

# Multi-Buyer Analysis

For Atlanta Consortium:

Atlanta Ballet

Atlanta Opera

Aurora Theater

Horizon Theatre

Schwartz Center for the Performing Arts

Shakespeare Tavern

Presented by

Kate Hagen, Senior Consultant

June 26, 2018



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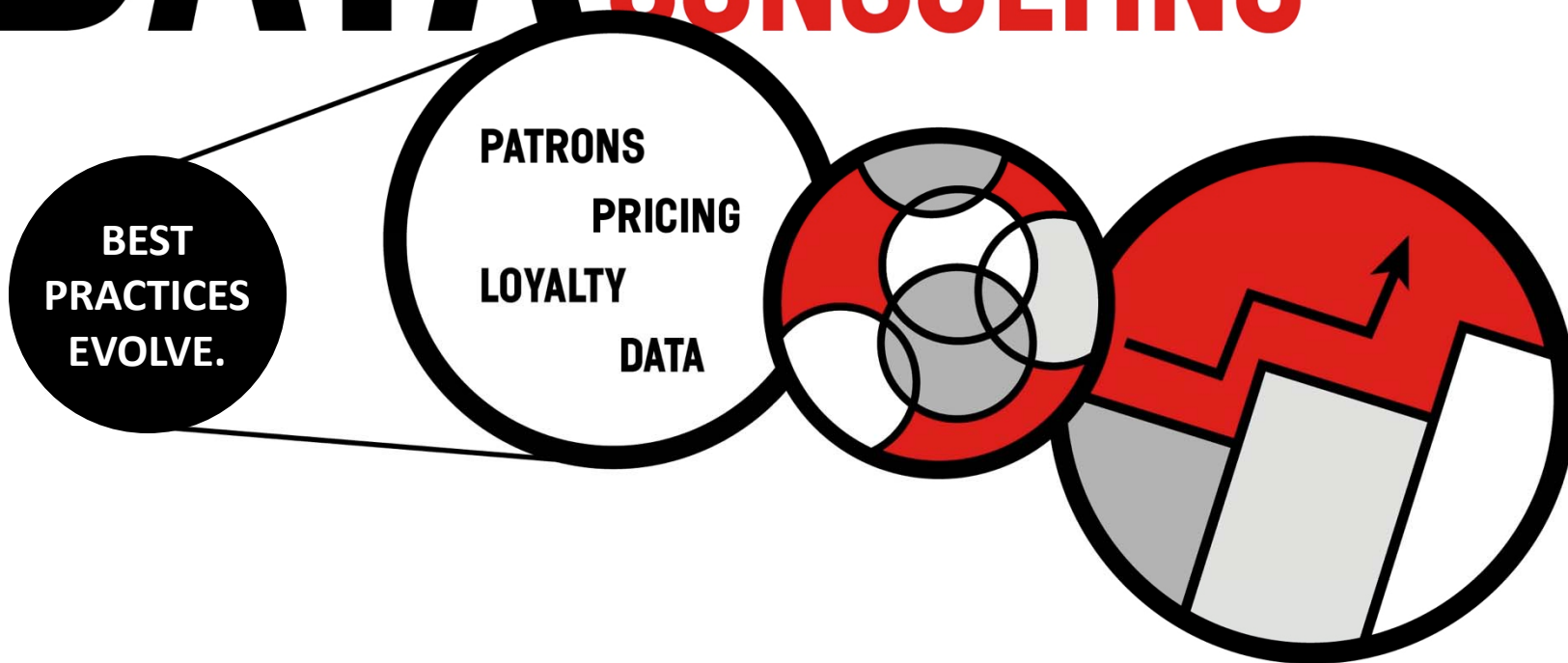
## Slide 1

