

Canvi de Mentalitat? Together Forever

Collaboration for audience development

Madrid October 2015

Anne Torreggiani &



Outline

- The Audience Agency
- Audience Development
- Working together for audiences
- Working together for insight
- Audience Finder case study





Quiz

1. What % of people who booked for London's largest opera house also booked at the largest dance house? A) 15% B) 43% c) 62%
2. What is the average number of ticket reservations per person at any of London's major 40 performing arts venue (non-commercial) since 2009 (6 years)? A) 3.8 B) 10.4 C) 16.2
3. What is the average number of ticket reservations per person at London's biggest opera house since 2009 (6 years)? A) 2.4 B) 6.2 C) 13.1
4. How many households in London have attended London's at least one of London's major 40 performing arts organisations? A) 21% B) 35% C) 54%
5. What is the most important motivation for arts attendance among the population? To... A) be entertained B) learn something new C) relax



Quiz

6. What percentage people say that they usually frequent venues they know? A) 23% B) 43% C) 63%
7. What % of population say that they feel out of place at arts events? A) 14% B) 24% C) 44%
8. What % of less engaged people say that they feel out of place at arts events? A) 9% B) 19% C) 59%
9. What % of people say they recommend arts and cultural activities to others? A) 33% B) 63% C) 83%
10. What % population say social media is important to the way they communicate? A) 29% B) 49% C) 69%



Answers

1. A 15% booked for opera and dance house
2. A 3.8 is the average number of visits over 6 years to any venue
3. A 2.4 to the largest opera house
4. B 35% households in London
5. A To be entertained
6. B 43% visit venues they know
7. A 14% people feel uncomfortable
8. B 19% less engaged feel uncomfortable
9. B 63% say they recommend arts activity
10. A 28% social media important



The Audience Agency

NGO supporting 800 cultural organisations to understand, and grow audiences

Give-and-gain model:
Give data and knowledge
Gain bigger picture

Local-UK-local



Competitive Advantage: co-operative, give-and-gain model

Free services and resources

Brokered knowledge

Training & mentoring

Action research

Collaborative audience initiatives

Shared intelligence: national data warehouse





Data team

Primary Research team

Data Scientist

Products & Projects

Head of Digital

Comms & Content team

Learning & Participation

Consultant-advisers - Audience strategy

Helping organisations share audience insight

Money...
survival & freedom

Public value &
Social change

Why do we need audience development?
Purpose - Balance

Quality of Art
& Experience
(Programme)

TAA Definition: audience development

...a planned, organisation-wide approach to extending the range and nature of relationships with the public by focusing on their needs. It helps a cultural organisation to achieve its social purpose, financial sustainability and creative ambitions.

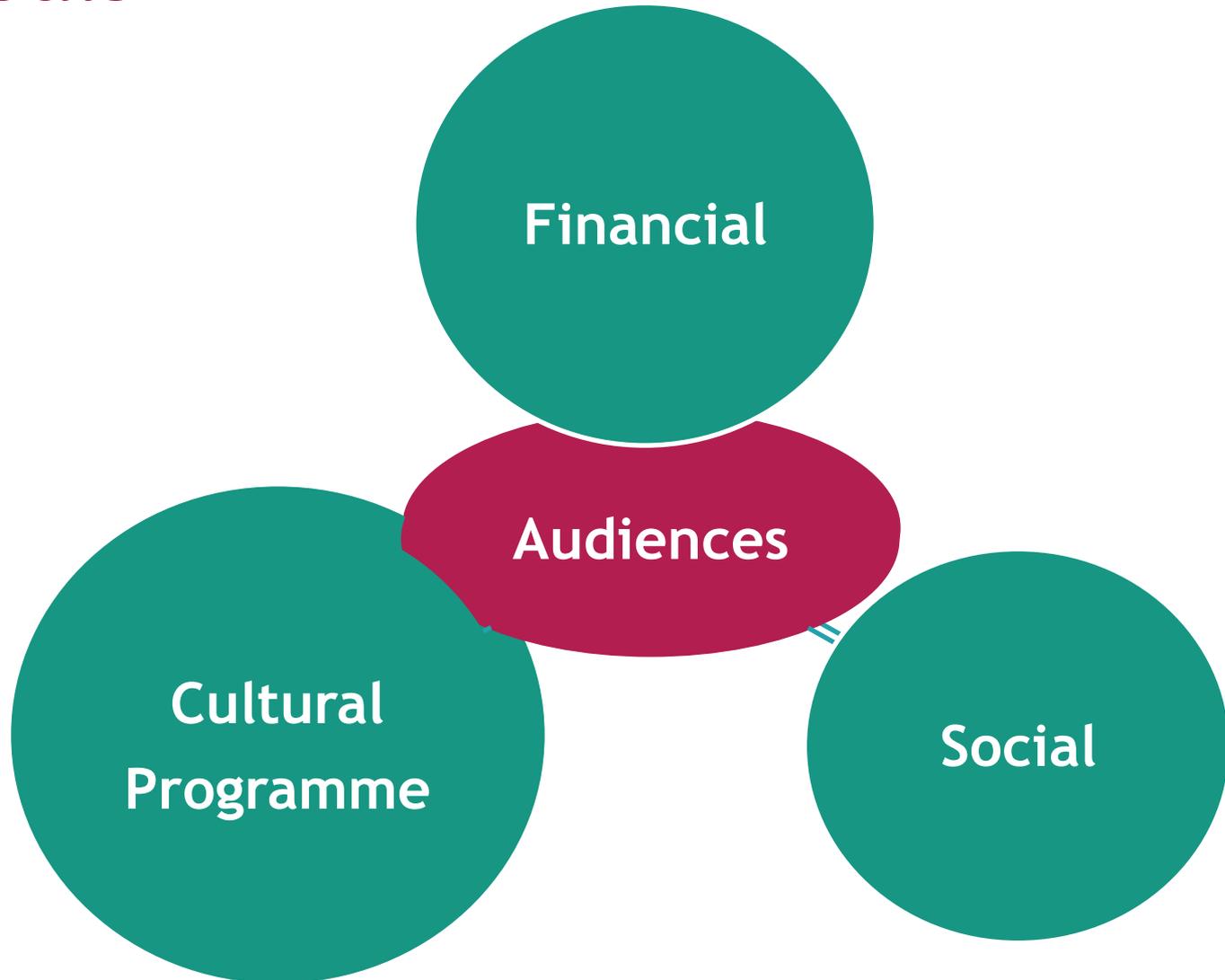


Managing a cultural “triple bottom line”

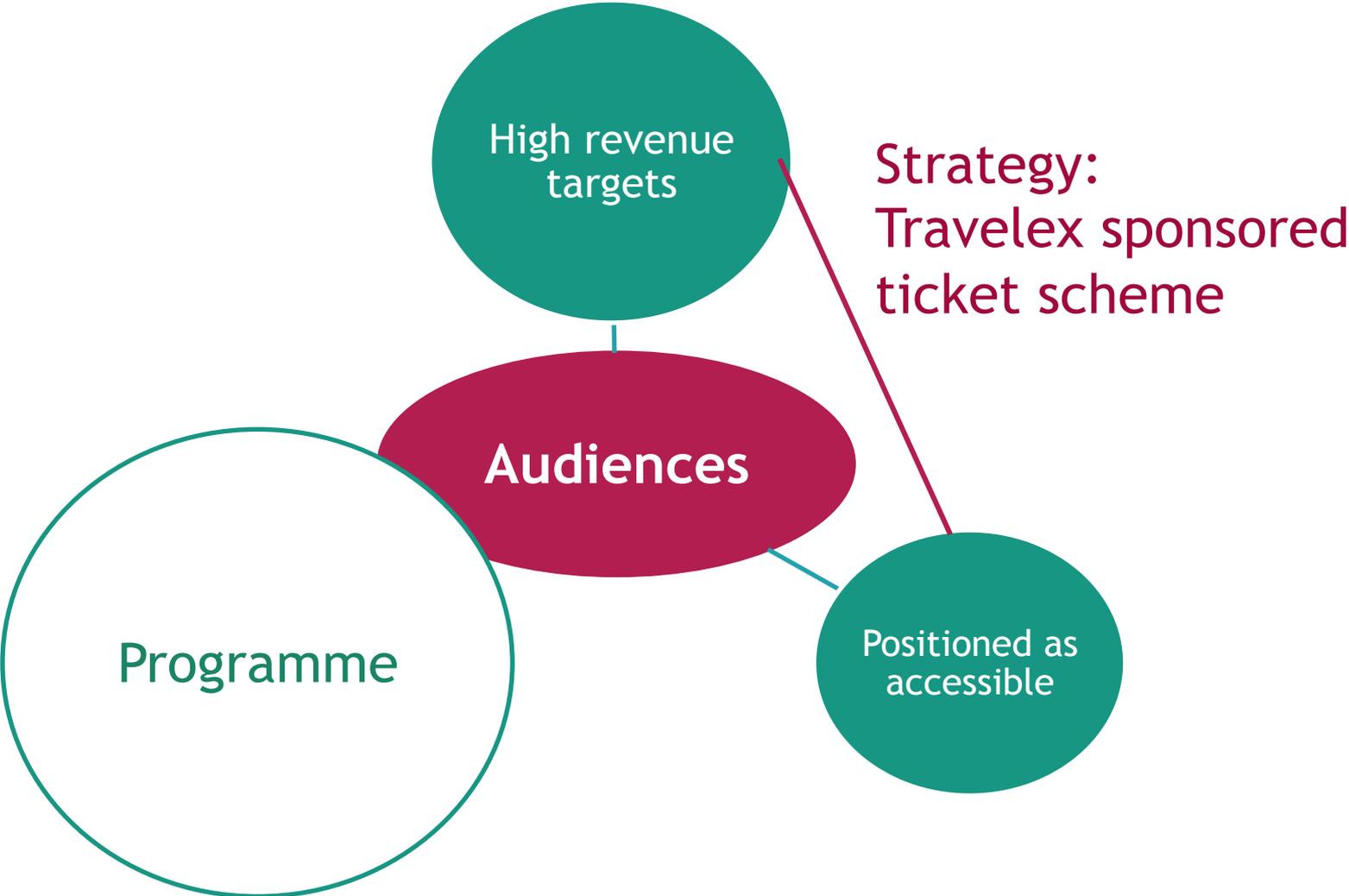
- An organisation-wide plan
- Audience at the centre of everyone’s thinking
- Agree social, financial and quality goals
- Find strategies for balancing them
- Recognise different audiences with different needs (segmentation)



