



Engaging Lapsed, Casual, and First-Time Audience Members

Wed, June 1 | League of American Orchestras Conference 2022

Presented by



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Client Engagement Officer



FORT COLLINS
SYMPHONY
WES KENNEY · MUSIC DIRECTOR

What is a Symphony?





"Stay home" during weekend preference

End of year 2021



The background is a solid teal color. In the center-right area, there are several faint, light-teal gear icons of various sizes, some overlapping each other.

Data-Driven
CONSULTING

*Disruptive,
data-driven,
change agency.*



Agenda

- Data Dive
- Examples from the Field
- Empathy Mapping
- Questions and Discussion

COVID-19 Sector Benchmark

Real-time intelligence on the impact of our
changing world

Understand how you compare to an industry leading
benchmark of over 400 organizations across the North
America, the UK and Ireland.

[Join The Free Benchmark](#)

[Login Now To See Your Data](#)

**PURPLE
SEVEN**

**RG
ARTS**

In Partnership

NATIONAL
ENDOWMENT
for the
ARTS
arts.gov



SMU | DataArts

This project is supported in part by the National Endowment for
the Arts through our partnership with SMU DataArts.

statista 

TRG Data Corner - Orchestras

12-Month Comparison – June 2021-May 2022 vs. June 2018-May 2019
Tickets Sold in NA

-6%

Revenue

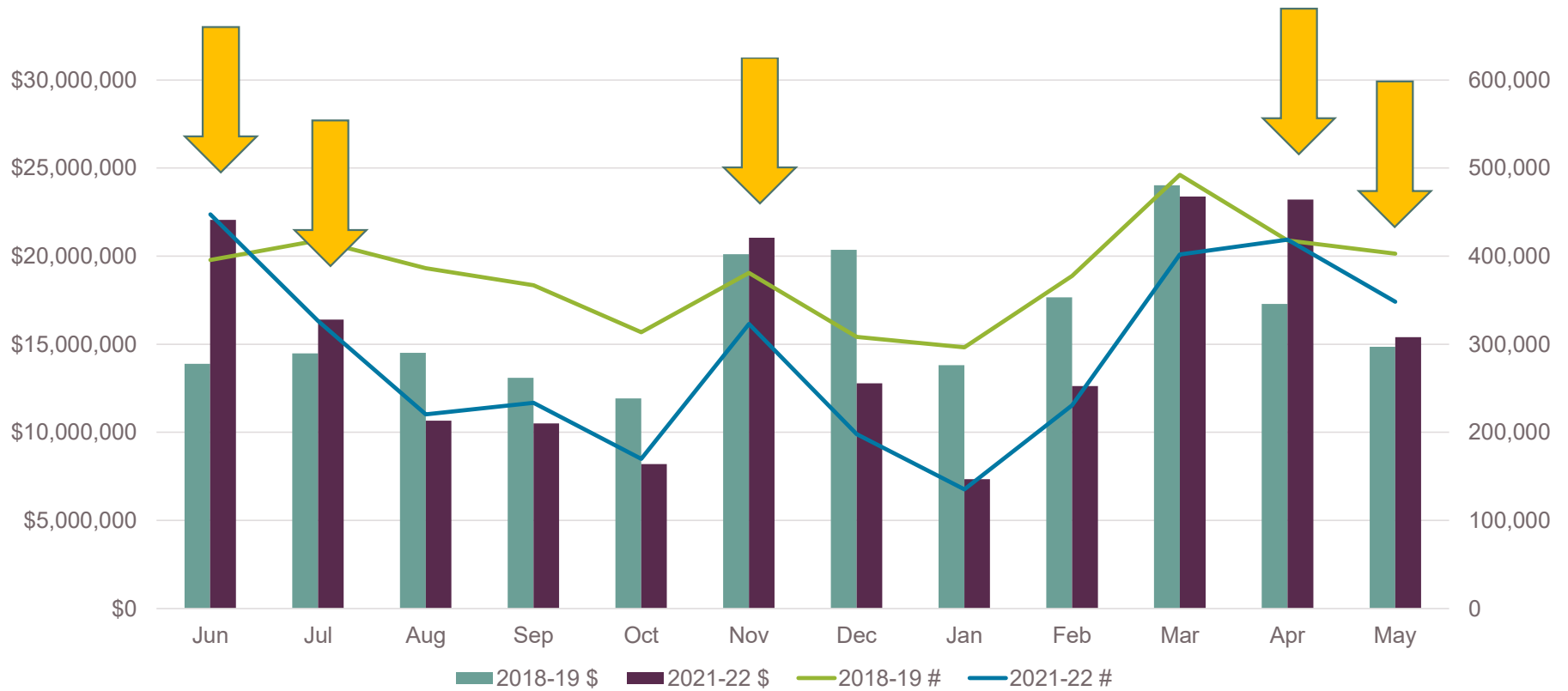
-24%

Units



Ticket Units & Revenue – Last 12 Months vs Pre-Pandemic

NA Orchestras



Typology

Segmentation by loyalty.

