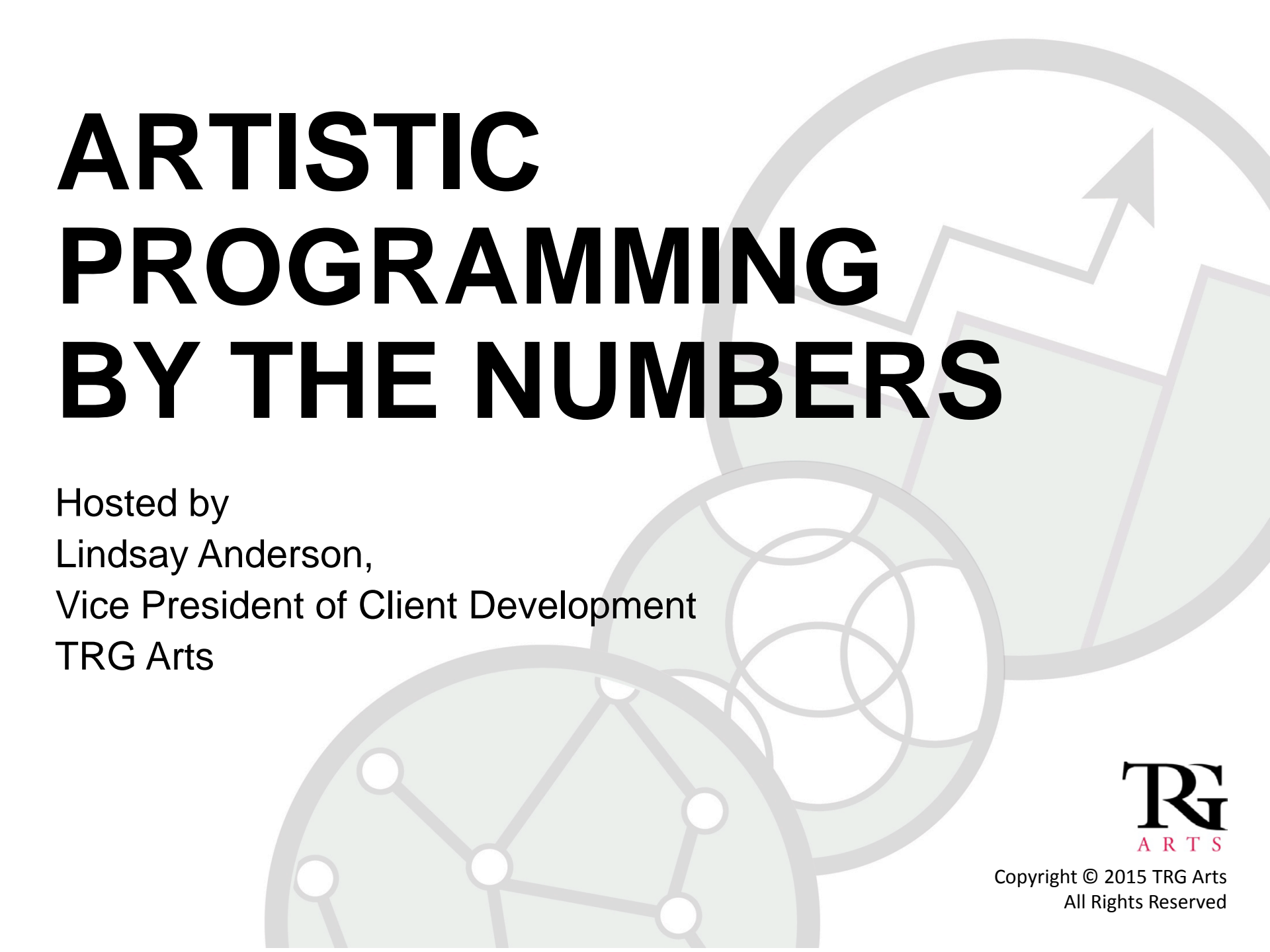


ARTISTIC PROGRAMMING BY THE NUMBERS



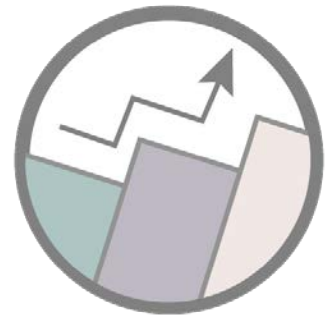
Hosted by
Lindsay Anderson,
Vice President of Client Development
TRG Arts



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Photo by Chris Devers (CC BY-NC-ND 2.0)