Goals



National Theatre



**BATTERSEA
ARTS CENTRE**

WHAT'S ON
& BOOK TICKETS

020 7223 2223

SCRATCH
SHOWS IN DEVELOPMENT

SCRATCH BAR

HOMEMADE FOOD & DRINK

HOMEGROWN

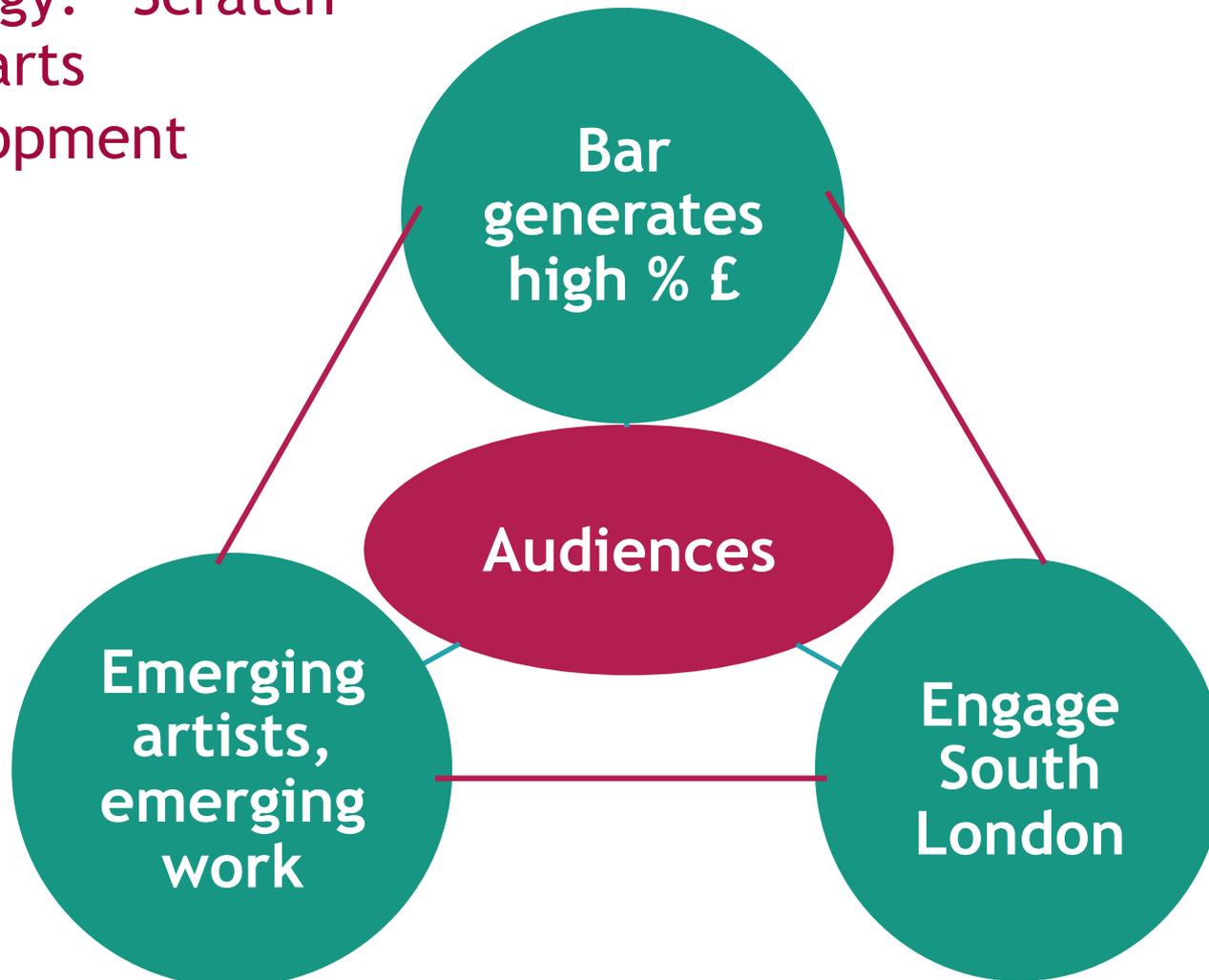
12 - 25 YEARS? JOIN US

**HOW WE
PROGRAMME**

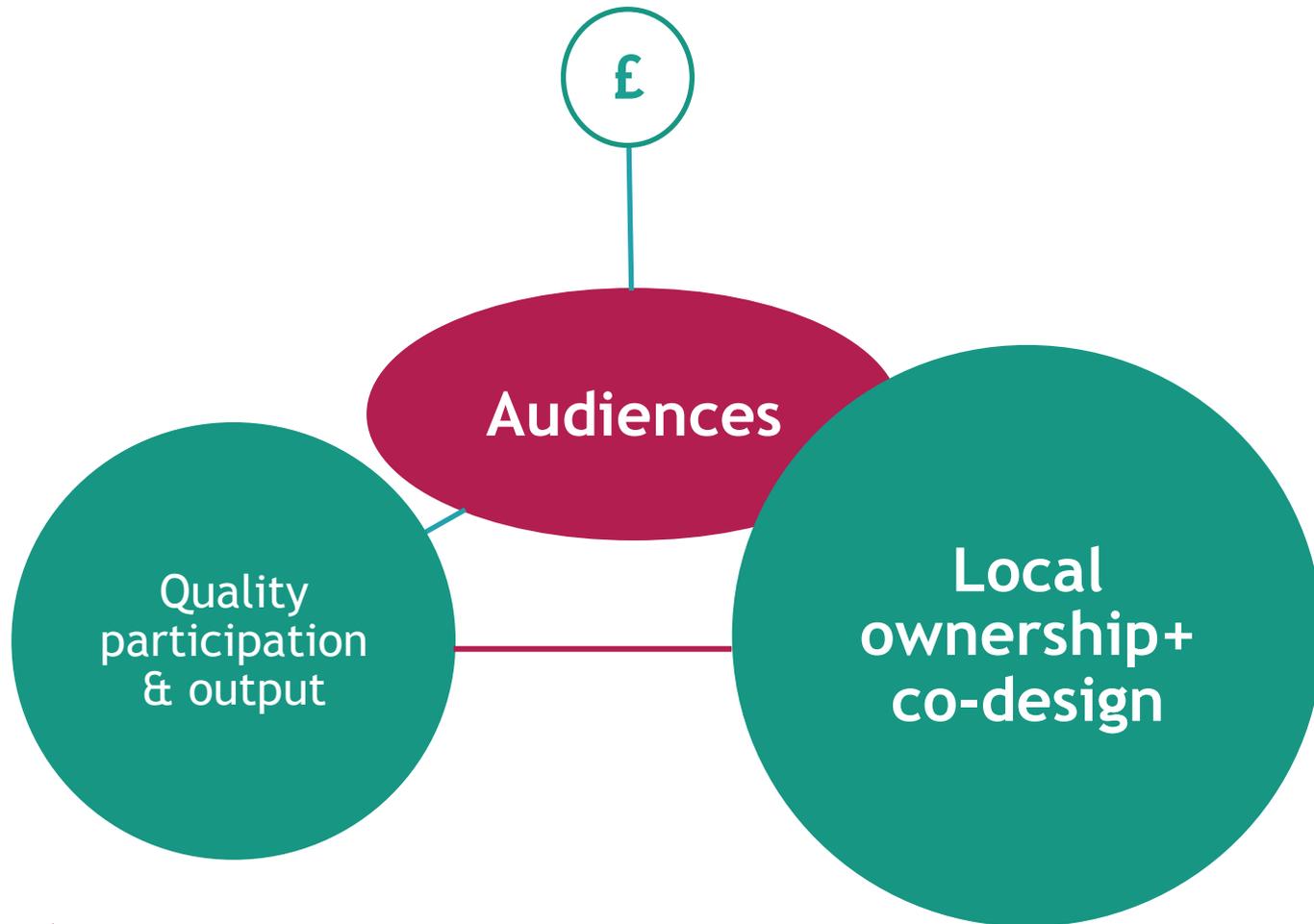
ARTISTS & PRODUCERS

BAC... “Agile” part of DNA?