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**KH1**

Kate Hagen, 6/26/2018

# DATA-DRIVEN CONSULTING

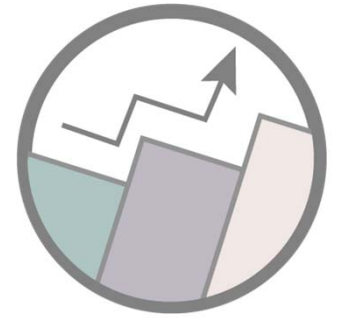


**KEEP LEARNING**

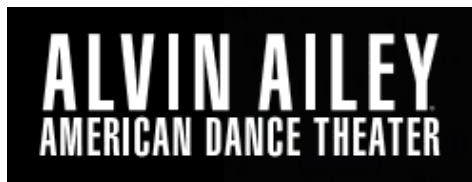
**TR**  
ARTS

# Who We Are

## Experienced Team



1. Colorado-based, London (England) office  
42 team members
2. 20 years, four countries  
US, Canada, Australia, United Kingdom
3. More than 1,000 arts/cultural clients  
Scalable products for sustainable patron growth



NEWYORKCITYBALLET

ROSE  
THEATRE  
KINGSTON



EMP MUSEUM  
music + sci-fi + pop culture



Lincoln Center



Nottingham  
Playhouse



sheffield theatres  
crucible lyceum studio



NORTHERN  
STAGE



The Australian Ballet

ROCHESTER PHILHARMONIC ORCHESTRA



NST  
NUFFIELD  
SOUTHAMPTON  
THEATRES



# What We Do

## We Teach & We Learn

### 1. Consulting

Making the business model work

### 2. Facilitating, Teaching

Summits in Colorado, workshops, blogs, cases

### 3. Data Center Services

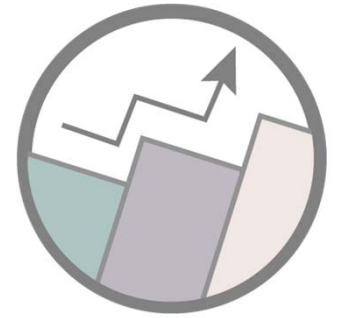
Aggregation, campaign tools, analysis

### 3. Community Data Networks

Patron behavior research

# Today's Agenda

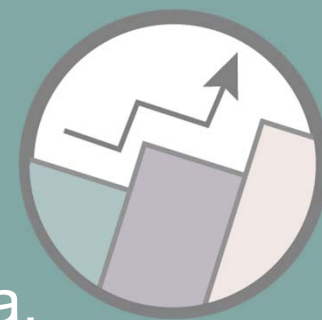
## Why We Are Here



**GOAL:** Increase cross-organization multi-buyers within the Consortium database over the next year

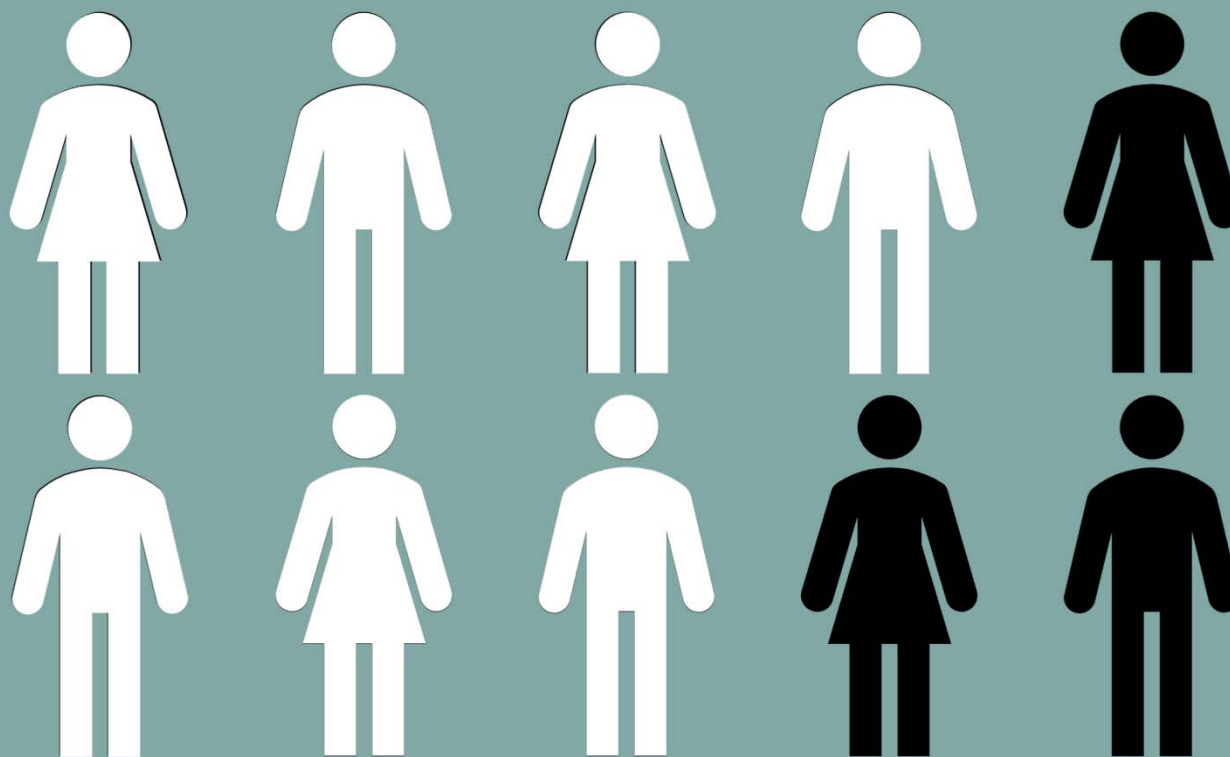
### Our Road Map:

1. Why Multi-buying Matters
2. Who are current Multi-buyers – demographics and psychographics
3. What opportunities exist for cultivating more Multi-buyers

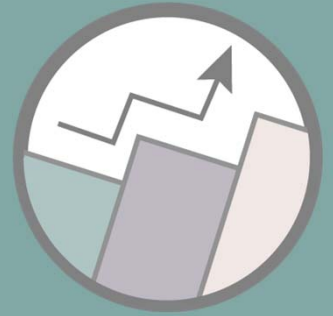


This year, of all single ticket buyers in Atlanta,

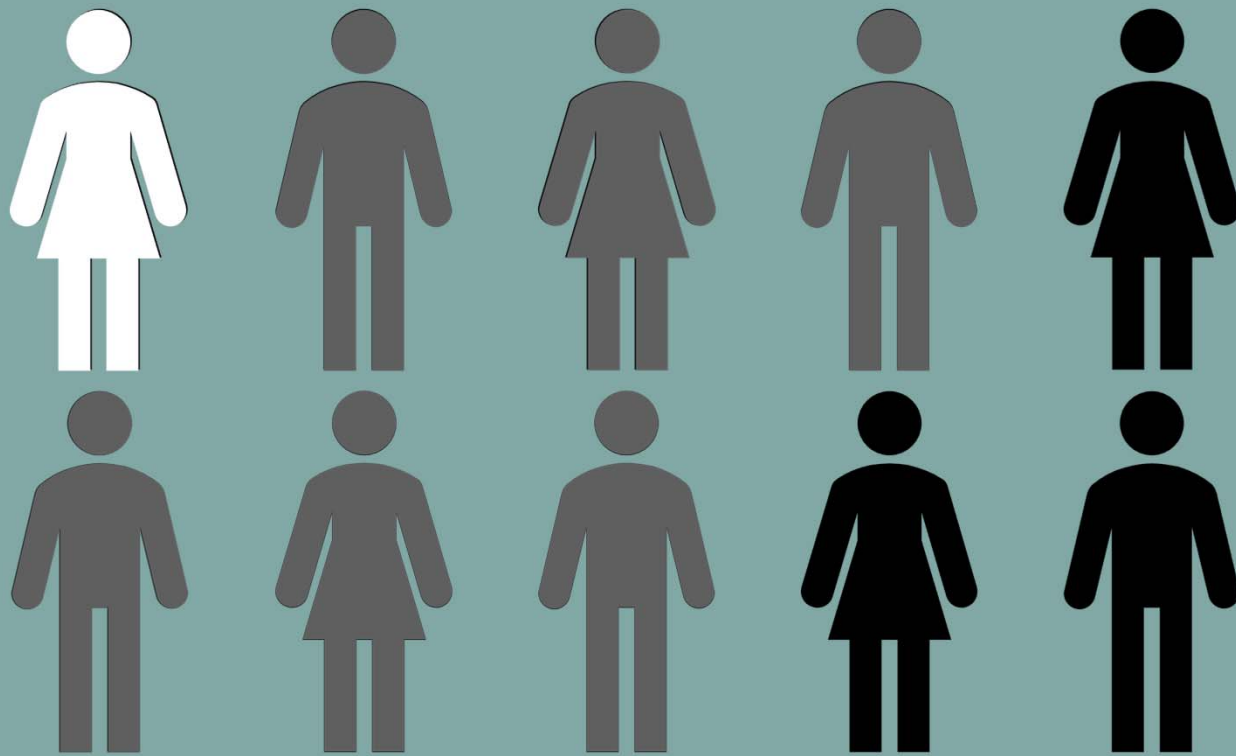
**70% will be new.**





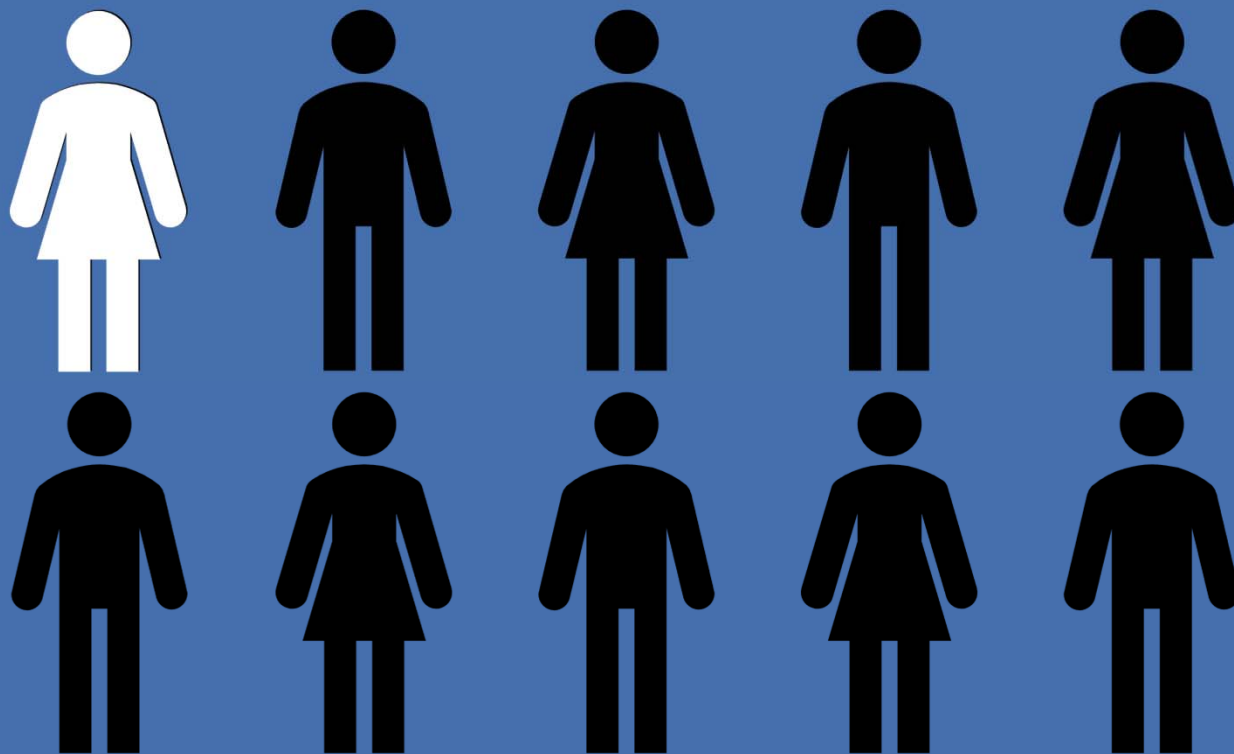


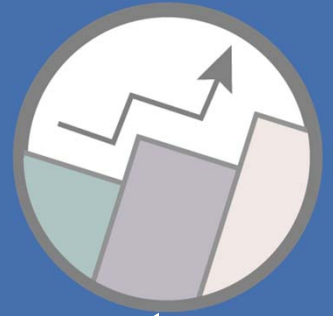
# Only 1 will return.



