ARTISTIC PROGRAMMING BY THE NUMBERS

Hosted by
Lindsay Anderson,
Vice President of Client Development
TRG Arts
FOLLOW YOUR DREAMS
CANCELLED
It’s all about blockbusters.

It’s all about new musicals.

Reality: you need both.
The Patron Experience: What it is
DATA-DRIVEN CONSULTING

PROVEN STRATEGIES

PATRONS
PRICING
LOYALTY
DATA
Patron Loyalty

Patron: anyone who has a transaction with an arts organization

Loyalty: developing a longer, stronger, deeper commitment to your organization
The Patron Loyalty Continuum

- Donors and consummate loyalists
- The magic of “and”
- Least attractive access, incentives to upgrade

Advocates
Buyers
Tryers
EVOLUTION OF A PATRON

- New Single Ticket Buyer
- Repeat Ticket Buyer
- Multi Ticket Buyer
- Subscriber/Member
- Donor
- Advocate/Investor

ROI
Expenses

TRG ARTS
Integration of Loyalty & Demand
Integration of Loyalty & Demand
High-demand works:
Blockbusters
Big-name events
Holiday events

Low-demand works:
Limited appeal
New musicals
Cult favorites
### Programming Case study
**Impact on retention and attrition**

<table>
<thead>
<tr>
<th>% Perfs</th>
<th>% Rev</th>
<th>Avg Total Rev</th>
<th>Avg ST Rev</th>
<th>Avg ST Units</th>
<th>Avg Per Capita Rev</th>
<th>Avg Cost of Sale</th>
<th>Avg Cap Sold</th>
<th>Avg Genre ST New-to-File</th>
<th>Avg Genre Overall Attrition</th>
</tr>
</thead>
<tbody>
<tr>
<td>38%</td>
<td>53%</td>
<td>$5,573,024</td>
<td>$3,007,397</td>
<td>83,688</td>
<td>$35.94</td>
<td>28%</td>
<td>59%</td>
<td>59%</td>
<td>60%</td>
</tr>
<tr>
<td>comedy</td>
<td>9%</td>
<td>12%</td>
<td>$1,280,742</td>
<td>$659,900</td>
<td>19,597</td>
<td>$33.67</td>
<td>27%</td>
<td>61%</td>
<td>63%</td>
</tr>
<tr>
<td>drama</td>
<td>9%</td>
<td>13%</td>
<td>$1,310,469</td>
<td>$695,853</td>
<td>16,383</td>
<td>$34.03</td>
<td>37%</td>
<td>57%</td>
<td>56%</td>
</tr>
<tr>
<td>literary adaptation</td>
<td>4%</td>
<td>7%</td>
<td>$768,283</td>
<td>$557,020</td>
<td>12,279</td>
<td>$45.36</td>
<td>17%</td>
<td>73%</td>
<td>59%</td>
</tr>
<tr>
<td>musical</td>
<td>4%</td>
<td>8%</td>
<td>$831,614</td>
<td>$534,161</td>
<td>14,115</td>
<td>$37.84</td>
<td>18%</td>
<td>73%</td>
<td>43%</td>
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<tr>
<td>new work</td>
<td>3%</td>
<td>2%</td>
<td>$239,292</td>
<td>$69,580</td>
<td>1,004</td>
<td>$35.98</td>
<td>76%</td>
<td>32%</td>
<td>62%</td>
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<tr>
<td>Shakespeare</td>
<td>9%</td>
<td>11%</td>
<td>$1,142,624</td>
<td>$554,754</td>
<td>17,188</td>
<td>$32.28</td>
<td>34%</td>
<td>55%</td>
<td>62%</td>
</tr>
</tbody>
</table>

*Includes 5 most recent years of data from core product only. Excludes A Christmas Carol, The Seagull, King Lear.*
Musical theatre buyers are “sticky.”
Programming Case Study
Contextual clues in loyalty.
PLI: Genre Overview
Genres reveal affinity patterns in overall loyalty

<table>
<thead>
<tr>
<th>Genre</th>
<th>Premiere HH</th>
<th>Comedy HH</th>
<th>Drama HH</th>
<th>Adaptation HH</th>
<th>Musical HH</th>
<th>Family/Holiday HH</th>
<th>Shakespeare HH</th>
</tr>
</thead>
<tbody>
<tr>
<td>Premiere</td>
<td>209</td>
<td>208</td>
<td>208</td>
<td>209</td>
<td>209</td>
<td>209</td>
<td>208</td>
</tr>
<tr>
<td>Avg/HH</td>
<td>$208</td>
<td>$133</td>
<td>$132</td>
<td>$78</td>
<td>$61</td>
<td>$60</td>
<td>$36</td>
</tr>
<tr>
<td>Total HH</td>
<td>2,170</td>
<td>2,174</td>
<td>2,173</td>
<td>2,143</td>
<td>2,152</td>
<td>2,093</td>
<td>2,112</td>
</tr>
<tr>
<td>Avg/HH</td>
<td>$94</td>
<td>$79</td>
<td>$76</td>
<td>$44</td>
<td>$34</td>
<td>$40</td>
<td>$19</td>
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<tr>
<td>Total HH</td>
<td>10,313</td>
<td>9,729</td>
<td>7,010</td>
<td>6,741</td>
<td>6,473</td>
<td>30,497</td>
<td>4,128</td>
</tr>
<tr>
<td>Avg/HH</td>
<td>$22</td>
<td>$21</td>
<td>$16</td>
<td>$17</td>
<td>$13</td>
<td>$30</td>
<td>$10</td>
</tr>
</tbody>
</table>