Strategy: “Scratch”
agile arts
development

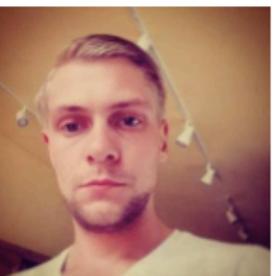
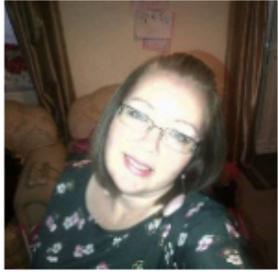
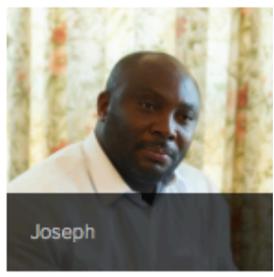


Creative Barking & Dagenham



Strategy:

Intensive Community Connectors/ Curators programme

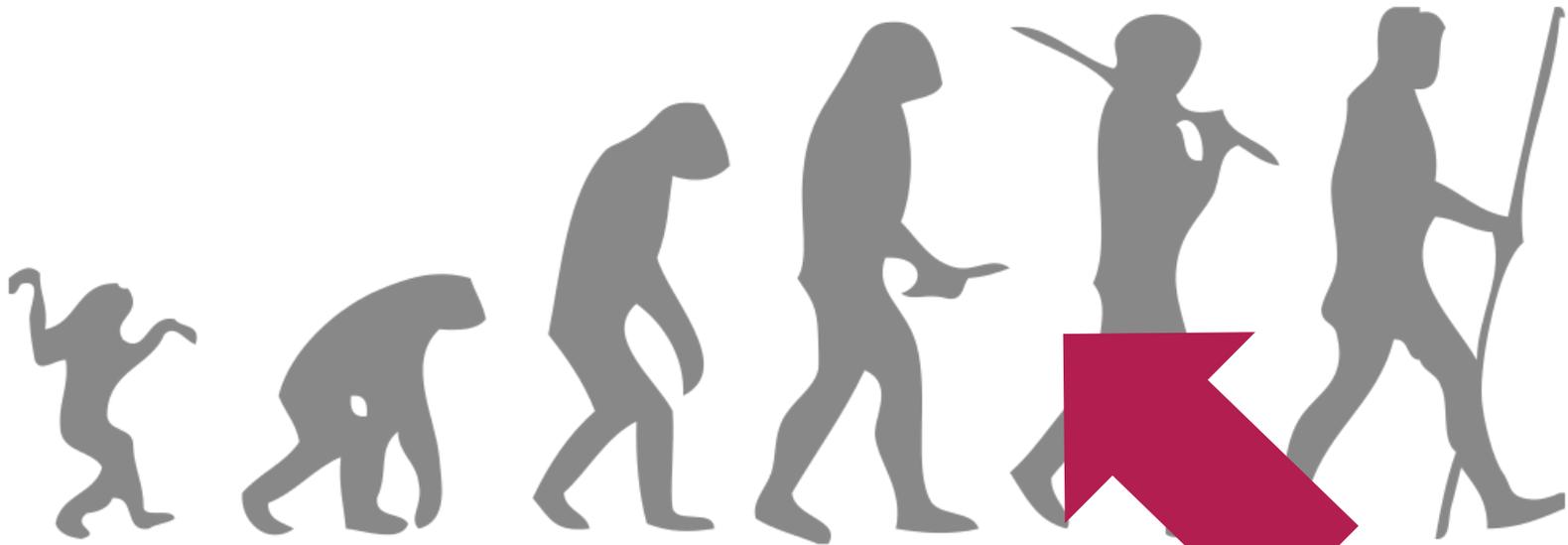


**Community Connectors in Barking and Dagenham:
curators, brokers, organisers, ambassadors**

Evolution of Audience Development?

Inter-Organisational

Organisational strategy



Separate Marketing +/
Education Strategy

Special or discreet
“projects”

Working together for audiences
Good for us, good for them



Collaboration

To share ideas or resources,

Or to work together for shared or complementary aims

Reasons to collaborate in the cultural sector

- Part of an eco-system for audiences
- Not (often) in competition with each other
- Competing for “leisure euros” and time - shopping, sport, gaming, restaurants etc.
- A collection of small, under-resourced enterprises
- Fragile infrastructure
- Difficult to manage change



Benefits of inter-organisation collaboration

- Economies of scale (££ savings)
- Increased visibility
- Complete offer
- Easier navigation
- Joint advocacy and impact
- Better intelligence and insight
- Augmented learning from experimentation



Working together for audiences

Some new myths in the UK:

- Collaboration (always) builds audiences
- Collaboration saves time, effort and money

Experience:

- Collaboration *can* help build audiences
- Requires commitment and additional resources
- ROI gains are long-term
- Personal relationships vital
- Broker required



“Place”

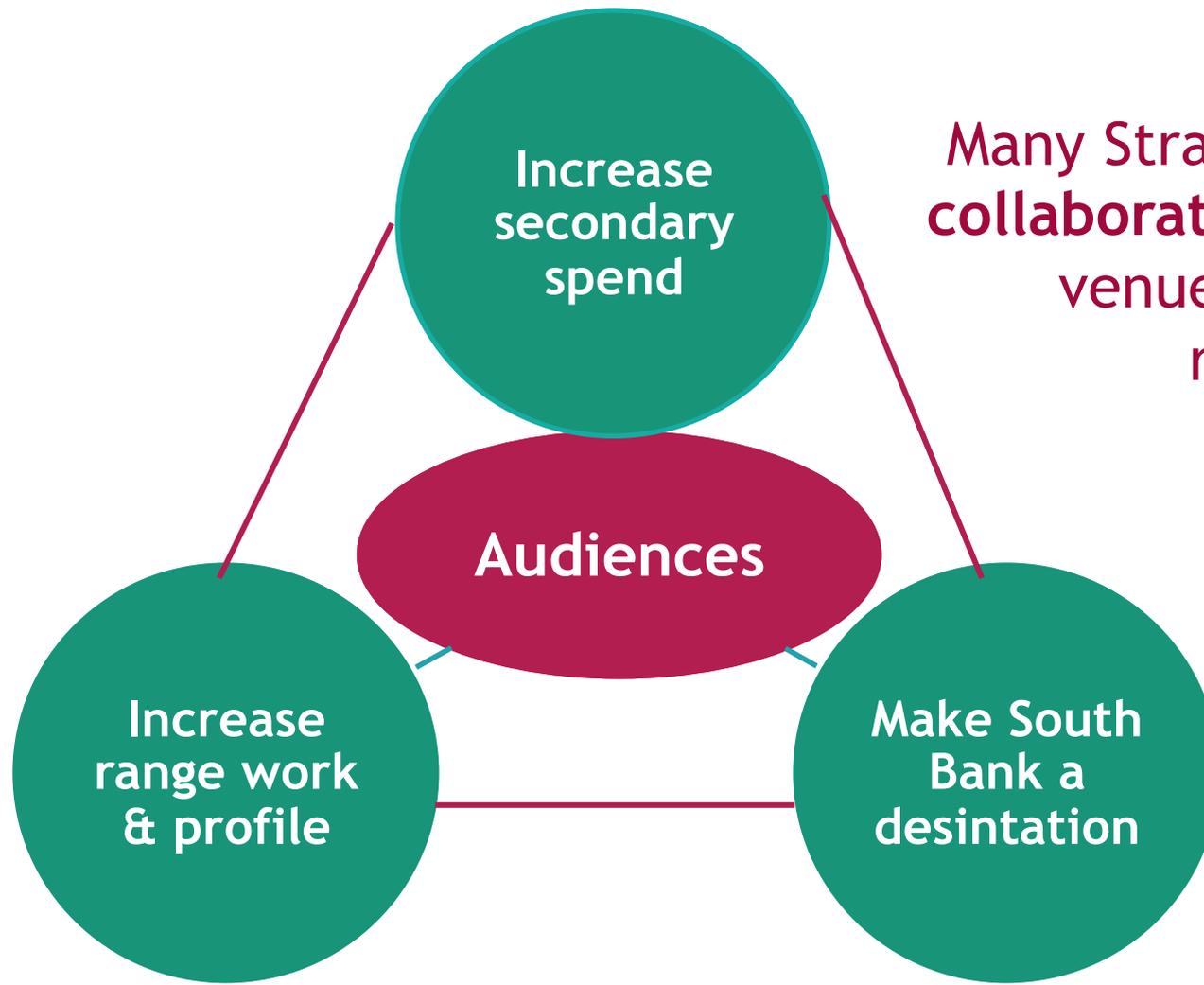


An aerial view of a vibrant public square on the South Bank of London. The square is filled with people, some sitting on a large set of steps on the right, others walking or standing. A large, multi-tiered fountain with many jets of water is on the left. A modern, curved building with large glass windows is on the left side. In the background, the London Eye is visible against a clear sky. The overall atmosphere is lively and social.