Customer Typology

Segment Definitions – Think RFMG

Acquisition

- **New Customer** – had not transacted previously

Current Customers

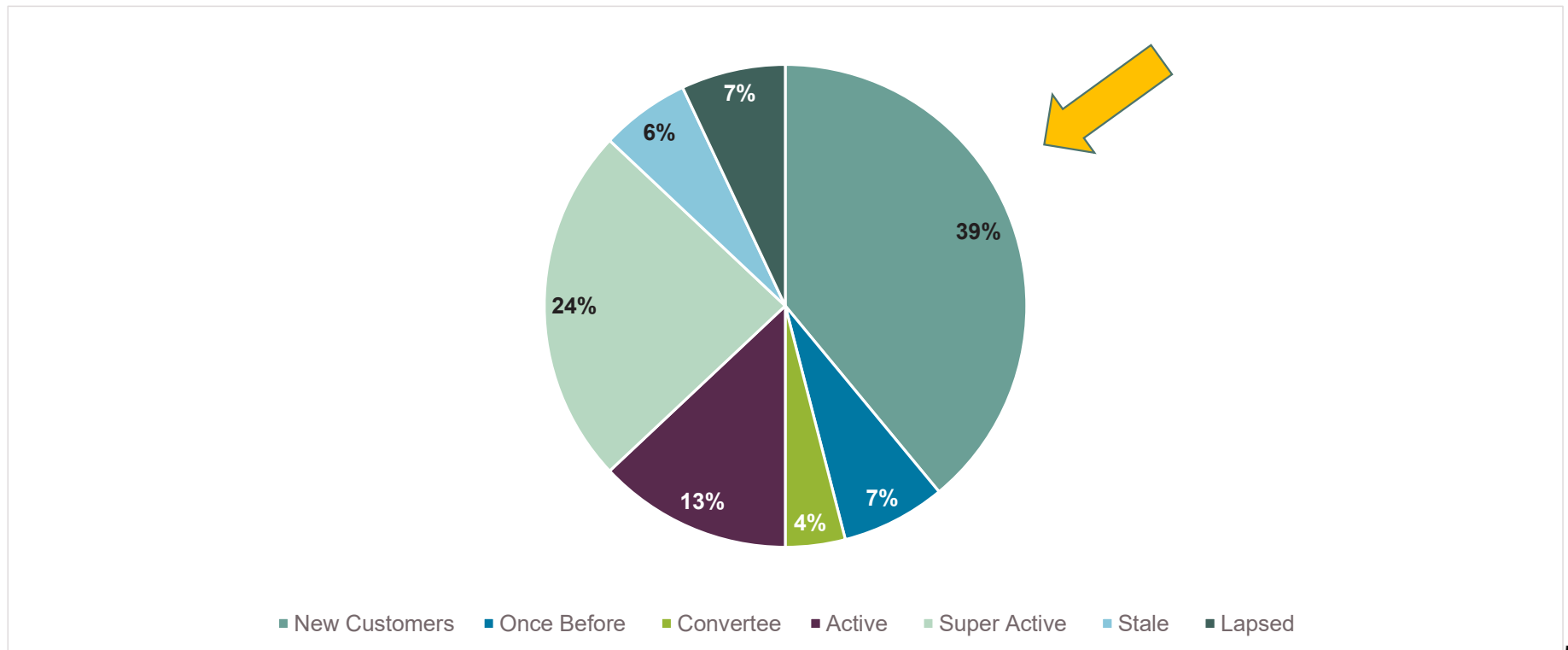
- **Once Before** – once before within the past 18 months
- **Convertee** – twice before and at least one within the past 18 months
- **Active** – 3-9 times in their history and at least once in the past 18 months
- **Super Active** – 10+ times in their history and at least once in the past 18 months

Re-Engaged

- **Stale** – last attendance, prior to most recent purchase, was 18-36 months ago
- **Lapsed** – last attendance, prior to most recent purchase, was 3 years or more ago

Ticket Sales by Typology – May 2022

NA Orchestras



Patron Participation

Is it growing? Is it flat or even declining?