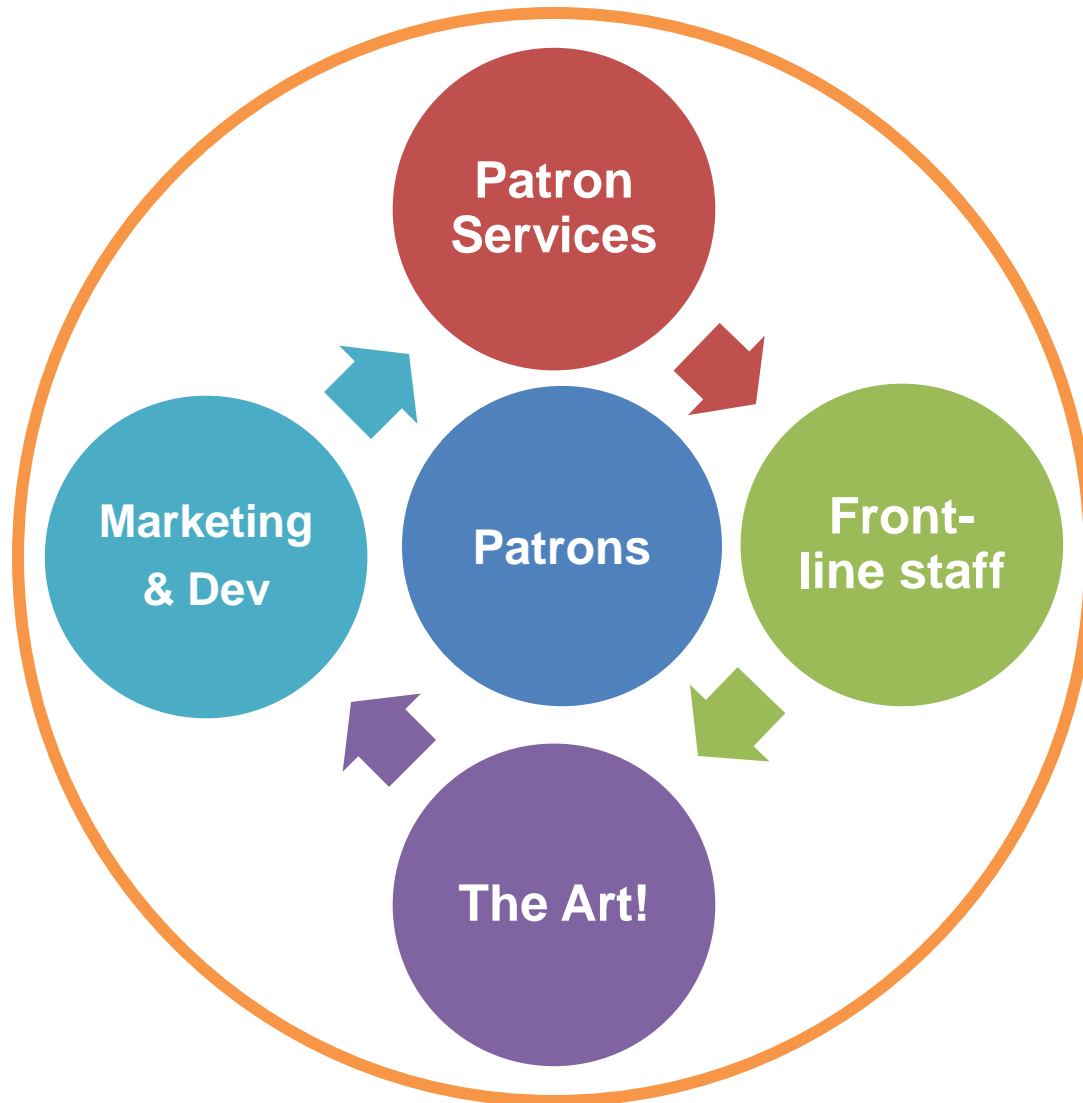


~~It's all about blockbusters.~~

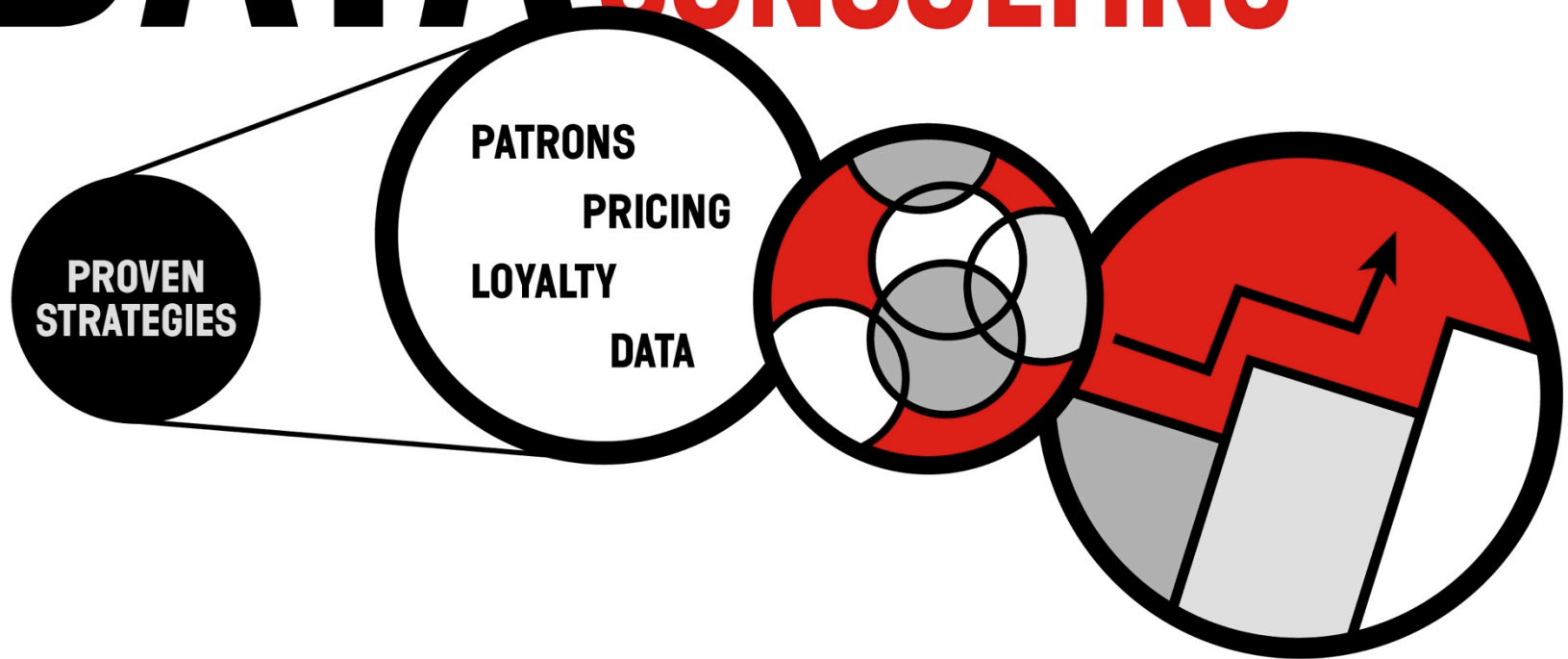
~~It's all about new musicals.~~

Reality: you need both.