South Bank... transformed

8 cultural organisations worked together with and the city to develop an art-led vibrant “cultural quarter” with social vision

South Bank Organisations



Many Strategies inc:
collaboration among
venues, shops &
restaurants

Manchester: cultural sector collaboration leading 2nd city campaign. Huge investment “culture as game-changer”.



“Home” in Manchester...



Hofesh Schechter
Uprising

Collaborative audience development
Dance Escalator Project “reverse marketing”
London’s 3 dance spaces collaborate to build new audiences

Working together for audiences - success factors

- Common goals
- A common language
- An understanding of degree of competition
- Needs facilitation
- Evidence and insight



Working together for Insight



Insight

An accurate and deep understanding

- Oxford English Dictionary

Audience Insight (not metrics)

"A non-obvious understanding about your customers, which if acted upon, has the potential to change their behaviour for mutual benefit"

- Institute of Direct & Digital Marketing

A black and white photograph of a vintage open-top automobile, likely a Ford Model T, parked on a dirt road. The car is dark-colored with a light-colored interior and a folded-down top. It features spoked wheels, a steering wheel, and a prominent front grille. The background shows a line of trees and utility poles along the road.

Design with vision, optimise with feedback

Shared insight

The Audience Agency gives the sector insight...

- Affordable primary research - shared
- Population research for all
- Standard national survey
- Aggregating data sets “Big data”



Shared insight

Supports individual organisations:
not just who your audiences are, who they COULD be?

Supports collaboration:
what is the opportunity, what is the “case”





audience finder

Shared insight programme



Supported using public funding by
**ARTS COUNCIL
ENGLAND**



audience finder

What is it?

- Collect, share and USE audience data
- Context: benchmarks
- Full market/ population understanding
- Big Data, Open data
- Free to participate
- All UK “households” tracked
- EU good practice data sharing

www.audiencefinder.org



audience finder

How does it work

- 713 organisations....
- Automated, live ticketing data
- Standard survey
- Web stats - traffic and profile
- Audience data + population data
- 10 x audience types
- Dashboard based
- Tools and support



audience finder

How is it used

- Audience opportunities
- Advocacy
- Evaluation and reporting
- Inform audience plans
- Feasibility
- Case for collaboration



audience spectrum

Commuterland
Culturebuffs



Experience
Seekers

A segmentation of the UK population based on people's cultural habits and preferences.

Dormitory
Dependables

Trips &
Treats

10 distinct profiles, linked to household and located by postcode.

Heritage

Up Our
Street

Helps us understand spectrum of audiences, plan to meet needs, and find new ones.

Facebook
Families

Kaleidoscope
Creativity

Heydays

National audience: segment ? Support

- BROWSE ALL AUDIENCES
- Location >
- Artform >
- Segment v
- Metroculturals
- Commuterland Culturebuffs
- Experience Seekers
- Dormitory Dependables**
- Trips & Treats
- Home & Heritage
- Up Our Street
- Facebook Families
- Kaleidoscope Creativity
- Heydays

DORMITORY DEPENDABLES



- A significant proportion of arts audiences are made up of this dependably regular if not frequently engaging group
- Most live in suburban or small towns and show a preference for heritage activities alongside popular and more traditional mainstream arts
- Many are thriving, well off mature couples or busy older families
- Lifestage coupled with more limited access to an extensive cultural offer mean that culture is more an occasional treat or family or social outing than an integral part of their lifestyle

Statistical appendix

Download

> More Details

AVERAGE TICKET YIELD



£18.17

Source: Audience Finder Box Office Data 2012-13

TOTAL INCOME



£19,538,685

Source: Audience Finder Box Office Data 2012-13

TOTAL POPULATION



6,898,423

Source: 2011 ONS Census

DORMITORY DEPENDABLES BY ARTFORM

> Total Bookers

> Total Income

> Total Tickets

A breakdown of the total number of unique bookers for performances, derived from box office data



Workshops



Music



Musical Theatre



General Entertainment



Christmas Show



Children and Family



Outdoor Arts



Plays/Drama



Contemporary Visual Arts



Dance



Film



Literature



Museums/Exhibitions

Find out who your audiences are and discover who they could be

Register with Audience Finder for free today

Don't have an account? [Register now for free](#)

Audience Finder is a free national audience data and development tool, enabling cultural organisations to understand, compare and apply audience insight.

Register now to discover national and regional audience insight, and explore mapping and planning tools.



- Dashboard
- Box Office
- Surveys
- Web Analytics
- Reports
- Development Plans
- Mapping
- National Data
- Location
- Artform
- Segment

Dashboard

TOTAL BOOKERS

51,945

Find out more about your bookers

[Find out more](#)

SURVEYS COLLECTED

754

This is an example survey

[TAF Quant Beta Testing - Example Org](#)

[Data entry](#)

[Questionnaire PDF](#)

WEB ANALYTICS



Hitwise web analytics provide information about who is visiting your website.

[Find out more](#)

AUDIENCE DEVELOPMENT PLANNER

FREE

Create a plan focusing on the audiences you want to meet

[Get started](#)

MAPPING

FREE

Map audience behaviours using Audience Spectrum segmentation

[Get your map on](#)

REPORTS



Audience Finder reports are stored here.

[More about reports](#)

NATIONAL INSIGHT

FREE

National analysis and benchmarking

[By location](#)

[By artform](#)

[By segment](#)

TALK TO OUR TEAM

FREE

Need help or advice on how to use Audience Finder?

[Contact us](#)

Headlines

Customer Profile

Ticket Price / Spend

Booking Frequency

Booking Day

Advance Booking

Party Size

Artform Crossover

Location

Filters

Box office data

Example Org

Compared with

London Performing Arts

Timeframe

2012-13

Artform

All

Zero value sales

Bulk purchase



TOTAL BOOKERS

46,622

SELECTED COMPARISON

719,798



TOTAL TICKETS

191,535

SELECTED COMPARISON

3,060,286



AVG. PARTY SIZE

2.14

SELECTED COMPARISON

2.15



TOTAL INCOME

£2,581,172

SELECTED COMPARISON

£79,700,597



AVG. TICKET YIELD

£13.48

SELECTED COMPARISON

£26.04



NO. OF PERFORMANCES

2,304

SELECTED COMPARISON

14,120



So who ARE my audiences?

A man with dark hair and glasses, wearing a black t-shirt and black pants, is sitting on a white plastic chair in a large, empty stadium. He is looking to his right. A large thought bubble is positioned above him, containing the text "... who COULD they be?". Three smaller circles lead from the bottom of the thought bubble to the man's head.

... who **COULD** they
be?

Summary >

Visitor Profile v

Age

Sex

Ethnicity

Disability

Segmentation

About Visit >

Location >

Ratings >

Previous Attendance >

Filters

Primary Survey

Example Org 2014-15 survey

Compared with

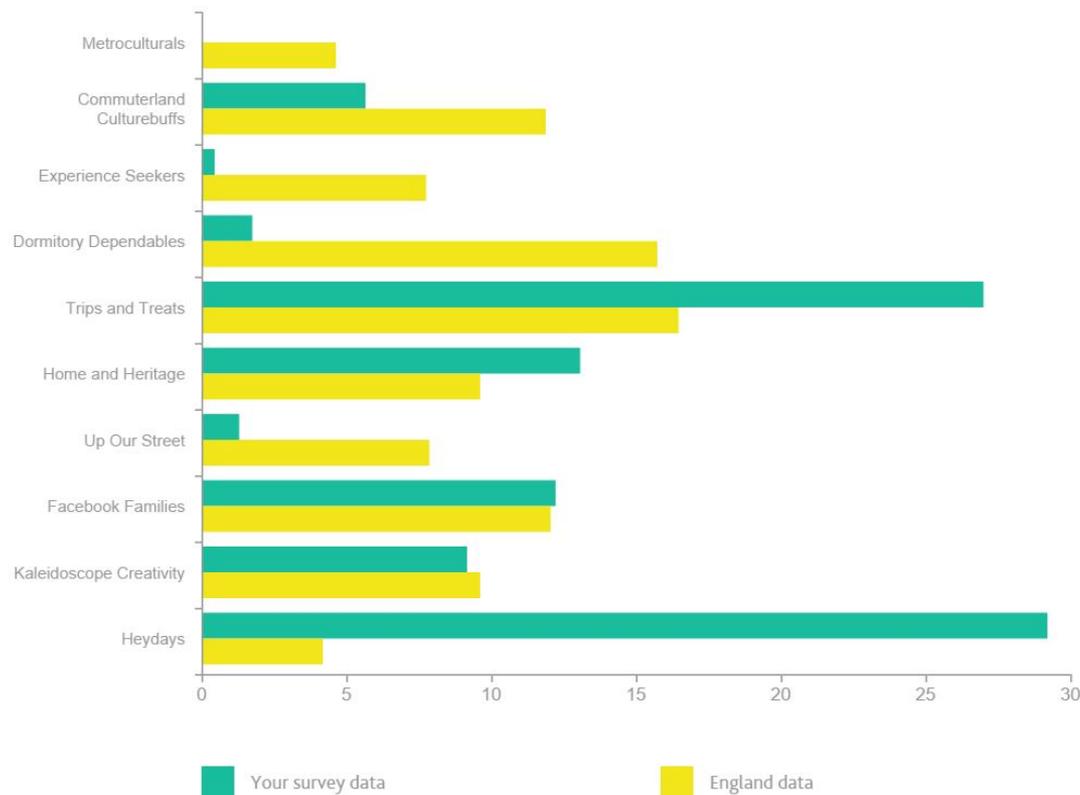
National Data (England)

