A New Marketing Mix for the Performing Arts?

¿Un nuevo marketing mix por las artes?

Lanfranco Li Cauli
Piccolo Teatro di Milano
Director of Marketing and Communication
Jornada Internacional de Marqueting Cultural
Barcelona, 23-10-2014

Piccolo Teatro

histoire
Mayo 14th, 1947
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History

Founded by Giorgio Strehler and Paolo Grassi

Italy’s first public theatre

Fundado por Giorgio Strehler y Paolo Grassi

Teatro público
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Vision

THEATRE OF ART FOR EVERYONE

TEATRO DE ARTE PARA TODOs
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Vision

THEATRE OF ART
TEATRO DE ARTE

Stroller staged classical dramas from Shakespeare to Goldoni to Chekhov, and the greatest plays of the twentieth century by Brecht, Beckett and Pirandello.
Paolo Grassi started a low-price ticket policy and a strong promotional strategy in order to make “Piccolo” accessible to everyone.
Piccolo ies…
Teatro d’Europa

UTE - Union of Theatres in Europe
is a network of public theatres created in 1990, from the project of Giorgio Strehler and Jack Lang, with the partnership of the French Cultural Ministry.
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Piccolo today
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Piccolo’s venues

Teatro Grassi

Teatro Studio Melato

Teatro Strehler

Chiostro

Academy of theatre

Nina Vinchi

Worldwide tours
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Piccolo & the world

61 countries

25 languages

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## A New Marketing Mix for the Performing Arts?

### Piccolo & the world

<table>
<thead>
<tr>
<th>Shows in Milan</th>
<th>International activities</th>
<th>Educational program</th>
<th>Internet &amp; social</th>
</tr>
</thead>
<tbody>
<tr>
<td>Productions</td>
<td>Tournées</td>
<td>Academy of Theatre</td>
<td>Community</td>
</tr>
<tr>
<td>Festival</td>
<td>Masterclass</td>
<td>Workshops</td>
<td>Web tv</td>
</tr>
<tr>
<td>Hosting</td>
<td>Exhibition</td>
<td>Lectures</td>
<td>Social media</td>
</tr>
</tbody>
</table>

**THEATRE IS ON THE STAGE**

**EL TEATRO SUCEDE EN EL ESCENARIO**

Bertolt Brecht
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### Results (Season 2013/14)

<table>
<thead>
<tr>
<th>Category</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total patrons</td>
<td>275,434</td>
</tr>
<tr>
<td>Total Subscribers</td>
<td>22,610</td>
</tr>
<tr>
<td>Patrons under 26</td>
<td>46%</td>
</tr>
</tbody>
</table>
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Piccolo and web complexity
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Entertainment and culture consumption in Italy

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cinema</td>
<td>20%</td>
</tr>
<tr>
<td>Museums</td>
<td>30%</td>
</tr>
<tr>
<td>Sport</td>
<td>25%</td>
</tr>
<tr>
<td>Monuments</td>
<td>25%</td>
</tr>
<tr>
<td>Disco</td>
<td>10%</td>
</tr>
<tr>
<td>Theatre</td>
<td>50%</td>
</tr>
<tr>
<td>Concerts</td>
<td>15%</td>
</tr>
<tr>
<td>Classic music</td>
<td>5%</td>
</tr>
</tbody>
</table>

Istat, «Italia in cifre 2014» (people > 6 years old)

El consumo cultural en Italia
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World wide web growth at a glance

USER

CONSUMER

PERSON

Google

Yahoo!

Ebay

Amazon

Hotmail

Ryanair

Yandex

YouTube

LinkedIn

Twitter

Instagram

WhatsApp

World Users

1994

1998

2000

2003

2006

2008

2014

77M

400M

500M

1000M

1400M

+ 2000M

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A faster relationship pattern

Relaciones culturales aceleradas

accelerated times

lead to

fragmented consumption

but...

...measurable interaction

1) faster offer-demand relationship

2) much more complex loyalty forms

3) more attentive listening is possible and required!
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Piccolo web system
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Piccolo online universe

- Pull Strategy
- Search Engines
- SEO & SEM
- Main Website
- EDUTAINMENT
- Social Media
- Web-TV
- Sales
- Loyalty System
- Push Strategy

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New loyalty paths: the New Piccolo Card

- Brand new point-system fidelity program
- More points & quicker gathering
- Three loyalty levels
- Personal and engaging paths
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Good relationships get good numbers

1,000,000 visits/year
130,214 subscribers
105,741 fans
15,400 followers
893,919 total views
929 videos - 45,000 visits/year
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Online sales weight in % (single tickets)

Season 2013/14

- 52% online
- 42% box office

Yearly sales trend from 2007-08 to 2013-14
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How we have grown: website and fanpage

![Graph showing the growth of website users and Facebook fans over the years.](image)

- Website users: 130,000
- Facebook Fans: 105,000

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Adjustment path towards the audience

**Piccolo Teatro**

- Billpostings
- Newspaper ads
- Press office

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**Camino verso el publico**

**on-line**

**offer**

**Educational offer**

- Newsletter
- Dynamic promo system
- Social Media
- Piccolo Card

**Music**

- Pre-purchase experience
- Information search
- Evaluation of alternatives
- Decision and expectations
- Purchase experience

**Drama**

- Attendance
- Loyalization

**Dance**

**Audience**

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"There are several opportunities that art organizations can exploit by strategically using the Internet for marketing” (Colbert, 2011)

Such opportunities must be considered as already operating realities, fully integrated and normalized within the existing marketing and communication system.

"Piccolo Teatro is an outstanding role model in the performing arts industry in terms of its superb artistry and innovative audience development practises” (Joanne Scheff Bernstein, 2014)
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An ongoing inclusive process

MARKETING & COMMUNICATION INTEGRATED TEXTURE

IDENTITY

EVOLUTIVE INTEGRATED PLANNING

"AUGMENTED"

MKTG INTEGRACION
Culture is to know everything and to love everything, it is the knowledge that binds us together, that unites us, makes us recognize each other with the same feelings, the same passions, with the same purpose of love, affection and beauty we have in us.
La cultura nos une con la misma pasión, con los mismos ideales que el amor.

Gabriele Mandel
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GRATIE!
THANK YOU
GRACIAS
DANKE
Спасибо
MERCI