td>
</tr>
<tr>
<td>42.1%</td>
<td>35.7%</td>
</tr>
<tr>
<td>19.5%</td>
<td>17.3%</td>
</tr>
</tbody>
</table>

- **18-29**
- **30-45**
- **46-64**
- **65+**
Community Benchmark: Income

Greater Boston*

- <$40,000: 30%
- $40,000 - $69,999: 20%
- $70,000 - $99,999: 16%
- $100,000 - $124,999: 9%
- $125,000+: 26%

AAI Patrons

- <$40,000: 8%
- $40,000 - $69,999: 25%
- $70,000 - $99,999: 25%
- $100,000 - $124,999: 17%
- $125,000+: 26%

* Census Bureau 2009-2011 ACS
Community Benchmark: Ethnicity

Greater Boston*

- Caucasian: 75%
- African American: 7%
- Hispanic or Latino: 9%
- Asian: 7%
- Other: 3%

AAI Patrons

- Caucasian: 89%
- African American: 2%
- Hispanic or Latino: 3%
- Asian: 4%

* Census Bureau 2009-2011 ACS
Understanding Audiences: Behavior
Behavior: Multi-Buyers

- 24% - 1 Organization
- 76% - 1 Organization
- 14% - 2 Organizations
- 5% - 3 Organizations
- 2% - 4 Organizations
- 3% - 5+ Organizations
Behavior: First-Time Buyers

More than ½ of your audience attended for the first time.

- Returned To Your Org: 47%
- First Time To Your Org: 31%
- Bought First Ticket EVER: 22%
Behavior: First-Time Buyers

4 out of 5 first-time buyers don’t come back
Engage Existing Audiences
Engage

• See a Holistic View of Patrons
• Identify Upgrade Opportunities
• Personalize Messaging
• Create Multi-buyers
Quick Wins To Address Churn

1. Identify First-Time Buyers
2. Invite back immediately
   - Direct mail
   - Email
3. Acknowledge participation
   - Thank you
   - We know you’re new
4. Incentivize the behavior
   - Appropriate invitation
   - Time sensitive
5. Evaluate
6. Adjust
7. Repeat!

Results
- 63% increase in multi-buyers
- 50% increase in new subscription revenue
Find Best Prospects
ArtsBoston Audience Initiative Today

Greater Boston’s first resource for actionable data about arts audiences.

56 Participating Organizations
1 in 3 Boston metro households included
1.5 Mil Unique Households
Finding Best Prospects

- Find audiences with interest in the work
- Utilize demographics
- Zero in on geography
- Request access to direct mail addresses
### Behavior: Crossover