Patron Participation

How to analyze

Total all
trackable
transactions

&

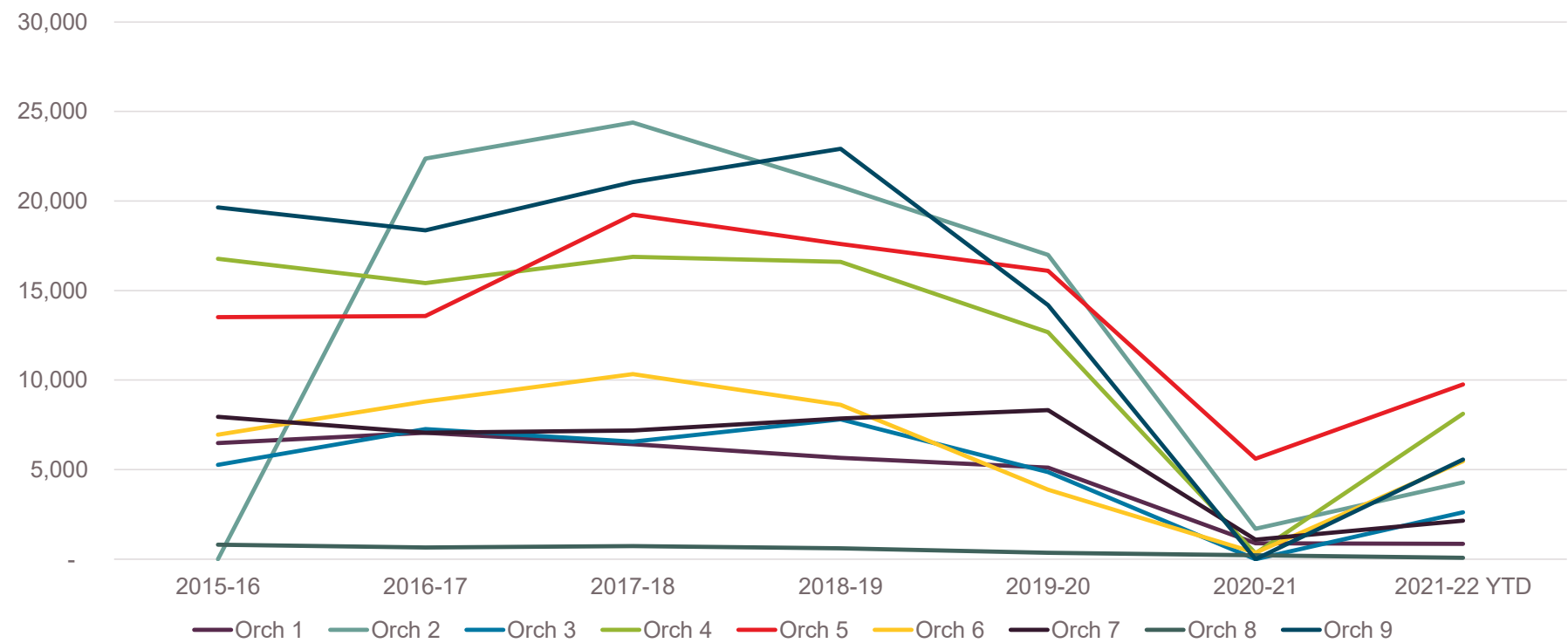
7 years
of activity
year-by-year

=

**Patron
Participation**

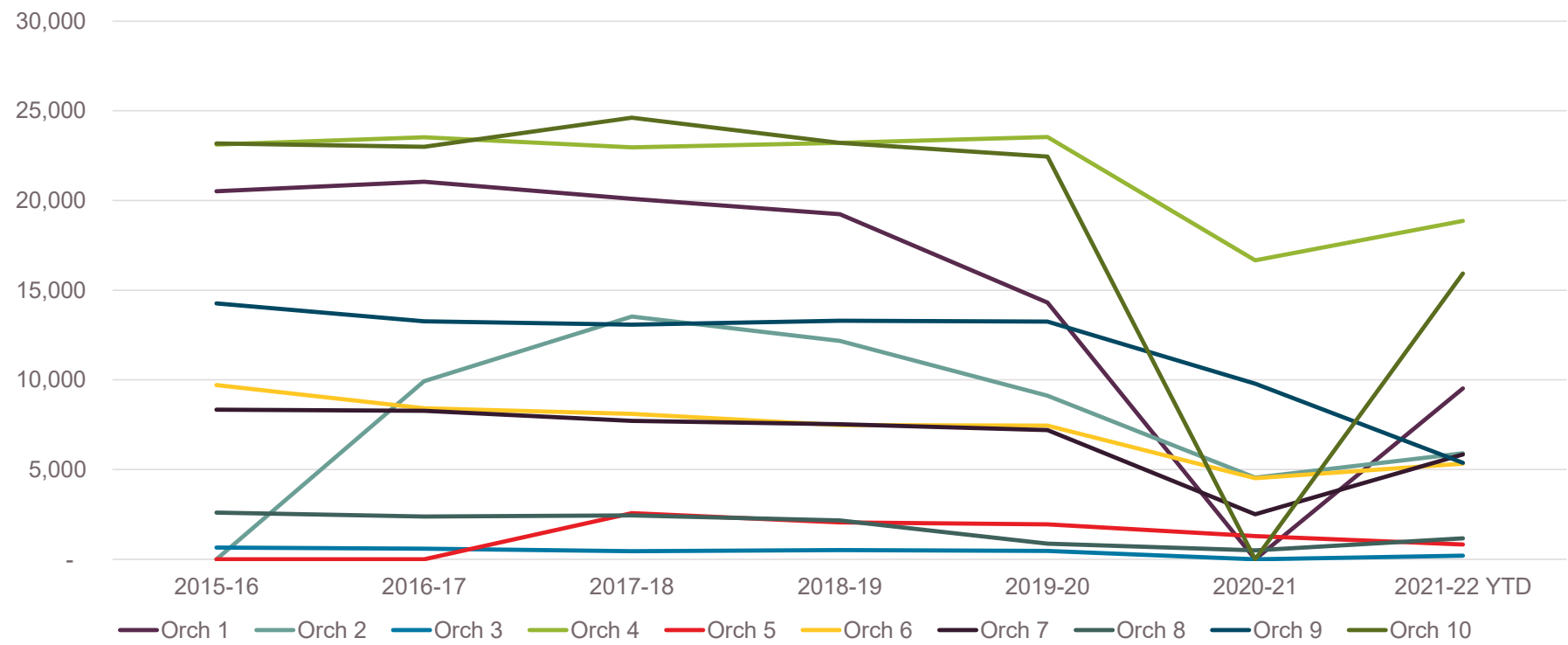
Single Tickets

Units



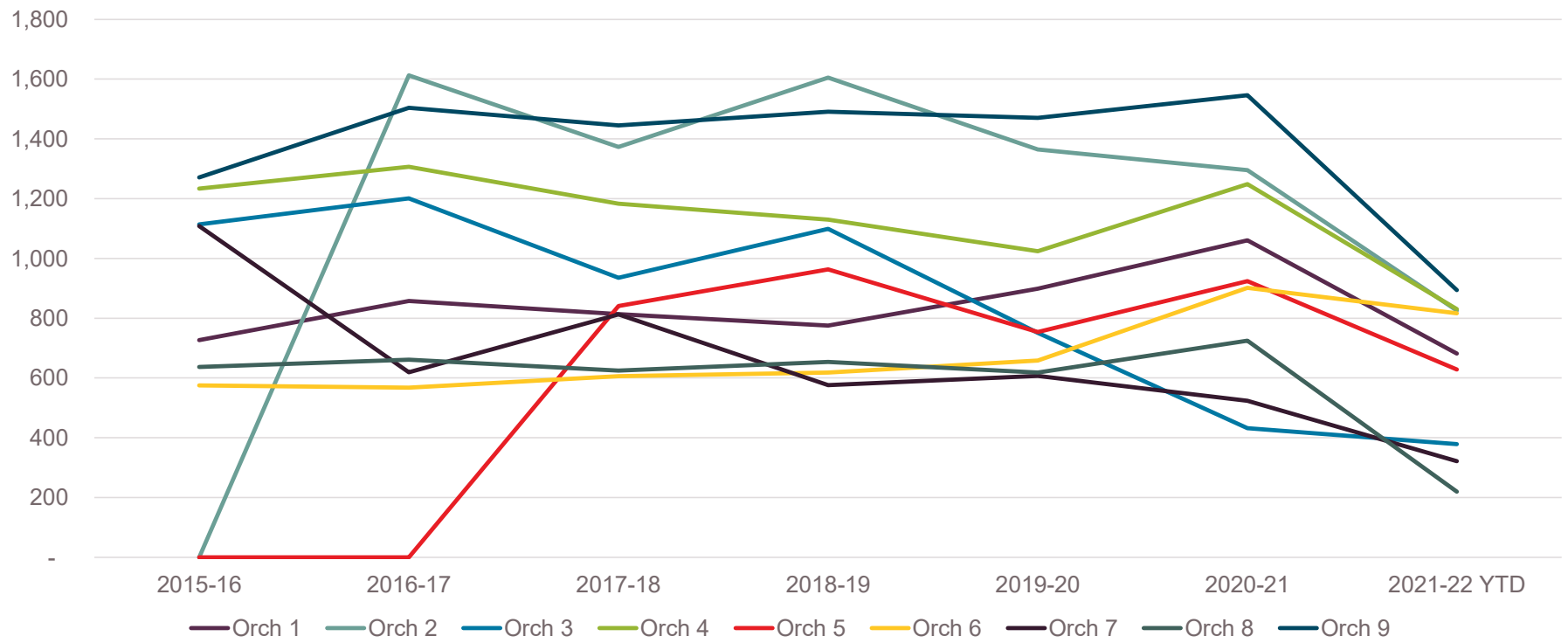
Subscriptions

Units



Gifts

Units



Patron Participation and Revenue

Why It is Important

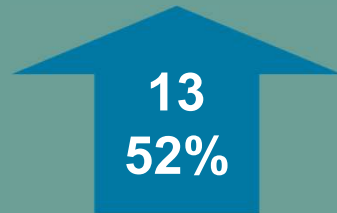
- Individuals who engage in multiple ways are more loyal to an organization (“stickier”)
- A healthy organization should have growing engagement

Ticket Conversion