The Patron Experience: What it is



DATA-DRIVEN CONSULTING



NEWYORKCITYBALLET



Lincoln Center



The Australian Ballet





Photo by r2hox (CC BY-SA 2.0)

Patron Loyalty

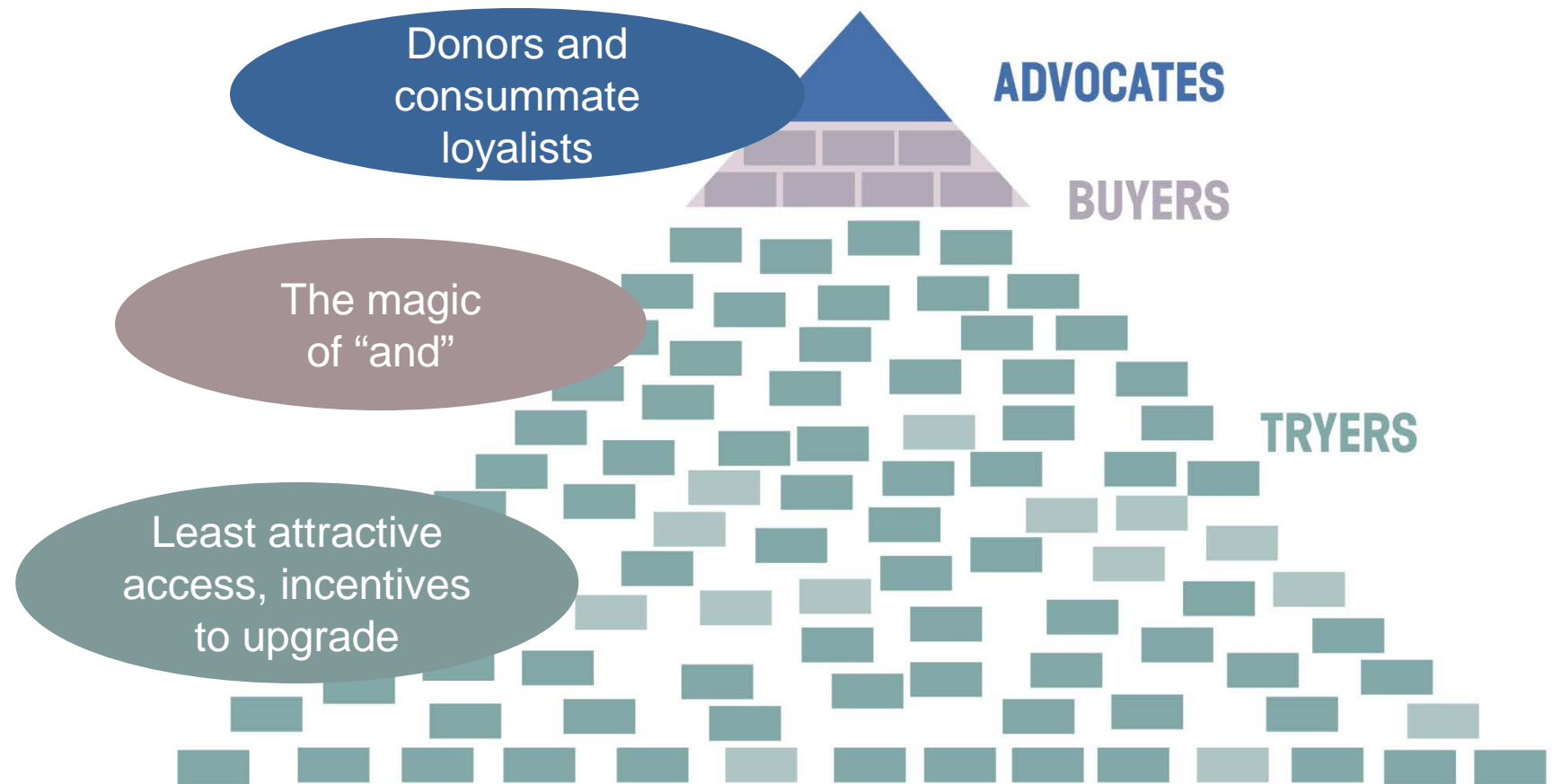