Reflects 5 most recent years of data.
# Patron Creation & Attrition

## By Genre

<table>
<thead>
<tr>
<th>Genre</th>
<th>NTF</th>
<th>Attrition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Premiere</td>
<td>49%</td>
<td>49%</td>
</tr>
<tr>
<td>Comedy</td>
<td>65%</td>
<td>67%</td>
</tr>
<tr>
<td>Drama</td>
<td>60%</td>
<td>60%</td>
</tr>
<tr>
<td>Adaptation</td>
<td>67%</td>
<td>69%</td>
</tr>
<tr>
<td>Musical</td>
<td>66%</td>
<td>72%</td>
</tr>
<tr>
<td>Family/Holiday</td>
<td>64%</td>
<td>65%</td>
</tr>
<tr>
<td>Shakespeare</td>
<td>75%</td>
<td>72%</td>
</tr>
</tbody>
</table>
## What Genres Have Crossover?
Crossover helps in identifying the next best offer

<table>
<thead>
<tr>
<th>Total HHs</th>
<th>Adaptation</th>
<th>Comedy</th>
<th>Drama</th>
<th>Family/Holiday</th>
<th>Musical</th>
<th>Premiere</th>
<th>Shakespeare</th>
<th>Genre Avg</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adaptation</td>
<td>9,093</td>
<td>58%</td>
<td>54%</td>
<td>66%</td>
<td>54%</td>
<td>61%</td>
<td>50%</td>
<td>57%</td>
</tr>
<tr>
<td>Comedy</td>
<td>12,111</td>
<td>44%</td>
<td>50%</td>
<td>56%</td>
<td>44%</td>
<td>52%</td>
<td>35%</td>
<td>47%</td>
</tr>
<tr>
<td>Drama</td>
<td>9,391</td>
<td>52%</td>
<td>64%</td>
<td>61%</td>
<td>61%</td>
<td>69%</td>
<td>46%</td>
<td>59%</td>
</tr>
<tr>
<td>Family/Holiday</td>
<td>32,799</td>
<td>18%</td>
<td>21%</td>
<td>17%</td>
<td>18%</td>
<td>20%</td>
<td>15%</td>
<td>18%</td>
</tr>
<tr>
<td>Musical</td>
<td>8,834</td>
<td>56%</td>
<td>60%</td>
<td>64%</td>
<td>67%</td>
<td>71%</td>
<td>54%</td>
<td>62%</td>
</tr>
<tr>
<td>Premiere</td>
<td>12,692</td>
<td>44%</td>
<td>50%</td>
<td>51%</td>
<td>52%</td>
<td>49%</td>
<td>39%</td>
<td>47%</td>
</tr>
<tr>
<td>Shakespeare</td>
<td>6,448</td>
<td>71%</td>
<td>66%</td>
<td>66%</td>
<td>79%</td>
<td>74%</td>
<td>76%</td>
<td>72%</td>
</tr>
</tbody>
</table>
Blockbusters

High-demand works:
Blockbusters
Big-name events
Holiday events

1. Invest the most marketing funds here
2. Use to sell low-demand works
Low demand

Low-demand works:
Limited appeal
New musicals
Cult favorites

1. Invest less budget here
2. Get a “second date” with these shows
3. Make the event special for your loyalists
When in the season?
Timing matters

High demand works:
Early in season
Before/during renewal

Low demand works:
Middle of season
Not during renewal

Average demand works:
During renewal
End of season
When in the season?
Timing matters

1. Blockbuster
2. Low demand
3. Holiday
4. Low demand
5. Blockbuster or solid (during renewal)
6. Average/low demand

& Weighing in artistic availability…
Decisions
Armed With
Programming Analysis

Proportionality of Programming
• How much provides right balance?

Budgeting Realities
• What can certain series or genres produce?

Investment Levels
• What’s required to maximize revenue potential?
• What’s reasonable for shows with lower goals?
Decisions
Armed With Programming Analysis

Retention Programs
- New-to-file and existing households
- Cross-over analysis informs retention efforts

Timing
- When in the season?

Impact on Loyalty
- How can programming reward and grow loyalty?
Questions
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