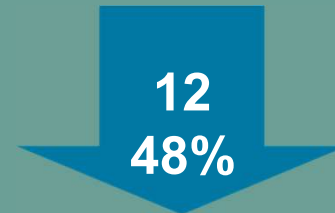
Are ticket buyers upgrading?

TRG Data Corner

Single Ticket Unit Sales – Year-over-Year Changes
25 Seasons: 2015-16 thru 2018-19



Seasons
with
Growth



Seasons
with
Decline

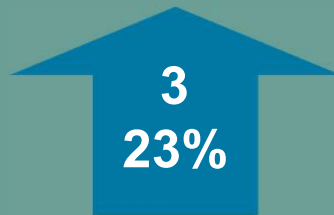




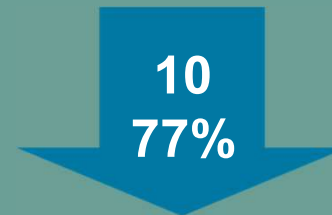
TRG Data Corner

Subscription Conversion

From 13 Seasons of Single Ticket Growth



Seasons
with
Growth



Seasons
with
Decline



Ticket Conversion

Why it is important

- Subscribers spend more, have higher renewal rates and a lower cost-of-sale over time
- Subscription is a critical loyalty step toward philanthropy