Timeframe

All responses

SEGMENTS

Margin of error: 6%



Your organisation last updated on

National audience: segment ? Support

- BROWSE ALL AUDIENCES
- Location >
- Artform >
- Segment v
- Metroculturals
- Commuterland Culturebuffs
- Experience Seekers
- Dormitory Dependables
- Trips & Treats
- Home & Heritage
- Up Our Street
- Facebook Families
- Kaleidoscope Creativity
- Heydays

Select a segment:

METROCULTURALS



> Read more

COMMUTERLAND CULTUREBUFFS



> Read more

EXPERIENCE SEEKERS



> Read more

DORMITORY DEPENDABLES



> Read more

TRIPS & TREATS



> Read more

HOME & HERITAGE



> Read more

UP OUR STREET



> Read more

FACEBOOK FAMILIES



> Read more

Key Facts:

Dormitory Dependables

AVERAGE TICKET YIELD



£18.17
Audience Finder Box Office Data 2012-13

TOTAL INCOME



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Audience Finder Box Office Data 2012-13

TOTAL POPULATION



6,898,423
2011 ONS Census

Surveys

Print

?

Support

Summary

Visitor Profile

Age

Sex

Disability

Segmentation

Location

Ratings

Group Composition

Cultural Activity

Filters

Primary Survey

test

Compared with

National Data (England)

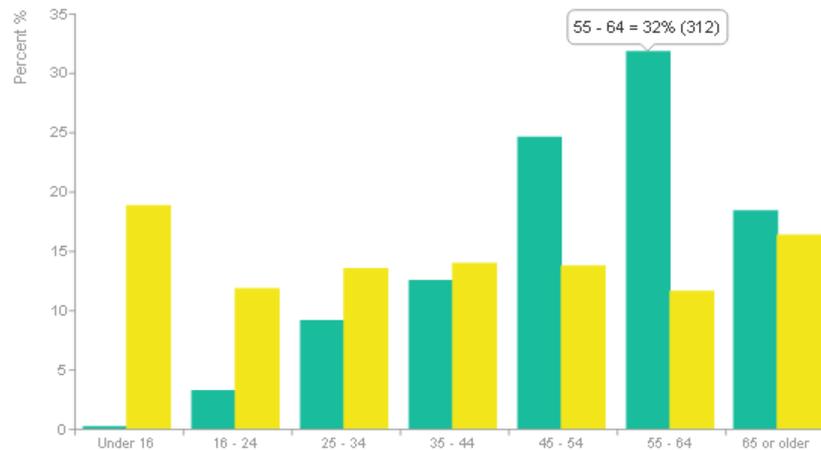
Timeframe

All responses

AUDIENCE AGE GROUP

Which of the following age groups do you belong to?

Margin of error: 3%



Your survey data

England data



Show labels on print



Show data table

Your organisation's survey responses were last updated on 10 Dec 2014



Surveys

Print

?

Support



Summary



Visitor Profile



Age



Sex



Disability



Segmentation



Location



Ratings



Group Composition



Cultural Activity



Filters

Primary Survey

test

Compared with

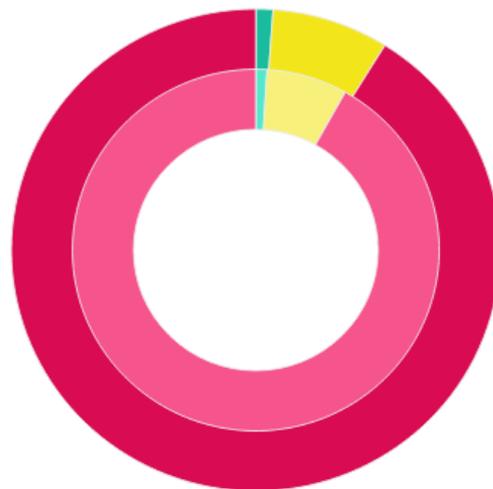
Example Cluster Venues

Timeframe

All responses

LIMITING DISABILITY

Are your day-to-day activities limited because of a health problem or disability which has lasted, Margin of error: 2% or is expected to last, at least 12 months?



- Yes, limited a lot
- Yes, limited a little
- No

Outer donut

Your survey data

Inner donut

Example Cluster data

Show data table

Your organisation's survey responses were last updated on 10 Dec 2014

Filters

Compared with

London Performing Arts

Timeframe

2014-15

Artform

All

Include zero value sales

Include bulk purchases

TICKET PRICE: WHAT IS THE AVERAGE TICKET YIELD?

This shows the mean, mode and median ticket yield for your organisation's bookings compared to the same averages for bookings made to all events across the cluster during the same period.

	Your box office data	London Performing Arts data
Mean	£26.74	£20.65
Mode	£12.00	£0.00
Median	£12.75	£38.00

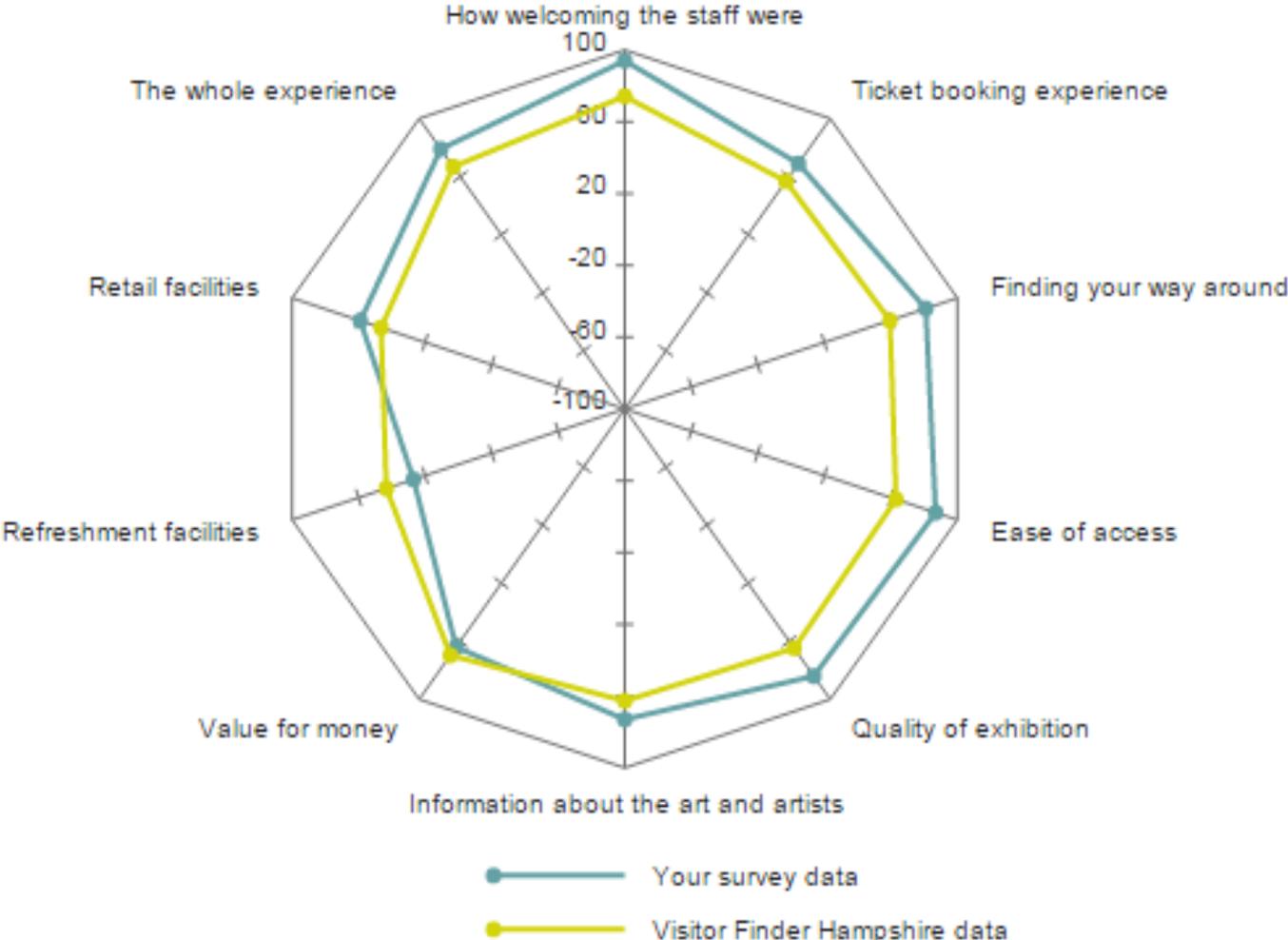
SPEND: HOW MUCH DO THEY SPEND?