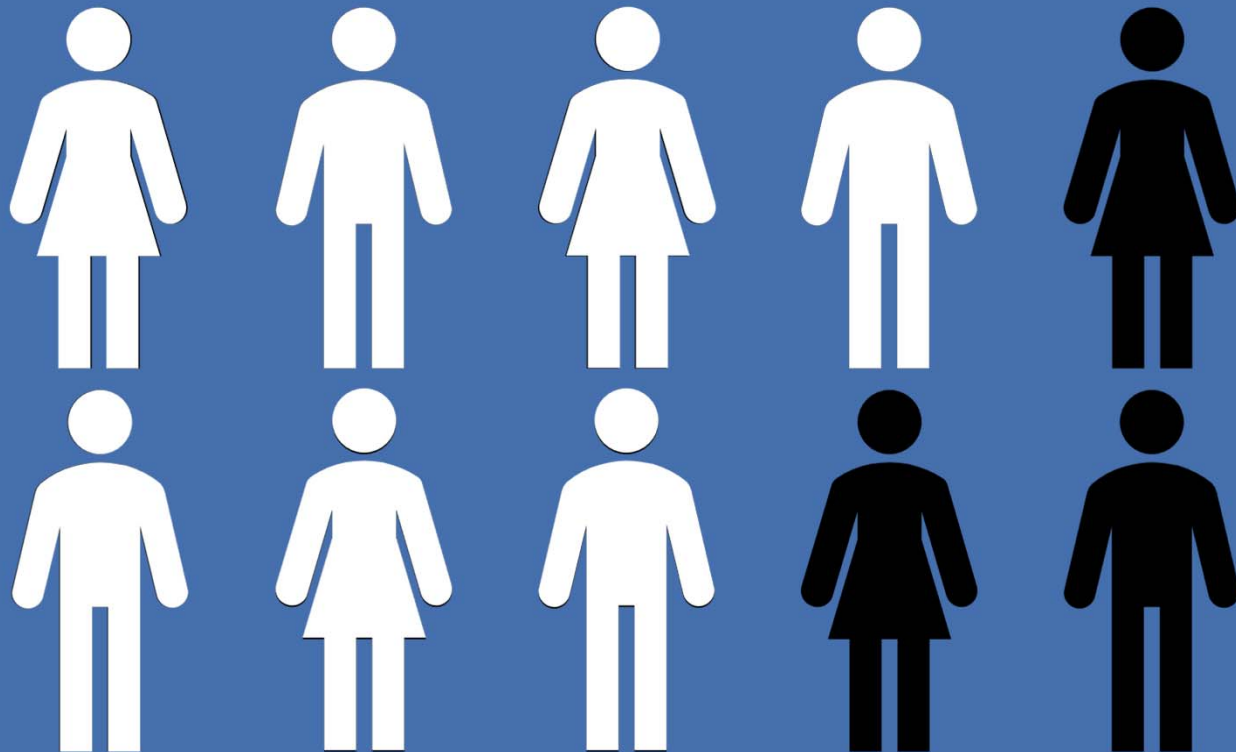


This year, of all single ticket buyers in Atlanta,  