Patron: anyone who has a transaction with an arts organization

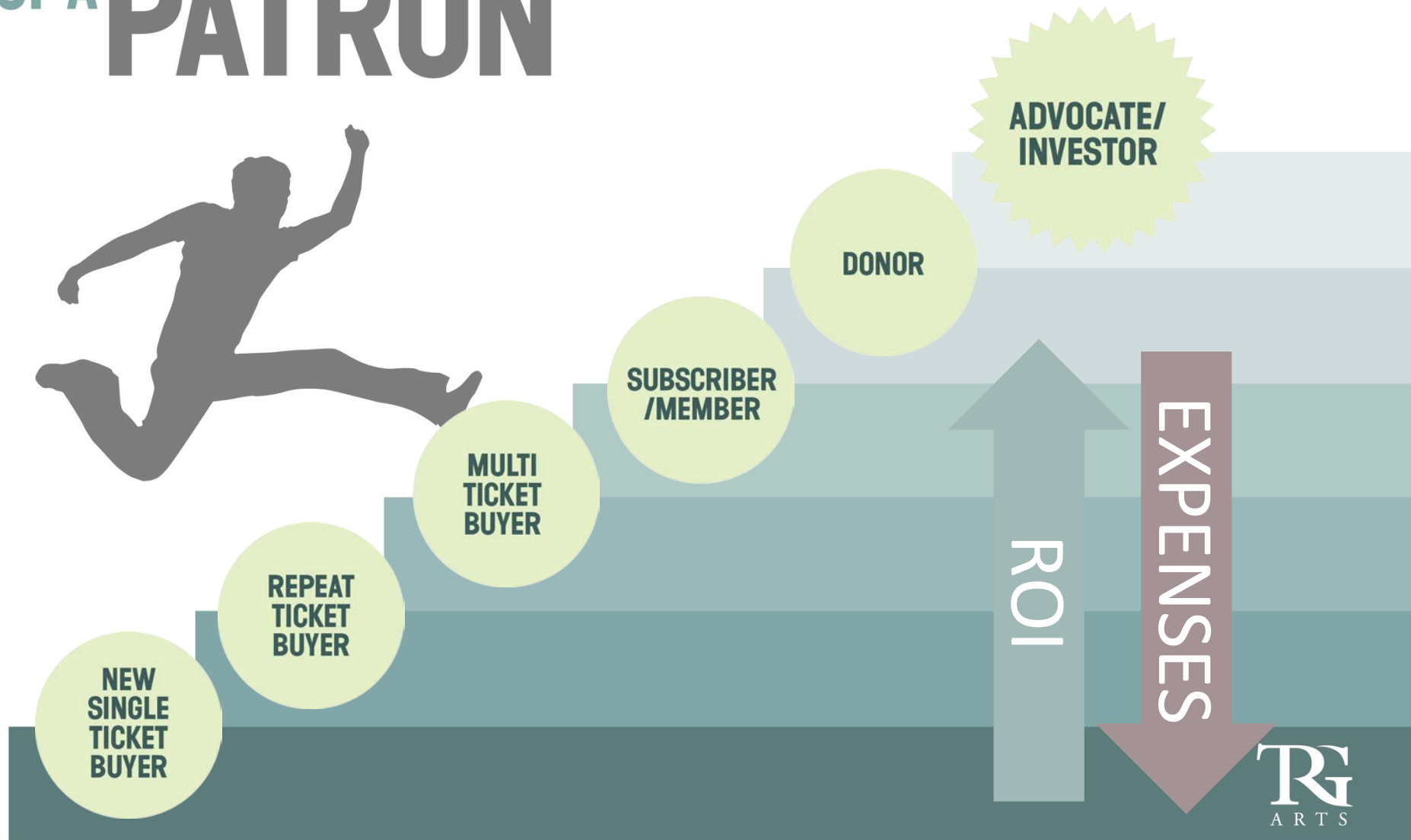


Loyalty: developing a longer, stronger, deeper commitment to your organization