How much do your audiences spend per year? The average, most common, highest and lowest values for bookers to events at your organisation during the date range selected are shown here alongside the respective results for the cluster.

	Your box office data	London Performing Arts data
Average	£74.76	£50.18
Most Common	£24.00	£0.00
Highest	£10,544.80	£218,955.00
Lowest	£0.00	£0.00

VISIT EXPERIENCE

How would you rate the following? Click on a label to view the answers in more detail.



Web Analytics

? Support <

Use Hitwise to understand more about visitors to your website.

Audience Spectrum Group

Using [Mosaic](#), this report provides a snapshot of which Mosaic Groups are currently the most common visitors to your site.

You could compare this with the offline profile of your visitors and identify potential market opportunities.

To sign in to Hitwise you need to pay for a licence or alternatively [get in touch](#) to discuss what else we can offer through Hitwise.

Mosaic UK Group of visitors to BBC Homepage

4 Rolling Weeks ending 5 September 2015

Mosaic UK Group (15 of 15)	Visits Share
O Liberal Opinions	12.86%
F Suburban Mindsets	12.33%
B Professional Rewards	12.31%
D Small Town Diversity	8.27%
G Careers and Kids	7.80%
M Industrial Heritage	6.50%
H Terraced Melting Pot	6.10%

UPSTREAM WEBSITES

This report shows which websites visitors to your site went to *immediately before* they arrived at your site.

This could help you to make decisions about future marketing activity.

To sign in to Hitwise you need to pay for a licence or alternatively [get in touch](#) to discuss what else we can offer through Hitwise.

Upstream Websites visited before BBC Homepage

Week ending 5 September 2015

Websites (20 of 109936)	Clicks
BBC Sport	17.08%
Google UK	10.87%
BBC News	7.82%
BBC Weather	7.05%
Facebook	4.18%
BBC iPlayer	3.28%
BBC - Programmes	1.80%

DOWNSTREAM WEBSITES

This report shows what websites visitors visit *immediately after* they have left your site.

Downstream Websites visited after BBC Homepage

Week ending 5 September 2015



To sign in to Hitwise you need to pay for a licence or alternatively get in touch to discuss what else we can offer through Hitwise

TALK TO OUR TEAM

FREE

Need help or advice on how to use Audience Finder?

[Contact us](#)

LOCATION: WHERE ARE THEY FROM?

The map shows where your audiences for performances taking place in the financial year came from. The map is coloured to show the number of bookers in each postal sector.

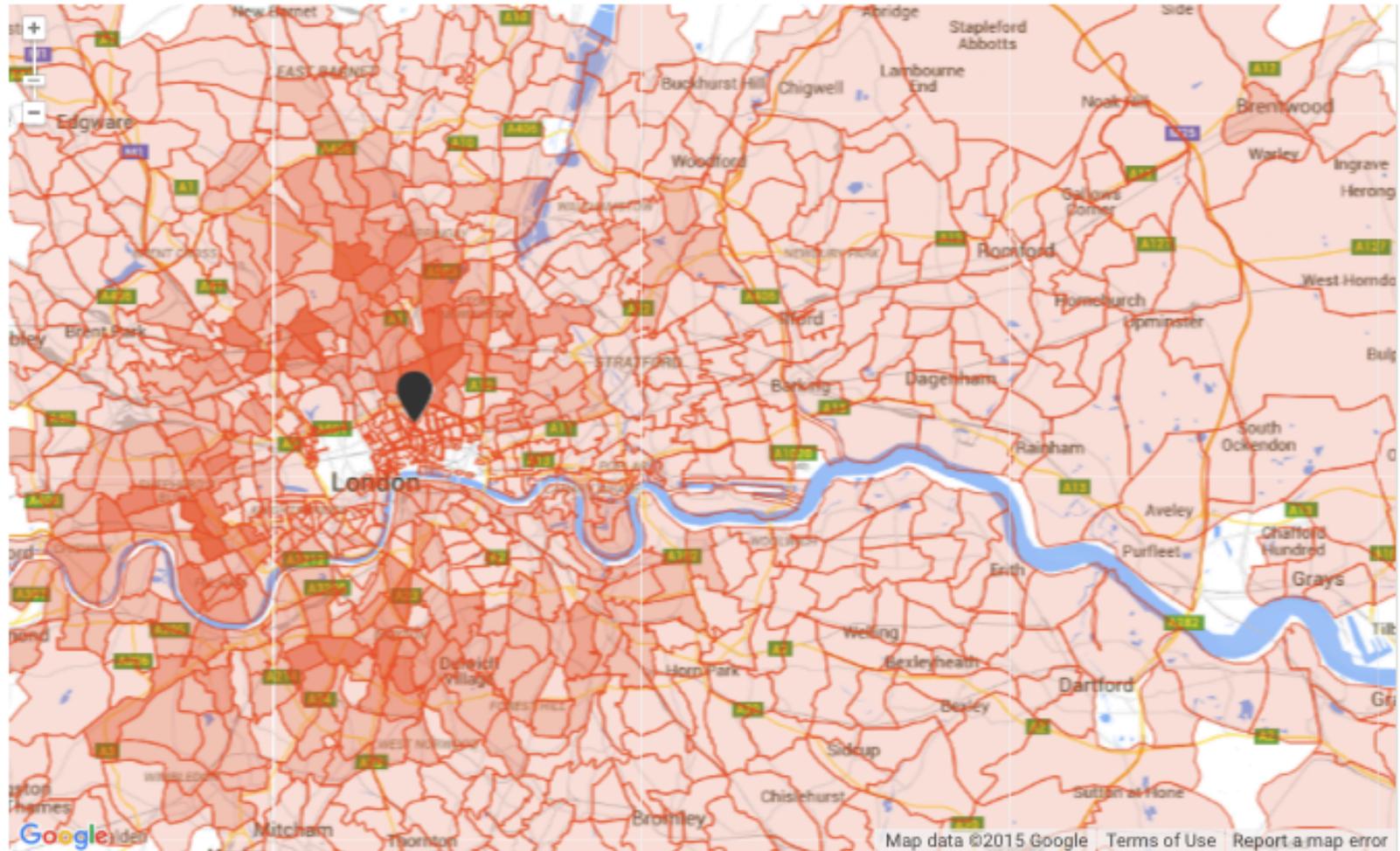
Use the buttons to toggle between your bookers, and all the bookers in your cluster organisations combined and to compare between them.

ALL BOOKERS

MY BOOKERS

DIFFERENCE

RESET



- 0 - 74
- 75 - 148
- 149 - 221
- 222 - 295

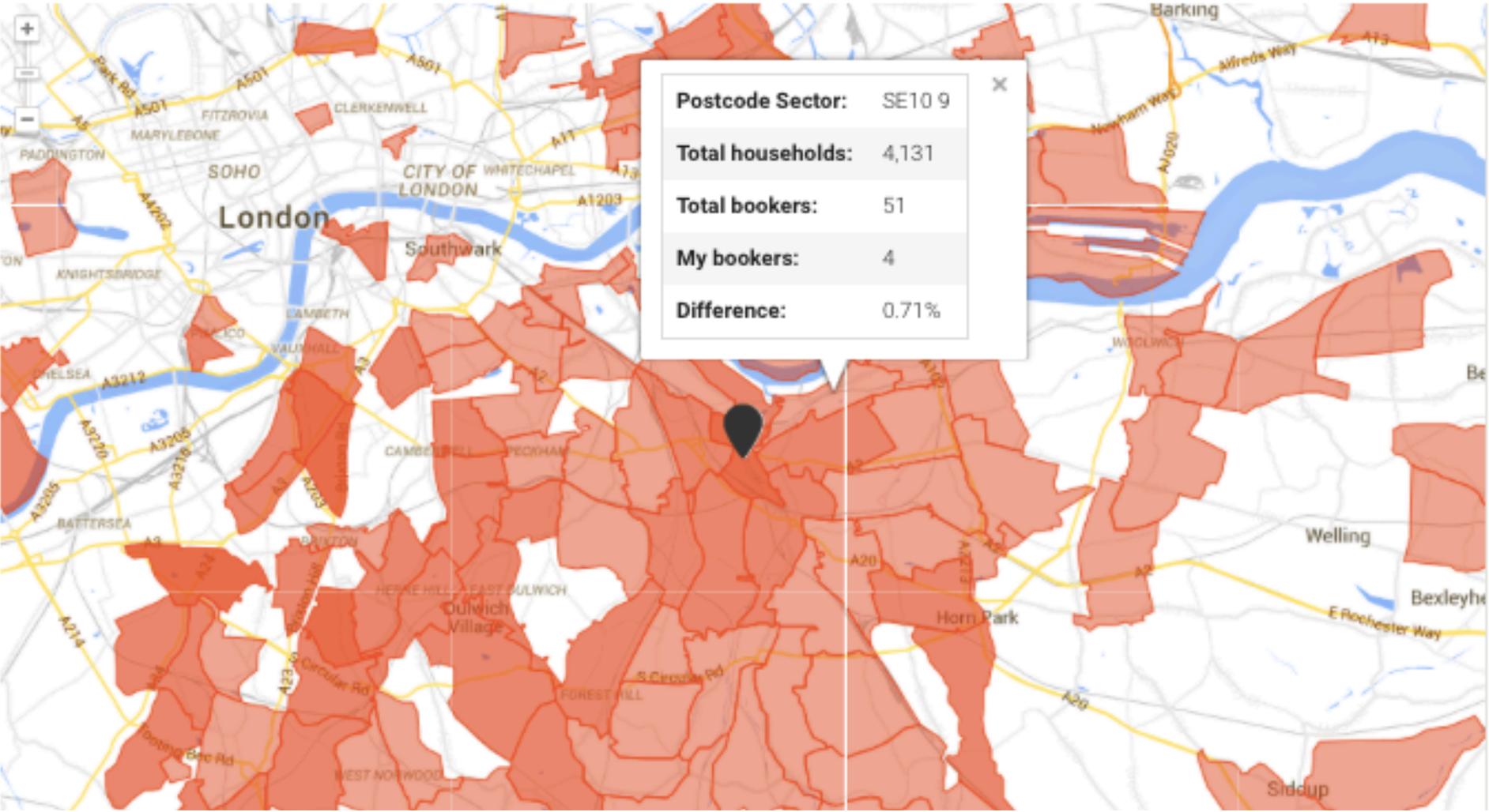
Use the buttons to toggle between your bookers, and all the bookers in your cluster organisations combined and to compare between them.