**10% will buy 2+ events.**

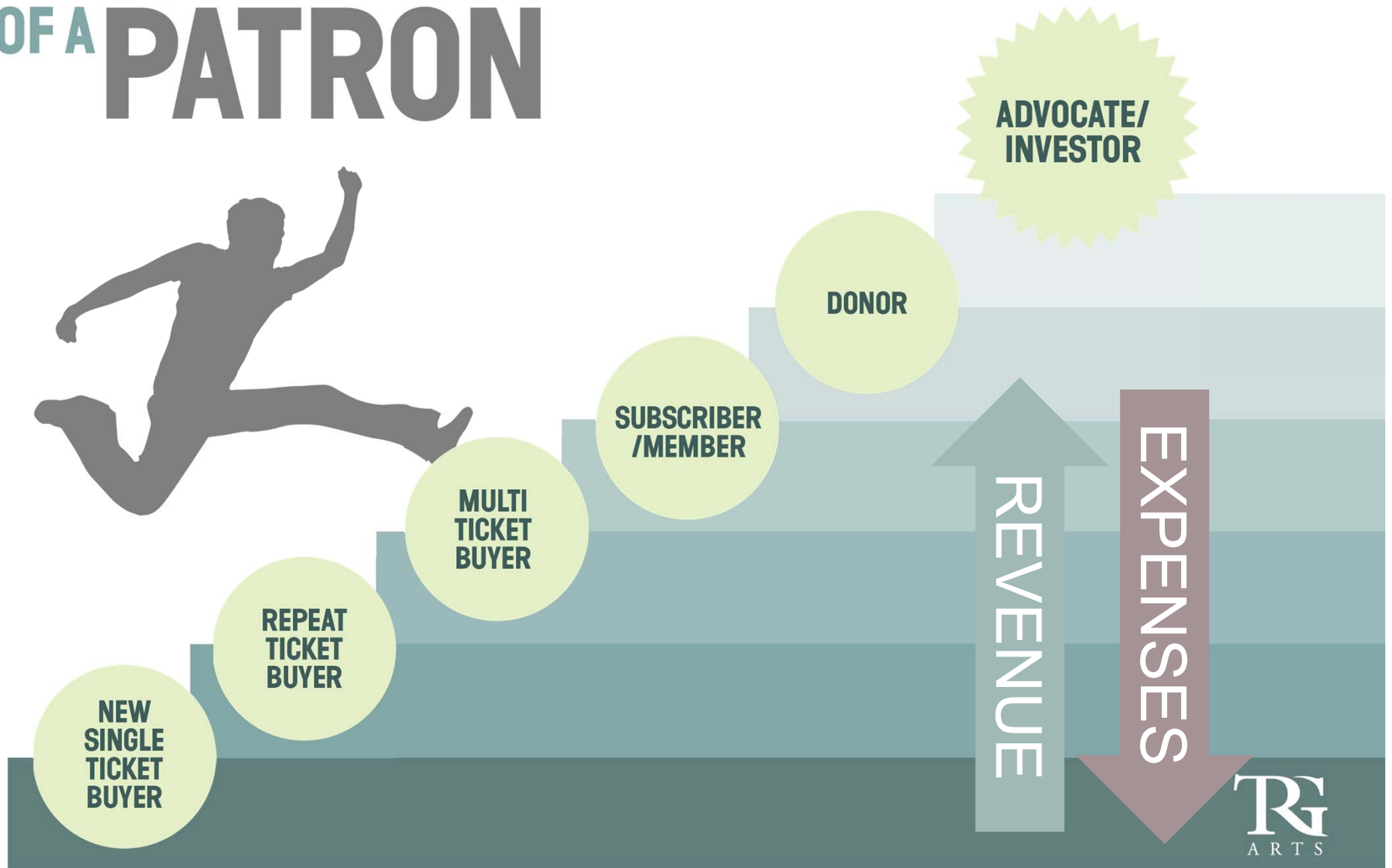