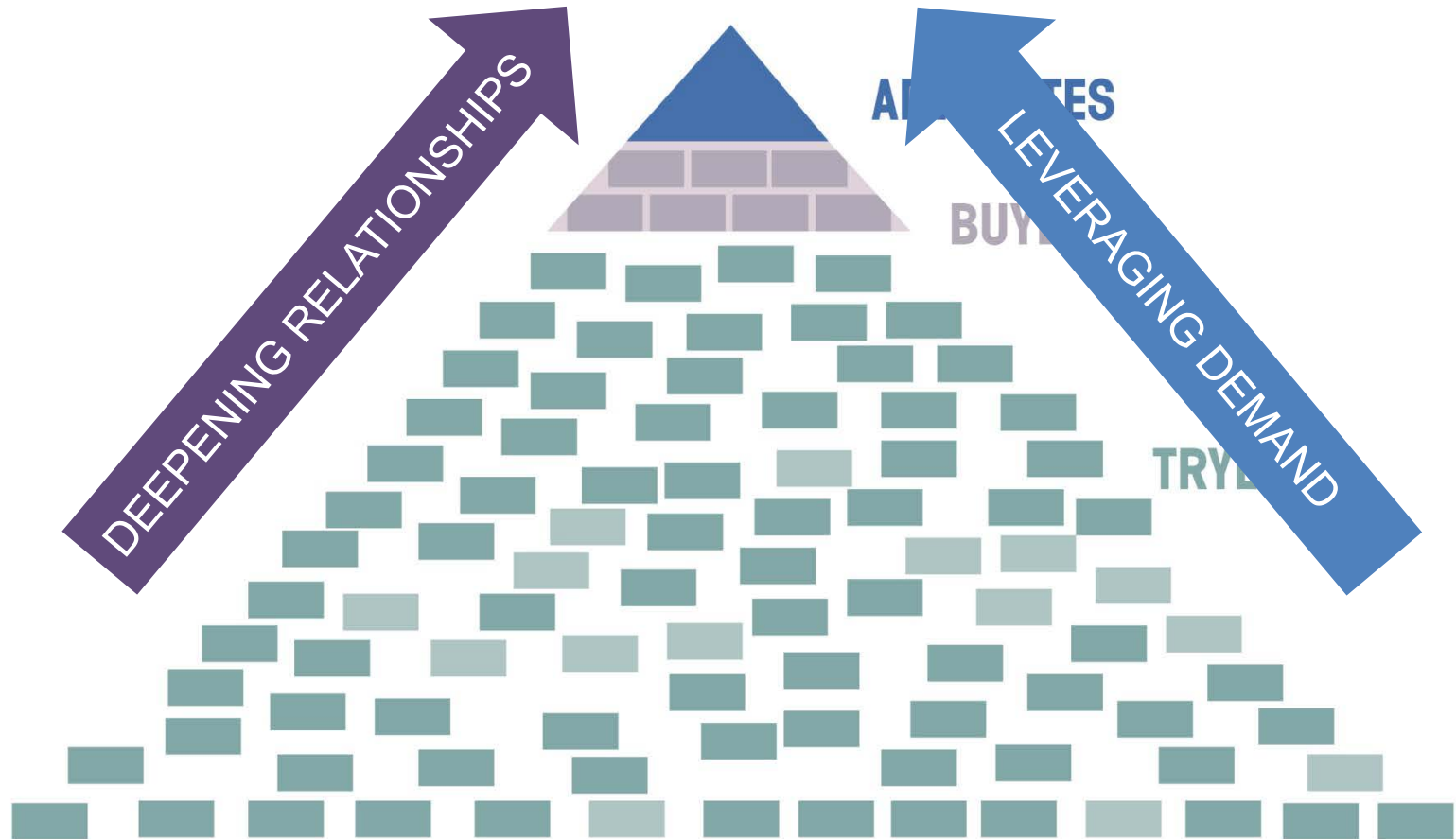
The Patron Loyalty Continuum



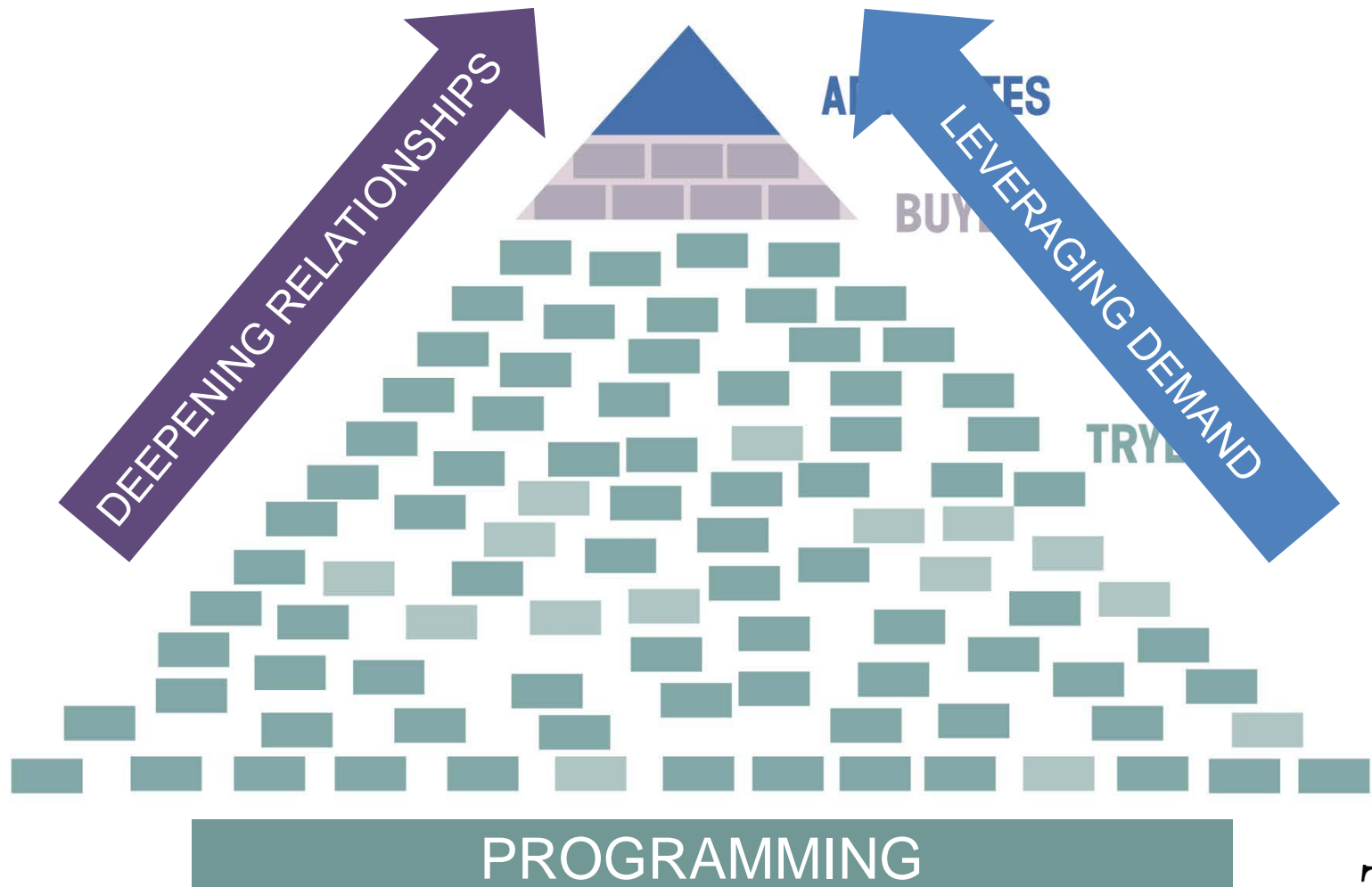
EVOLUTION OF A PATRON



Integration of Loyalty & Demand



Integration of Loyalty & Demand





High-demand works:

Blockbusters

Big-name events

Holiday events

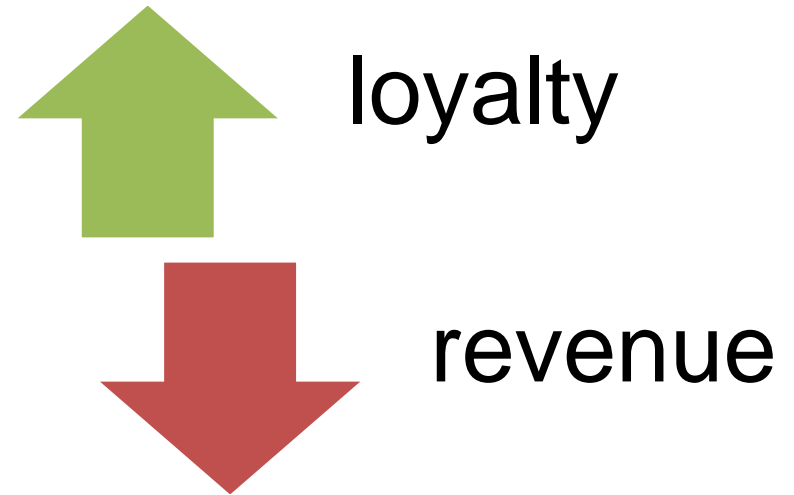
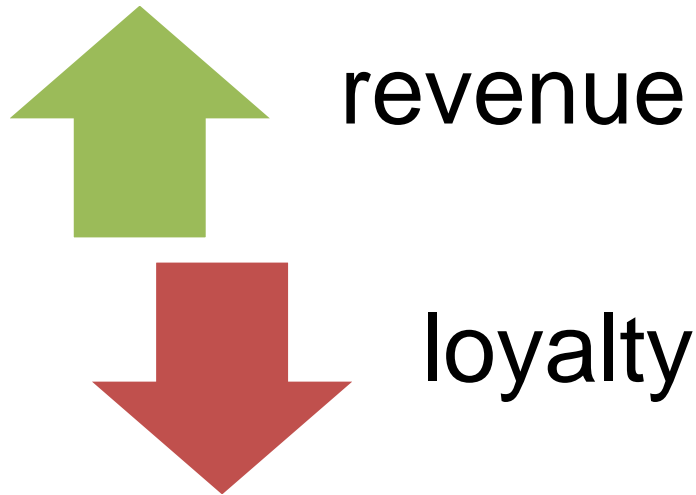


Low-demand works:

Limited appeal

New musicals

Cult favorites



Programming Case study

Impact on retention and attrition

	% Perfs	% Rev	Avg Total Rev	Avg ST Rev	Avg ST Units	Avg Per Capita Rev	Avg Cost of Sale	Avg Cap Sold	Avg Genre ST New-to-File	Avg Genre Overall Attrition
	38%	53%	\$ 5,573,024	\$ 3,007,397	83,688	\$ 35.94	28%	59%	59%	60%
comedy	9%	12%	\$ 1,280,742	\$ 659,900	19,597	\$ 33.67	27%	61%	63%	56%
drama	9%	13%	\$ 1,310,469	\$ 633,633	18,603	\$ 34.03	37%	57%	56%	67%
literary adaptation	4%	7%	\$ 768,283	\$ 557,020	12,279	\$ 45.36	17%	73%	59%	53%
musical	4%	8%	\$ 831,614	\$ 534,161	14,115	\$ 37.84	18%	73%	43%	54%
new work	3%	2%	\$ 239,292	\$ 68,588	1,804	\$ 35.98	76%	32%	62%	46%
Shakespeare	9%	11%	\$ 1,142,624	\$ 554,754	17,188	\$ 32.28	34%	55%	62%	66%

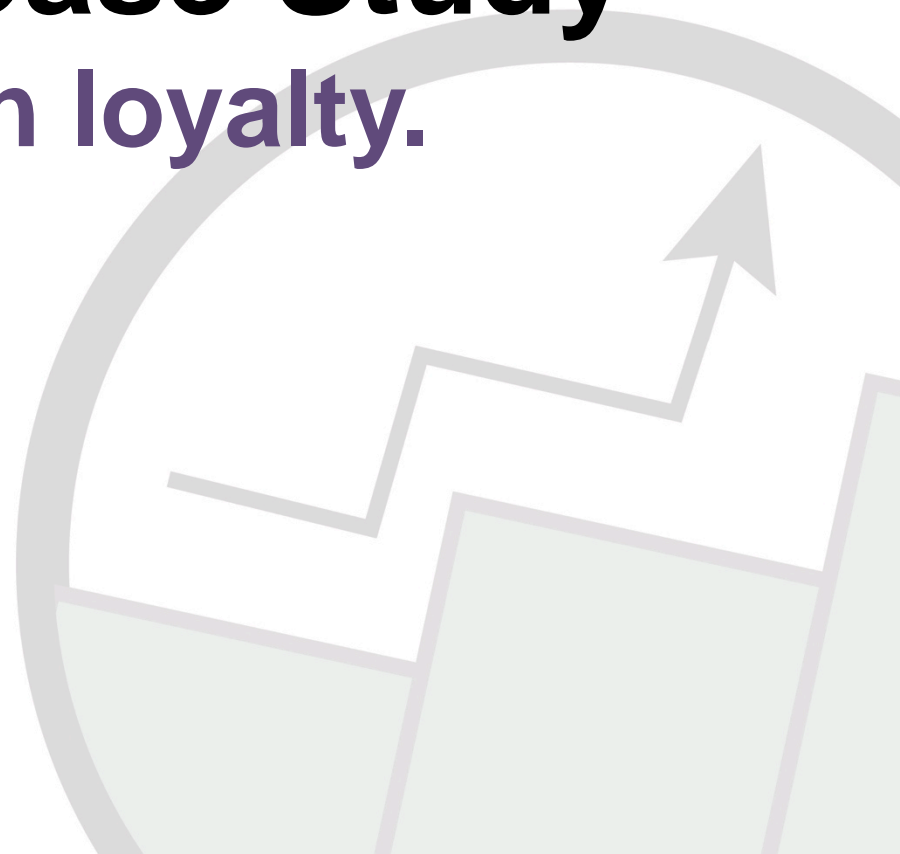
*Includes 5 most recent years of data from core product only. Excludes *A Christmas Carol*, *The Seagull*, *King Lear*.

Musical theatre buyers are “sticky.”



Programming Case Study

Contextual clues in loyalty.