IT TAKES 21 DAYS
TO **BREAK** A
HABIT

Pre-Pandemic Worries

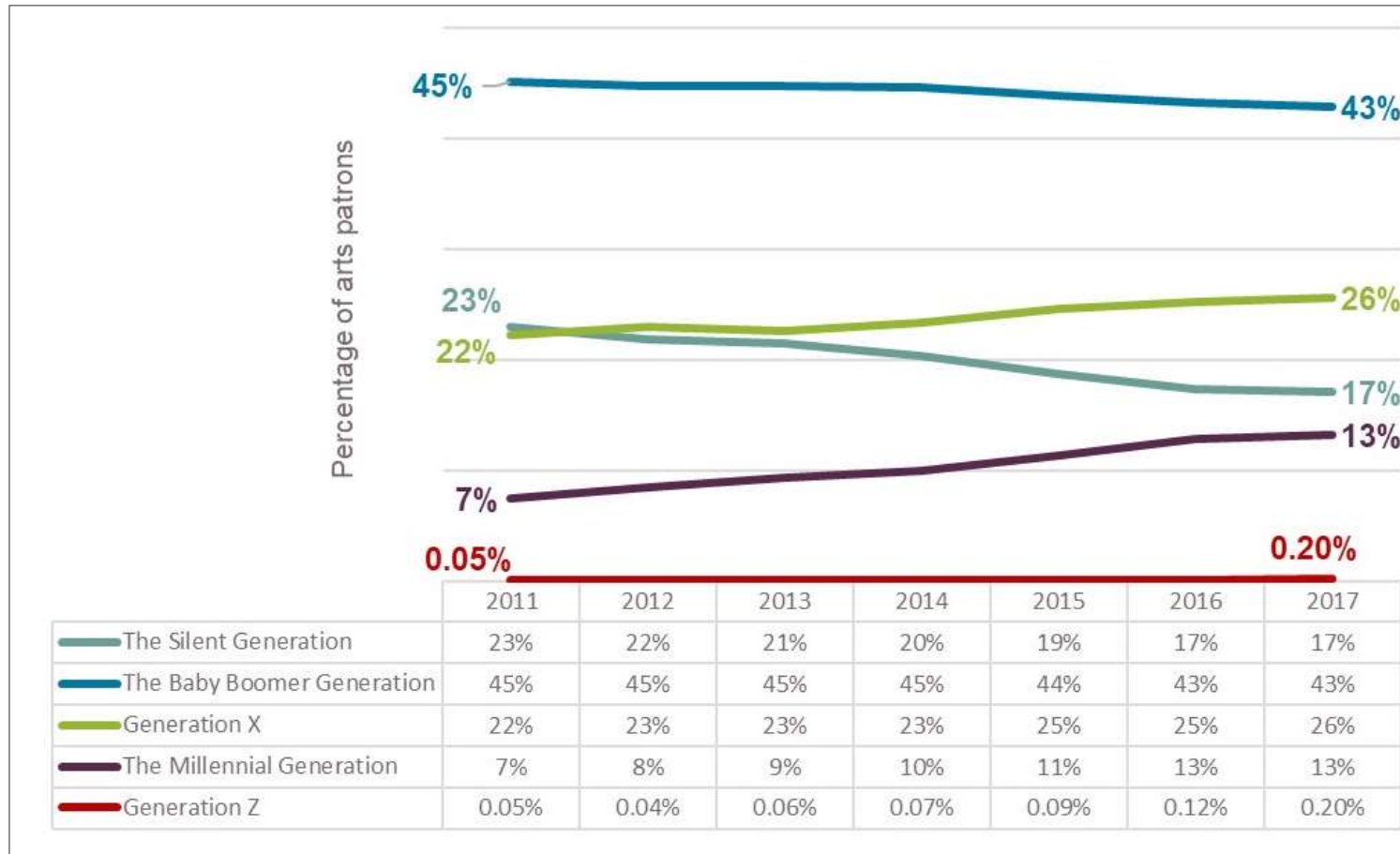
Generational Shifts

Racial Make-Up of Attendees

Engaging with Community

Filling out Pipelines

Percentage of Arts Patrons by Generation

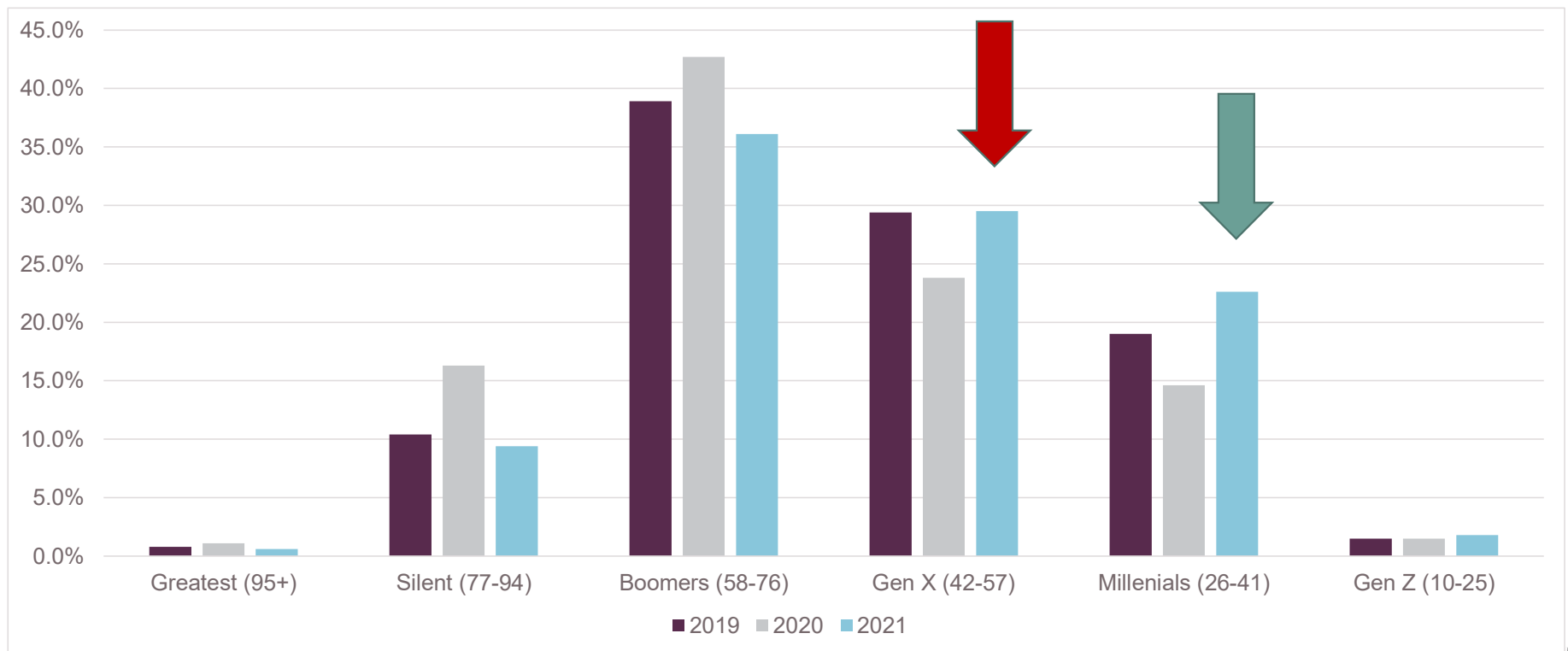


Ticket Sales

“Must Have” is a
Gen X Strategy

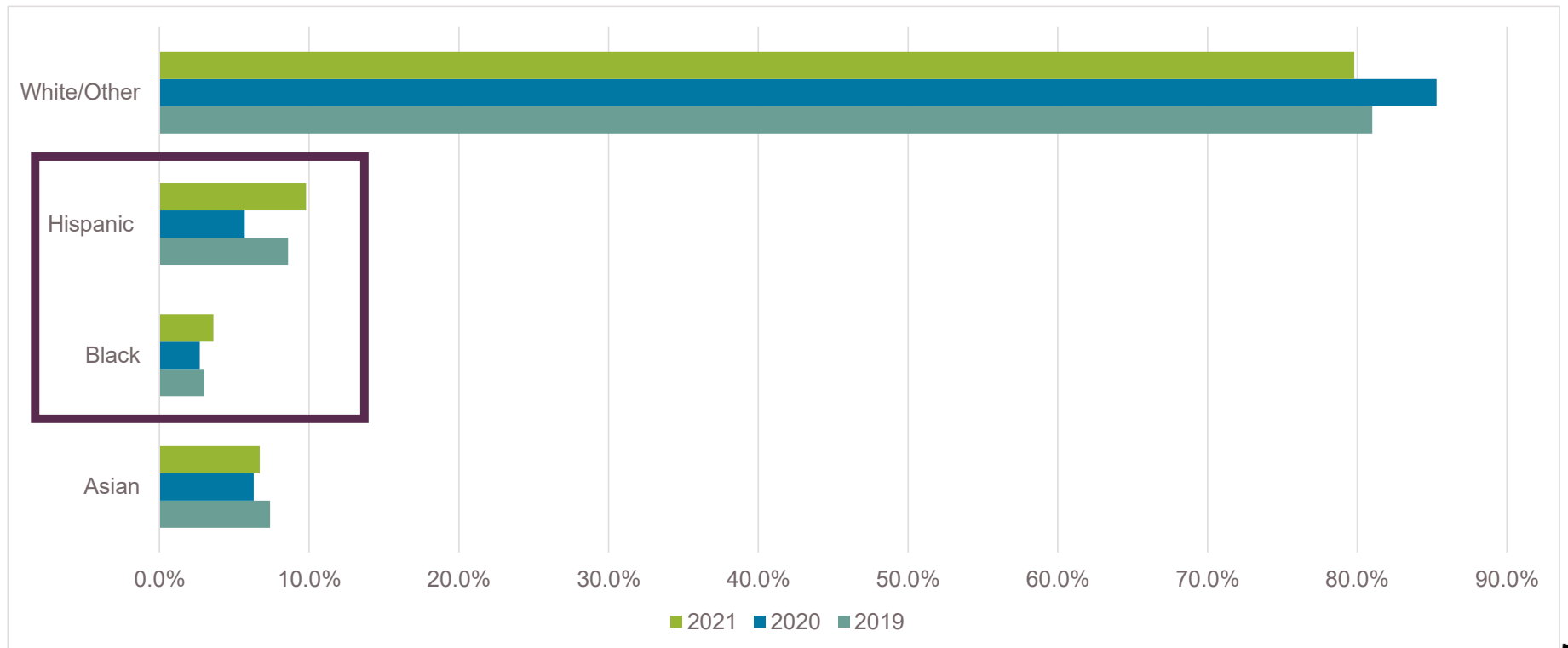
Ticket Sales by Generation – 2019 vs 2020 vs 2021