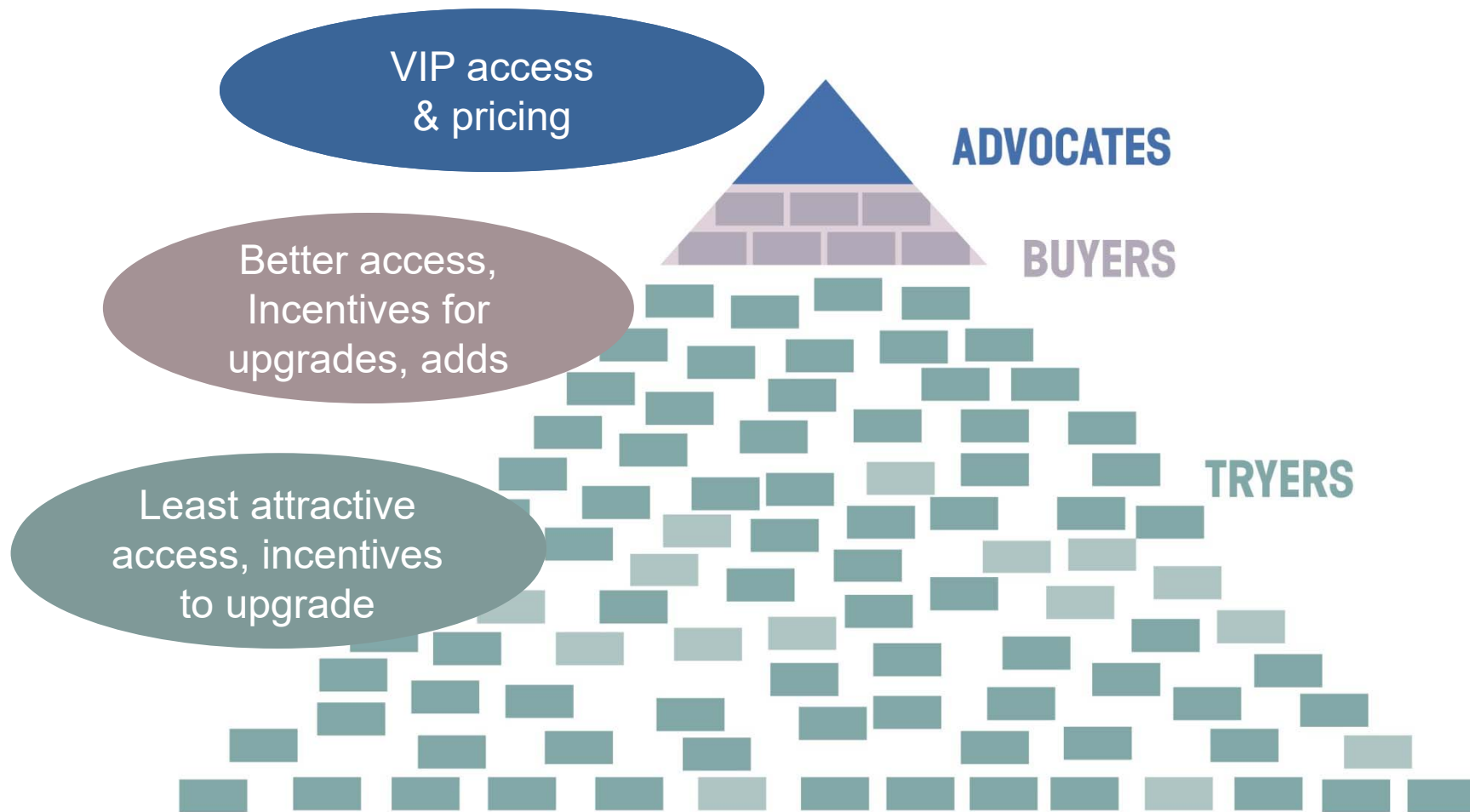
For every 10 multi-buyers you attract  
**7 return.**