PLI: Genre Overview

Genres reveal affinity patterns in overall loyalty

Premiere

Comedy

Drama

Adaptation

Musical

Family/
Holiday

Shakespeare

209 HH

\$208 avg/HH

208 HH

\$133 avg/HH

208 HH

\$132 avg/HH

209 HH

\$78 avg/HH

209 HH

\$61 avg/HH

209 HH

\$60 avg/HH

208 HH

\$36 avg/HH

2,170 HH

\$94 avg/HH

2,174 HH

\$79 avg/HH

2,173 HH

\$76 avg/HH

2,143 HH

\$44 avg/HH

2,152 HH

\$34 avg/HH

2,093 HH

\$40 avg/HH

2,112 HH

\$19 avg/HH

10,313 HH

\$22 avg/HH

9,729 HH

\$21 avg/HH

7,010 HH

\$16 avg/HH

6,741 HH

\$17 avg/HH

6,473 HH

\$13 avg/HH

30,497 HH

\$30 avg/HH

4,128 HH

\$10 avg/HH

ADVOCATES

BUYERS

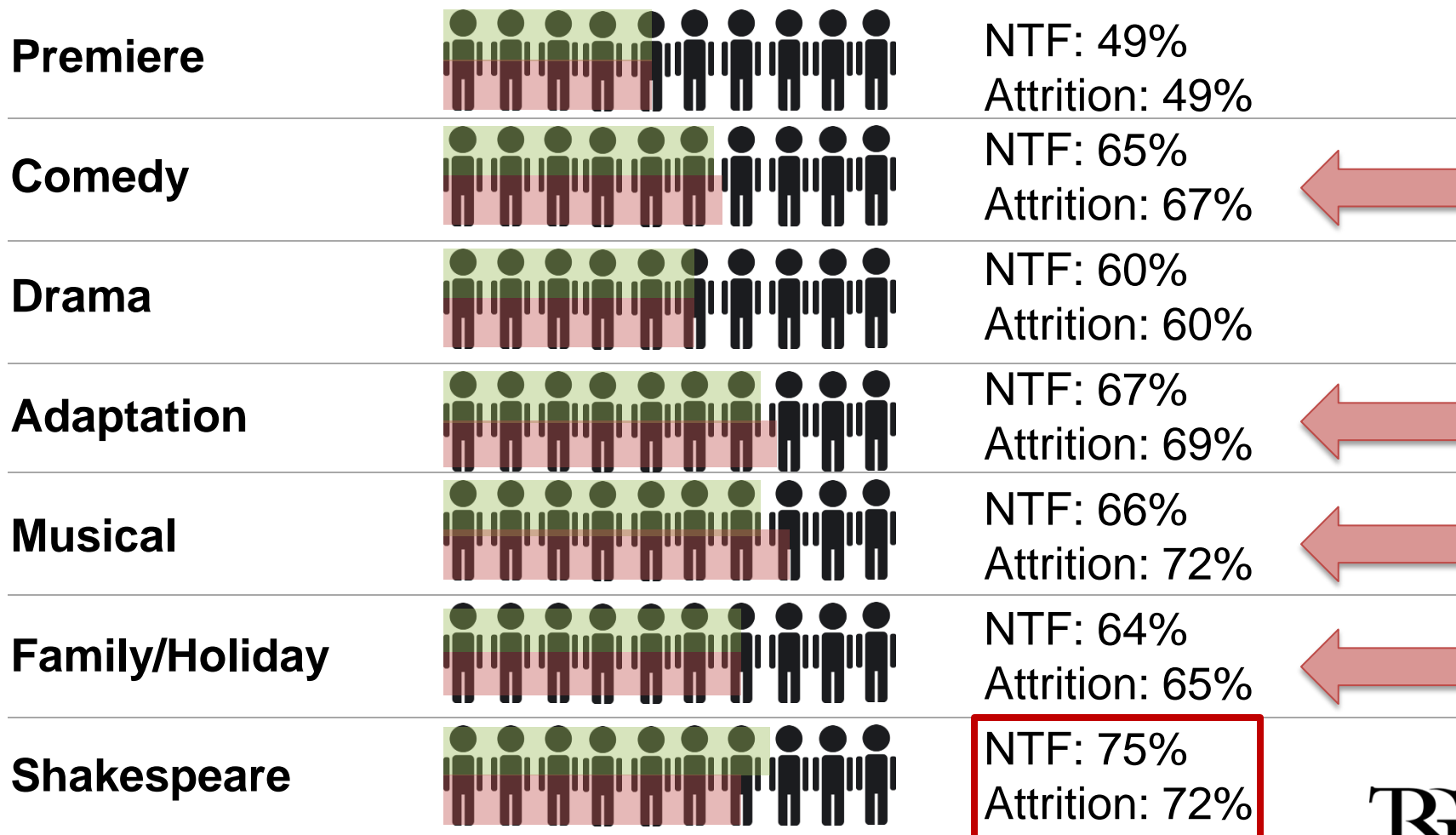
TRYERS

Reflects 5 most recent years of data.

TR
ARTS

Patron Creation & Attrition

By Genre

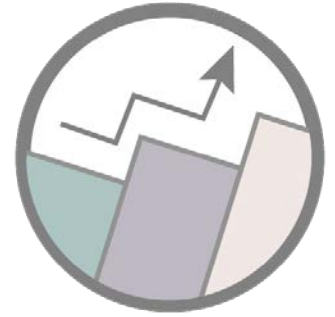


What Genres Have Crossover?