NA Orchestras



Ticket Sales by Ethnicity – 2021 vs 2020 vs 2019

NA Orchestras



Churn

65%

Single Ticket
Audiences are NEW

73%

NEVER RETURN

Churn Causes

Experience Problems

We didn't ask, didn't listen,
and didn't follow-up

Wrong Invitation

Overwhelmed, tried to
“instantpot”, didn't appeal,
and wrong matchmaking

Points of dissatisfaction for Atlanta arts buyers

1. Parking

2. Website

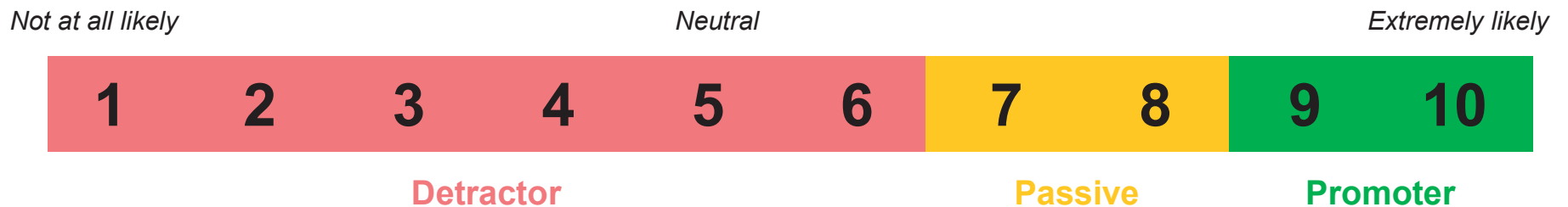
Reduce Churn

In a relationship

- **Goal: get first-time and recovered attendees to repeat their purchase**
 - Gather feedback, how was their experience? Address problems
 - Must be an immediate invitation to return
 - Introduce digital as a way to maintain relationship
- **Engage them in other ways as appropriate, encourage future multi-buying behavior**
 - Special events
 - Pre- and post-activities
 - Add-on experiences

Net Promoter Score® (NPS®)

How likely is it that you would recommend _____ to a friend or colleague?



$$\% \text{ of Promoters} - \% \text{ of Detractors} = \text{NPS}$$

TRG Field Survey

Are we listening?

- NPS surveyors: 58% ask after every concert, production, exhibit
- **25% in touch with negative open-ended feedback**
- **15% in touch with positive open-ended feedback**
- *15% in touch with Detractors in general*
- *4% in touch with Passives in general*
- *5% in touch with Promoters*

The Broadway Patron is purchasing more on their phone



The percentage of people in the pre-March 2020 audience who purchased via mobile was 36% whereas post-August 2021 it **increased to 52%**



What's Motivating...



Goal-oriented ACTION.



Responsive and empathetic.



Implementation.



Use of data – to define need and measure success.

Ticket buyers are more likely to attend if they received marketing focused on the emotions of the event, rather than the details, especially if they weren't familiar with the composer or piece.