#### Who else’s patrons attend our performances?

| Organization                  | Total  | Crossover | American Repertory Theater | ArtsBoston (876) | ArtsEmerson (1278) | Blue Heron Choir (1279) | Blue Man Group (1388) | Boston Ballet (1380) | Boston Baroque (1439) | Boston Chamber Music Society | Boston Classical Orchestra | Boston Early Music Festival | Boston Gay Men’s Chorus | Boston Lyric Opera (1349) |
|-------------------------------|--------|-----------|-----------------------------|------------------|--------------------|------------------------|------------------------|----------------------|------------------------|----------------------------|---------------------------|---------------------------|---------------------------|
| Actors’ Shakespeare           | 7,131  | 4,671     | 0.0                         | 12.2             | 17.1               | 2.2                    | 3.4                    | 29.4                 | 2.5                    | 0.8                       | 4.7                       | 0.8                       | 5.6                       | 0.5                     | 9.0                    |
| ART                           | 91,046 | 49,617    | 2.7                         | 0.0              | 7.5                | 8.8                    | 0.8                    | 3.6                  | 21.9                  | 0.9                       | 2.1                       | 0.4                       | 2.1                       | 0.6                     | 4.8                    |
| ArtsBoston                    | 63,151 | 28,608    | 1.4                         | 10.9             | 0.0                | 4.7                    | 0.5                    | 3.4                  | 16.2                  | 0.5                       | 0.2                       | 1.2                       | 0.5                       | 0.3                     | 3.1                    |
| ArtsEmerson                   | 26,332 | 17,888    | 4.6                         | 30.4             | 11.2               | 0.0                    | 1.1                    | 4.5                  | 30.0                  | 0.2                       | 1.2                       | 0.5                       | 1.1                       | 0.5                     | 3.1                    |
| Blue Heron                    | 3,498  | 2,069     | 4.5                         | 20.7             | 8.7                | 8.6                    | 0.0                    | 1.4                  | 30.3                  | 0.2                       | 1.2                       | 0.5                       | 1.1                       | 0.5                     | 3.1                    |
| Blue Man Group                | 166,041| 43,438    | 0.1                         | 2.0              | 1.3                | 0.7                    | 0.0                    | 0.0                  | 7.3                    | 0.2                       | 1.2                       | 0.5                       | 1.1                       | 0.5                     | 3.1                    |
| Boston Ballet                 | 263,197| 108,580   | 0.8                         | 7.6              | 3.9                | 3.0                    | 0.0                    | 0.0                  | 7.3                    | 0.2                       | 1.2                       | 0.5                       | 1.1                       | 0.5                     | 3.1                    |
| Boston Baroque                | 2,715  | 2,148     | 6.6                         | 29.7             | 12.7               | 15.9                   | 7.3                    | 2.9                  | 47.0                  | 0.0                       | 0.8                       | 15.0                      | 2.8                       | 25.3                    | 0.7                    | 30.8                   |
| BCA                           | 2,350  | 1,005     | 2.3                         | 15.2             | 5.9                | 7.8                    | 0.9                    | 1.9                  | 21.7                  | 0.9                       | 0.0                       | 2.4                       | 0.4                       | 2.6                     | 0.9                    | 7.2                    |
| Boston Chamber                | 7,343  | 4,928     | 4.6                         | 25.8             | 10.5               | 10.3                   | 3.6                    | 2.3                  | 36.0                  | 4.8                       | 0.8                       | 0.0                       | 2.4                       | 10.8                    | 0.6                    | 12.8                   |
| Boston Classical              | 1,953  | 1,570     | 2.9                         | 17.6             | 16.7               | 9.6                    | 1.9                    | 3.2                  | 60.0                  | 3.8                       | 0.5                       | 8.9                       | 0.0                       | 7.1                     | 0.3                    | 11.4                   |

- **30%** of Boston Baroque patrons have attended A.R.T.
- **70%** are HOT PROSPECTS

### Where else do our patrons attend?

- Actors’ Shakespeare Project
- American Repertory Theater
- ArtsBoston
- ArtsEmerson
- Blue Heron Choir
- Blue Man Group
- Boston Ballet
- Boston Baroque
- BCA
- Boston Chamber Music Society
- Boston Classical Orchestra
- Boston Early Music Festival
- Boston Gay Men’s Chorus
- Boston Lyric Opera
CASE STUDY: NORTHLIGHT THEATRE

- Located in Skokie Illinois, North Shore suburb of Chicago
- Traditional marketing for the company focused ONLY on Skokie residents until a new marketing director became concerned about marketplace saturation
- Searched the co-op and discovered pockets of theater-goers further North who were traveling “past” Skokie to get to downtown theaters
- Target marketed specifically to theater-goers North and West of Skokie promoting “high quality theater, more convenient to where you live”

- **Result:** They discovered whole **new markets** for their product
Using reporting tools in the AAI to track participation/demographics of their *Community Membership* program, which reaches out to clients of local social service agencies.

Using the AAI to track diversification efforts. H&H uploads lists after every performance and download demographic reports to analyze audience make-up.
Ideas for Data Collection
Keys to Data Collection

• Organizational commitment to data collection
  – Needs to start at the top
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• Re-imagine the role of admission/box office
  – Their job is to collect information
Keys to Data Collection

• Organizational commitment to data collection
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• Re-imagine the role of admission/box office
  – Their job is to collect information

• Incentivize the behavior you want
  – Reward patrons for giving you their address
Museum of Fine Arts Boston

Make a Selection

Your Account
Log in or sign up for member discounts.

Museum Admission
**Museum Admission 10 am to 4:45 pm**
Sunday, February 22, 2015
4:45 pm

<table>
<thead>
<tr>
<th>Type</th>
<th>Price</th>
<th>Fee</th>
<th>Quantity</th>
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<tbody>
<tr>
<td>Adult</td>
<td>25.00</td>
<td>3.00</td>
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</tr>
<tr>
<td>Senior</td>
<td>23.00</td>
<td>3.00</td>
<td></td>
</tr>
<tr>
<td>Student</td>
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< CHOOSE ANOTHER EVENT

Select
Discounts

TICKETS + MEMBERSHIP
Buy tickets, or better yet, become a member to one of the most unique museums in the world.