ALL BOOKERS

MY BOOKERS

DIFFERENCE

RESET



National audience: location

?

Support

BROWSE ALL AUDIENCES

Location

East

East Midlands

London

North East

Northern Ireland

North West

Scotland

South East

South West

Wales

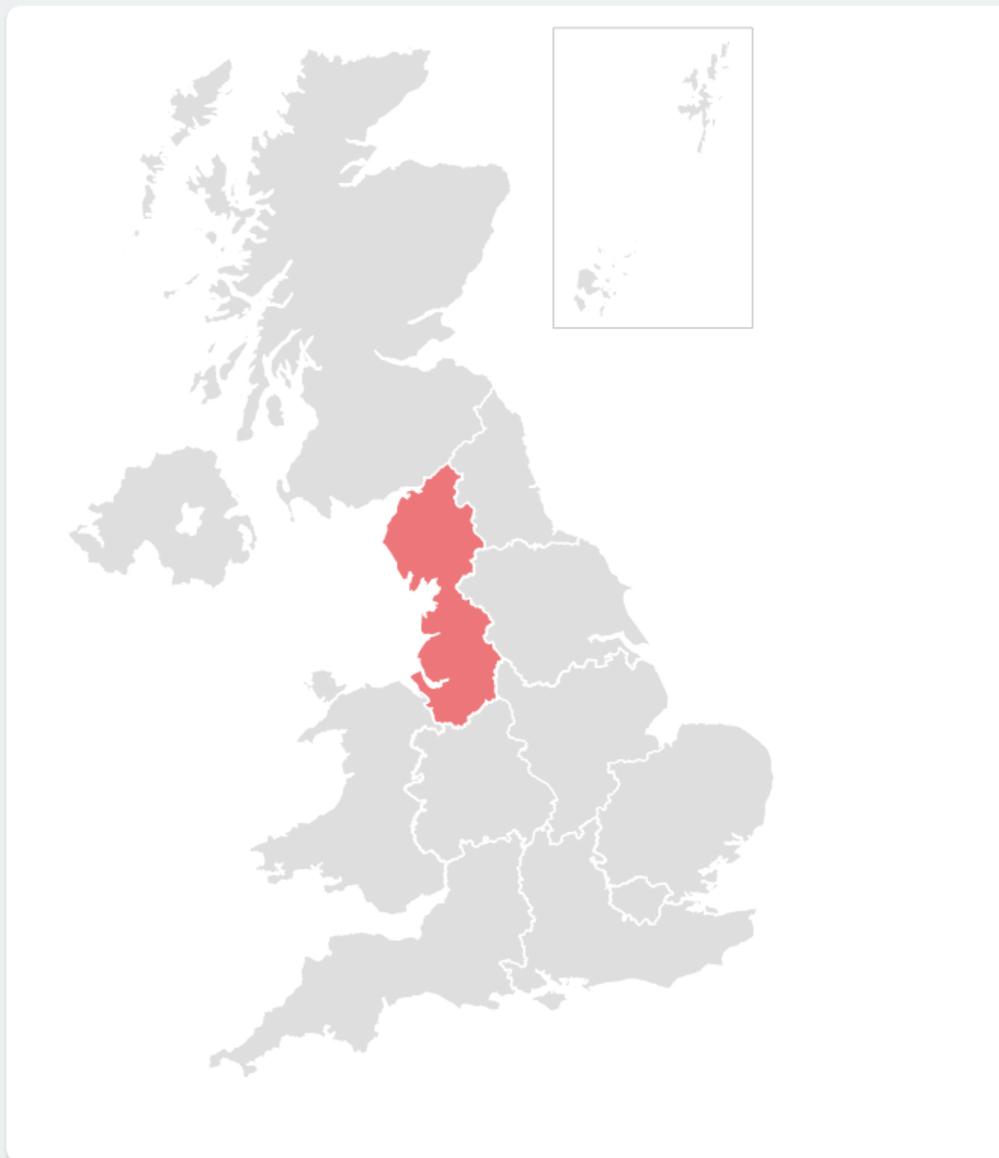
West Midlands

Yorkshire and The Humber

Artform

Segment

Select a location:



Key Facts:

North West

AVERAGE TICKET YIELD



£16.78

Audience Finder Box Office Data
2012-13

TOTAL HOUSEHOLDS



3,042,819

2011 ONS Census

TOTAL INCOME



£12,565,693

Audience Finder Box Office Data
2012-13

TOTAL POPULATION



7,116,059

2011 ONS Census

National audience: location

- BROWSE ALL AUDIENCES
- Location
- East
- East Midlands
- London
- North East
- Northern Ireland
- North West
- Scotland
- South East
- South West
- Wales
- West Midlands
- Yorkshire and The Humber
- Artform
- Segment

NORTH WEST

You can download the full area profile report, or browse some of the key facts about the size, nature and behaviour of arts audiences in this area below.

[Download](#)

AVERAGE TICKET YIELD



£16.78

Source: Audience Finder Box Office Data 2012-13

TOTAL HOUSEHOLDS



3,042,819

Source: 2011 ONS Census

TOTAL INCOME



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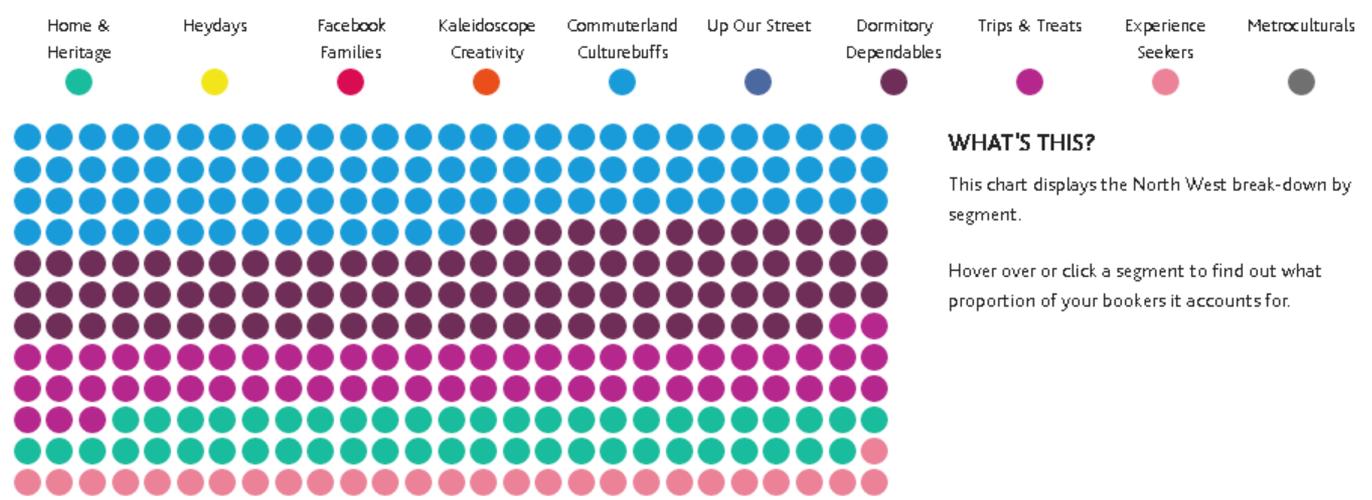
7,116,059

Source: 2011 ONS Census

NORTH WEST BY SEGMENT

- Total Bookers
- Total Income
- Total Population
- Total Tickets

A breakdown of the total number of unique bookers for performances, derived from box office data



WHAT'S THIS?

This chart displays the North West break-down by segment.

Hover over or click a segment to find out what proportion of your bookers it accounts for.