Empathy

Experiencing the feelings of another



You have similar personal experiences



Emotion



Sympathy

Understanding the suffering of another



You acknowledge another's circumstances



Recognition

Virginia Symphony Orchestra

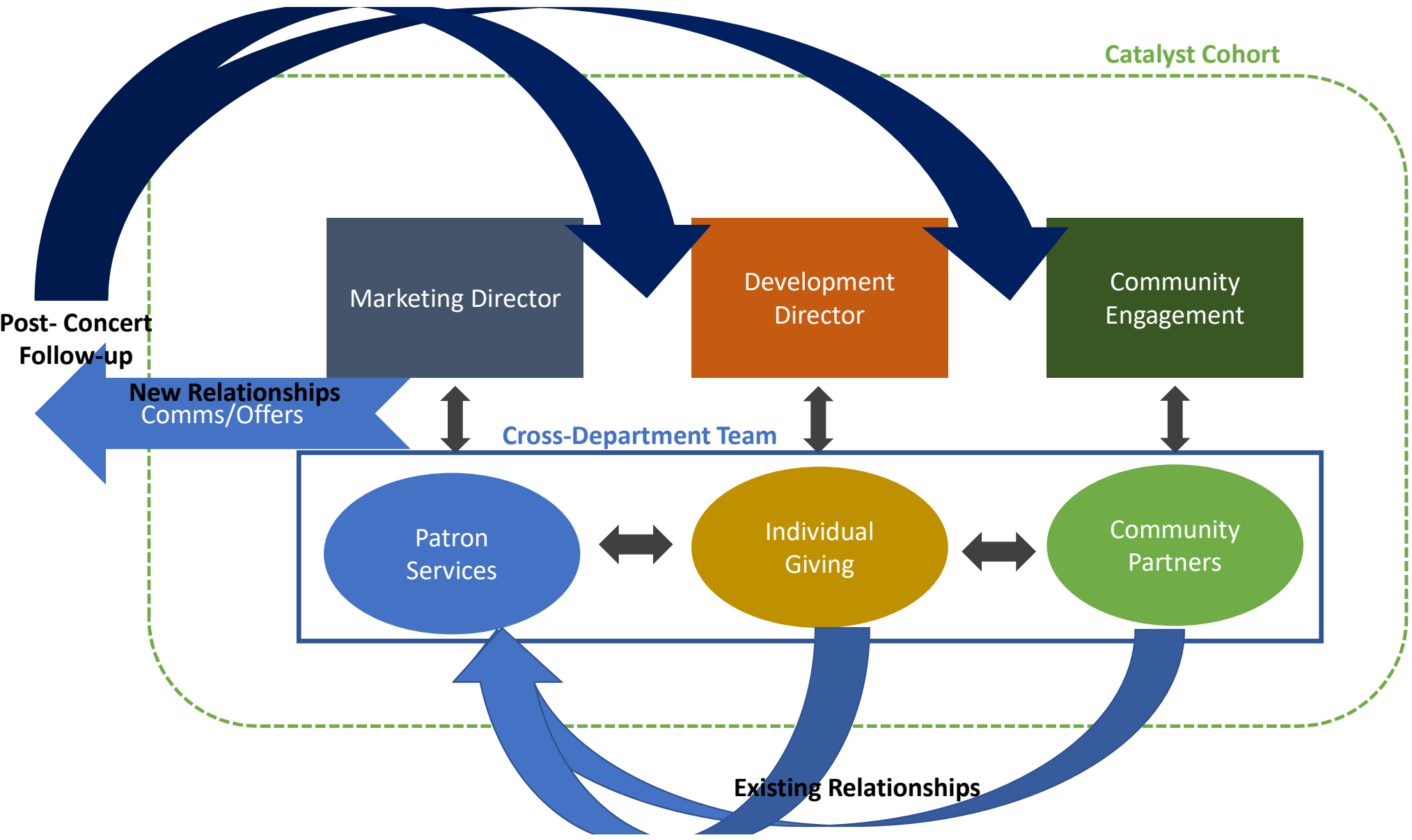
Inventory for Audience Building



APPROACH

- “Second Century Audiences Initiative”
- Allocate inventory specifically for Audience Building
- 40-80 seats depending on venue
- Sold by invitation
- Entry level pricing: \$20-\$25





The Music of the Bee Gees

Adam Turner, conductor February

This show offers all of the band's 70's disco hits from "Stayin' Alive" to "Night Fever" while embracing many of their early works.

3
Ferguson
7:00pm

4
Chrysler
7:30pm

Tchaikovsky Symphony No. 4

February

18
Ferguson
7:30pm

19
Chrysler
7:30pm

20
Sandler
2:30pm



Welcome new VSO Principal Guest Conductor and Norfolk native Thomas Wilkins leading the VSO in Tchaikovsky's Symphony No. 4, featuring violinist, Alexi Kenney and some of the most explosive brass and wind moments you'll ever hear.



"UPTOWN NIGHTS"

February

25
Ferguson
7:30pm

26
Chrysler
7:30pm

Byron Stripling, conductor and trumpet
Carmen Bradford, vocalist
Leo Manzari, tap

Byron Stripling is heralded as a "powerhouse trumpeter gifted with a soulful voice and a charismatic onstage swagger." He'll explore a magical world of song and dance popularized in the clubs of the '40s and '50s. Inspired by Harlem's famed musical hot spots like The Cotton Club and The Savoy, this swingin' night of musical sensations focuses on Harlem's heyday — a time when Duke Ellington's orchestra was the house band, and Cab Calloway, Ella Fitzgerald, and Ethel Waters showcased the classics! Thrill to the vocals of Carmen Bradford and the fancy footwork of tapdancer Leo Manzari.



Tickets start at \$25

Special offers available!

Contact our Sales Manager, Brooke Bates, at 757.213.1423 or bbates@virginiasympphony.org