Crossover helps in identifying the next best offer

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

Blockbusters



High-demand works:

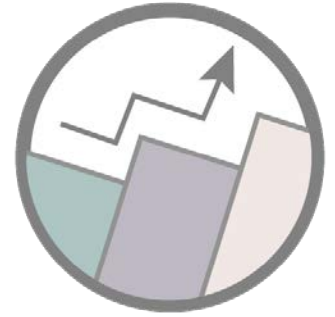
Blockbusters

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

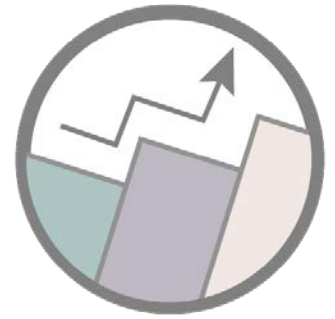
New musicals

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

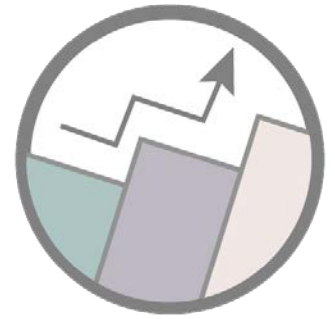
Average demand works:

During renewal

End of season

When in the season?

Timing matters



1

Blockbuster

2

Low demand

3

Holiday

4

Low demand

5

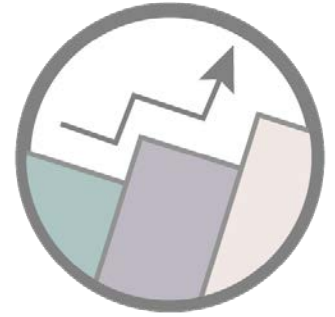
Blockbuster
or solid
(during renewal)

6

Average/low
demand

& Weighing in artistic availability... **RG**
ARTS

Decisions Armed With Programming Analysis



Proportionality of Programming

- How much provides right balance?

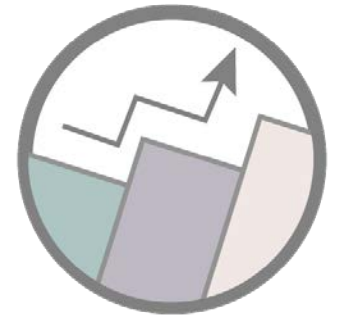
Budgeting Realities

- 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?

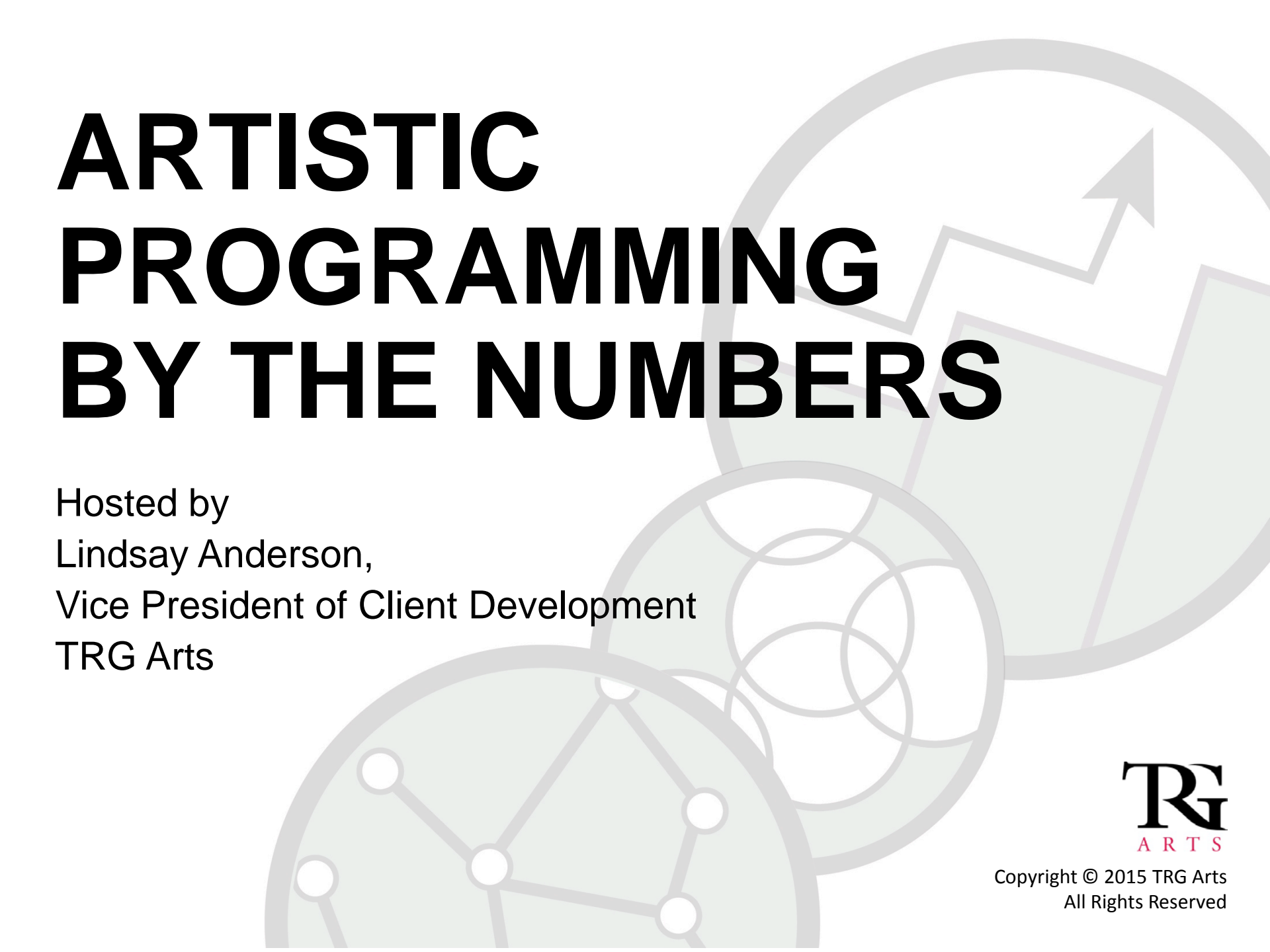
Impact on Loyalty

- How can programming reward and grow loyalty?

Questions



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