TICKET PRICING

<table>
<thead>
<tr>
<th>Type</th>
<th>Weekday (Mon-Thu) Regular Price</th>
<th>Weekend (Fri-Sun) Regular Price</th>
<th>ONLINE PRICE</th>
<th>Purchase + Options</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adults (18-64)</td>
<td>$23 <strong>save $3</strong></td>
<td>$24 <strong>save $4</strong></td>
<td>$20</td>
<td>A ticket to EMP gives you access to original exhibitions, award-winning interactive installations, and musical experiences like no other.</td>
</tr>
<tr>
<td>Seniors (65+)</td>
<td>$20</td>
<td>$21</td>
<td>$20</td>
<td><strong>Special Offer!</strong> Receive free admission to Living Computer Museum and Flying Heritage Collection with your EMP e-ticket stub.</td>
</tr>
<tr>
<td>Students (with I.D.)</td>
<td>$20</td>
<td>$21</td>
<td>$20</td>
<td></td>
</tr>
<tr>
<td>Type</td>
<td>Weekday (Mon-Thu)</td>
<td>Weekend (Fri-Sun)</td>
<td>Purchase + Options</td>
<td>Additional Information</td>
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Enter to Win
In Summary

- Collaboration is key
- Use data to drive strategy and build relationships
- Commit to data collection
Thank You

John Beck
Deputy Director
ArtsBoston

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@johnwbeck
The End
Supplemental Slides If Necessary
Audiences are people
The Data Behind Relationships
The Data Behind Relationships

You’re cute! → Marry me!
The Data Behind Relationships

You’re cute! → A few dates

more data
The Data Behind Relationships

You’re cute! → A few dates → Courtship

more data
The Data Behind Relationships

You’re cute! → A few dates → Courtship → Commitment
The Data Behind Relationships

You’re cute! → A few dates → Courtship → Commitment → True love

more data
The Data Behind Relationships

You’re cute! ➔ A few dates ➔ Courtship ➔ Commitment ➔ True love ➔ Marry me!

more data
The Data Behind Relationships

FIRST-TIME BUYER  
You’re cute!

REPEAT BUYER  
A few dates

MULTI-BUYER  
Courtship

SUBSCRIBER/MEMBER  
Commitment

DONOR  
True love

ADVOCATE/INVESTOR  
Marry me!

more data
CASE STUDY: OPERA COMPANY OF PHILADELPHIA

- Discovered through community data analysis that 4/5 of their 1\textsuperscript{st} time single ticket buyers do not come back
- That 80% churn rate drops to 50% churn for those 1\textsuperscript{st} time patrons that trial another opera company’s programming soon after their purchase with OCP
- OCP now actively markets other opera programming across town to their new patrons to get them to “multi-up” to make it easier to retain them with their own org
- Check out their website (www.operaphila.org), where you will see them promoting other companies around town
The Pennsylvania State Legislature was struggling to balance their budget in 2009.

The Governor’s office suggested a state tax on arts admissions: 6% across the state and 8% in Philadelphia where presumably “Arts Patrons have more money”

One weapon in the fight was an observation that Philadelphia made from their community database and associated demographics that 2/3 of all audiences in Philadelphia made less than $75,000/year

At the same time, the Greater Philadelphia Cultural Alliance reached out to the full database to make patrons aware of this tax, and to tell them how they can help to fight it.

Result: The tax was defeated in just a matter of days.
DATA=POWER. BUT HOW DO YOU COLLECT IT?

FREE Events: Here is a great example of how Ford Hall Forum gathers their patron data:

TWO forums this week! Register at the links.


Ticket Information

<table>
<thead>
<tr>
<th>TYPE</th>
<th>QUANTITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social Media in the Boston Marathon Bombings</td>
<td>Free</td>
</tr>
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</table>
ArtsBoston Audience Initiative Video

Greater Boston has never had a resource for actionable data about audience participation.

ArtsBoston Audience Initiative directly addresses this need.

http://vimeo.com/74380040