Office Data 2012-13

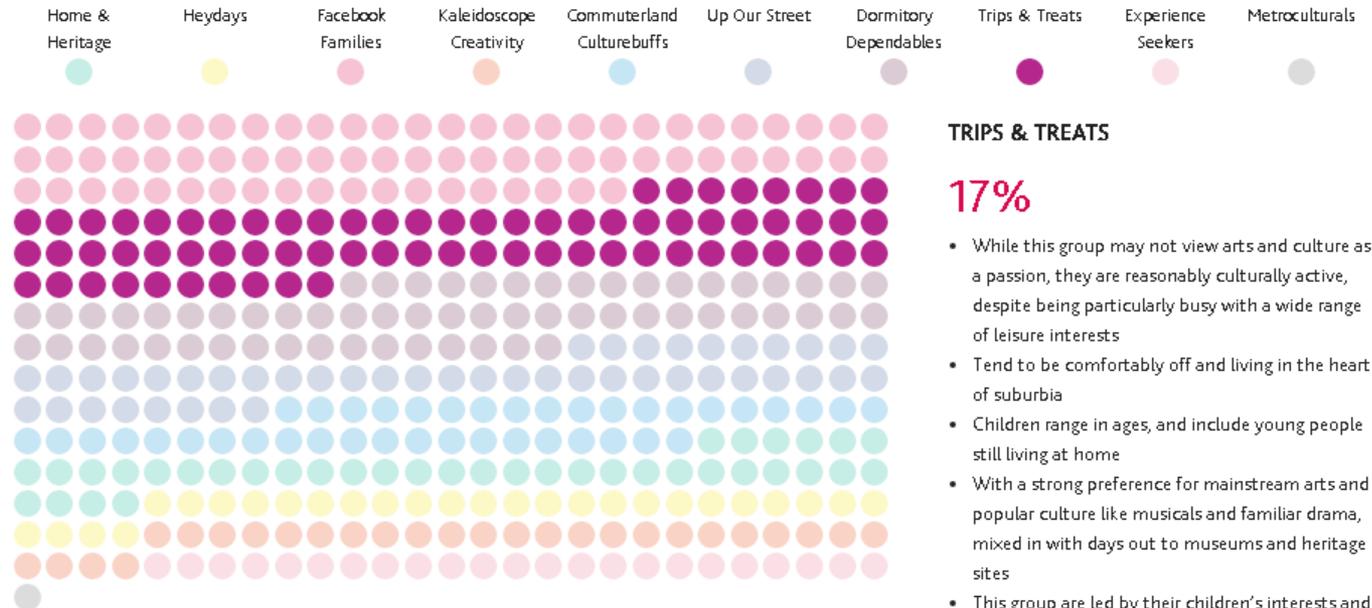
Office Data 2012-13

- North West
- Scotland
- South East
- South West
- Wales
- West Midlands
- Yorkshire and The Humber
- Artform >
- Segment >

NORTH WEST BY SEGMENT

- Total Bookers
- Total Income
- Total Population
- Total Tickets

A breakdown of the population, derived from the census data



TRIPS & TREATS

17%

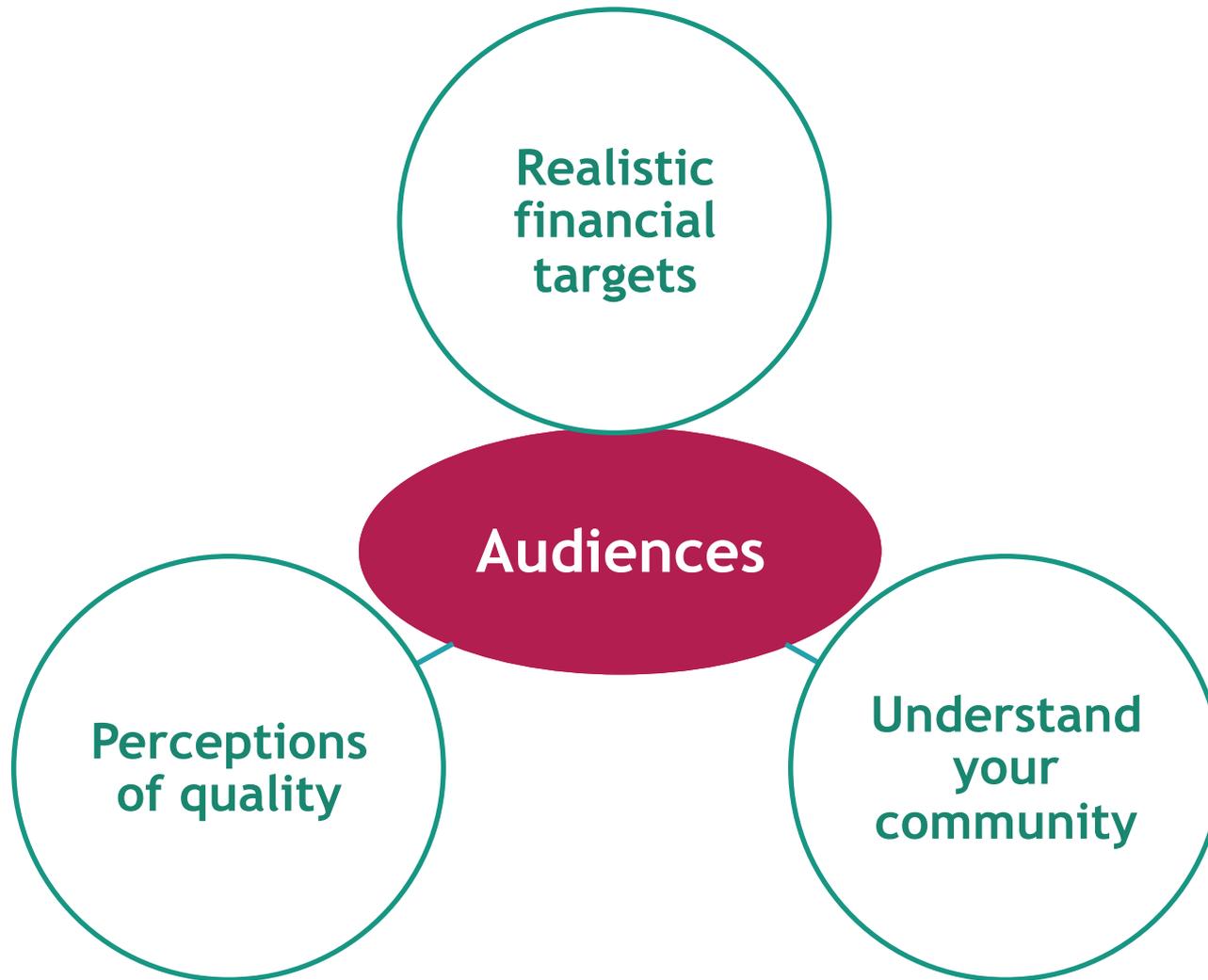
- While this group may not view arts and culture as a passion, they are reasonably culturally active, despite being particularly busy with a wide range of leisure interests
- Tend to be comfortably off and living in the heart of suburbia
- Children range in ages, and include young people still living at home
- With a strong preference for mainstream arts and popular culture like musicals and familiar drama, mixed in with days out to museums and heritage sites
- This group are led by their children's interests and strongly influenced by friends and family

[Find out more](#)

Sources: 2011 ONS Census

<p>DOMINANT AGE CATEGORY OF ATTENDERS</p> <p>55 - 64</p>	<p>AVERAGE FREQUENCY OF ATTENDERS</p> <p>2.28</p>	<p>AVERAGE NET PROMOTER SCORE</p> <p>63</p>	<p>AVERAGE PARTY SIZE</p> <p>2.50</p>
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Audience Finder for



Cambio de Mentalidad?

- Have a plan!
- With/ for your whole organisation
- Work with other organisations
- Share some data... today!
- Get an audience development agency

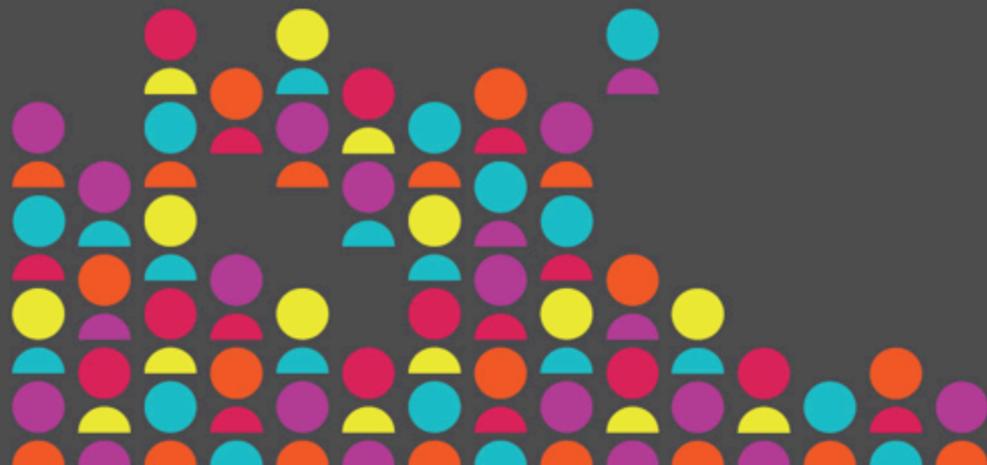


Thanks

theaudienceagency.org

audiencefinder.org

adeste.eu



Thanks

theaudienceagency.org

audiencefinder.org

adeste.eu