George Street Playhouse

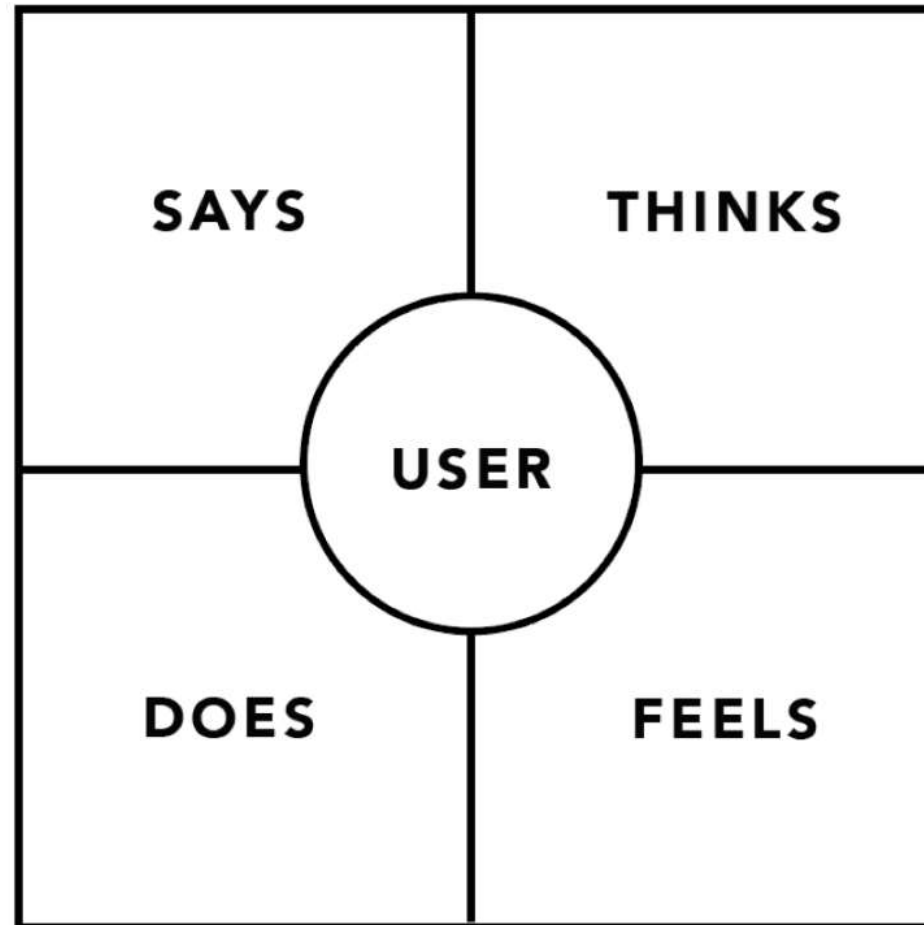
A Home for New Work



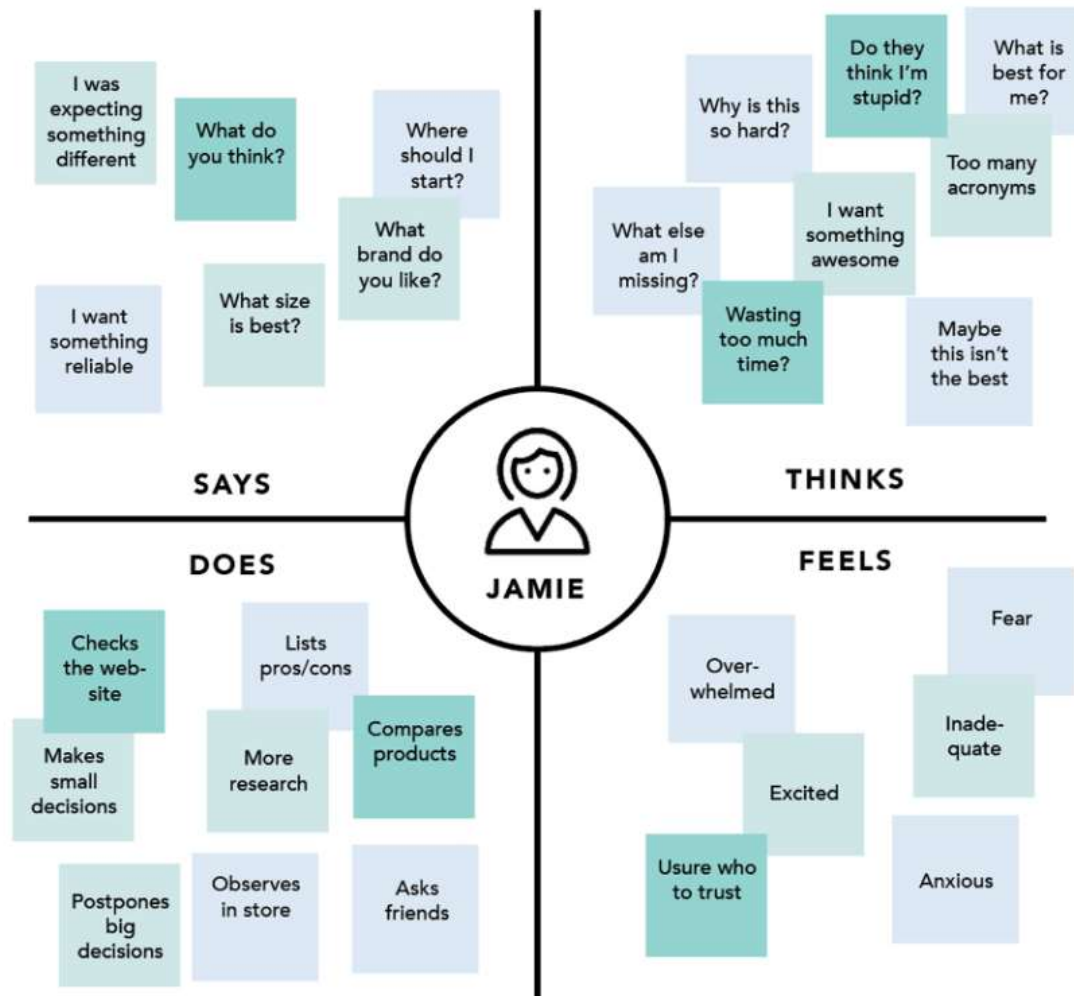
Test to Craft the Message

- Digital Ads as a Learning Lab
 - Early in selling cycle with multiple messages
 - Track which messages and storylines are generating the most engagement
- Movie Trailer Approach
 - Conveys experience
 - Not worried about the plot
 - Must pass the “sound off” test

EMPATHY MAP



EMPATHY MAP Example (Buying a TV)



ACTIVITY

Part 1

1. *Pick One Segment
(Lapsed, Casual, First-Timer)*
2. *Map Out:*
 - *Say*
 - *Think*
 - *Do*
 - *Feel*

ACTIVITY

Part 2

1. *How can your marketing messaging change to empathize with their needs and appeal to their sensibilities?*
2. *Craft a ticket sales invitation that meets that goal.*

REPORT

1. *Segment*
2. *What you learned about them*
3. *New messaging*
4. *Why you took that approach*

FEEDBACK

1. *What additional data do you wish you had?*
2. *How can you incorporate this with your team?*



Shaping the future of your organization begins here.

1.
**Schedule a
Call**

Our free strategy sessions are no-pressure conversations designed to uncover the challenges you are facing and provide industry-leading insight.

2.
**Have a Free Strategy
Session**

During our time together, we will discuss the goals that you have alongside what types of engagement makes the most sense.

calendly.com/trgarts-ericnelson

3.
**Start Reshaping Your
Organization**

Once you and your team have settled on an engagement, we will begin formulating the next steps and timeline to reshape your organization for a thriving 21st century.



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