# EVOLUTION OF A PATRON

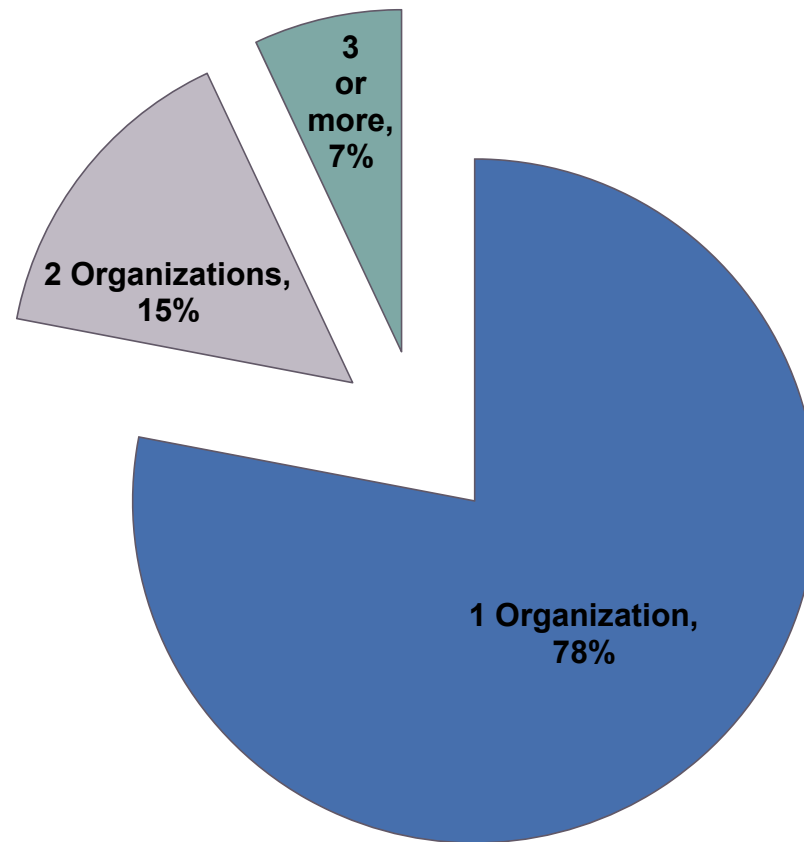
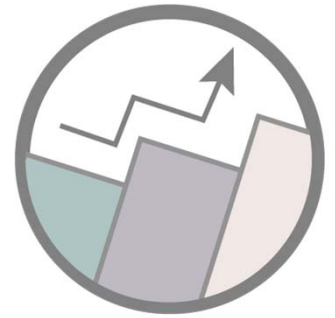


# Patron-Centric. Integrated. Silo-free.



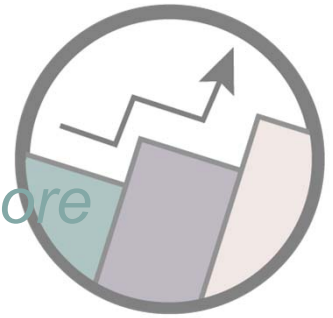
# Case Study: Philadelphia Community

*Less than 25% of households transacted at two or more organizations*

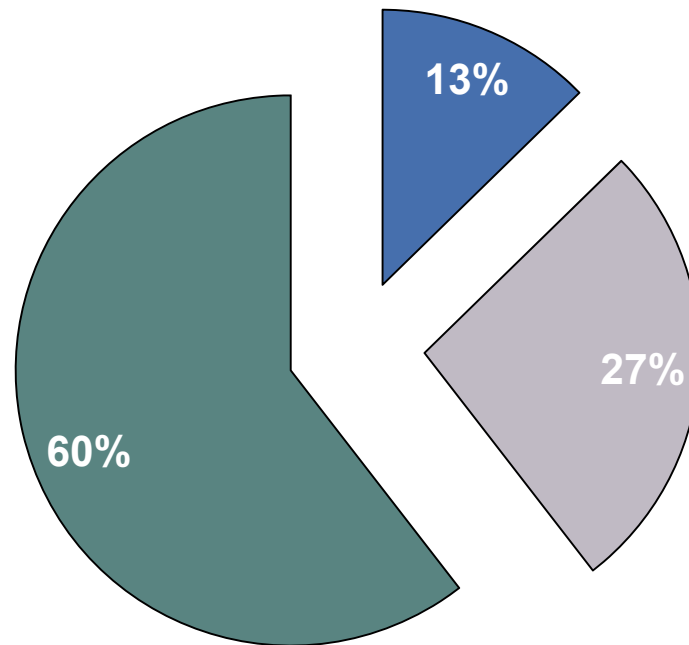


# Case Study: Philadelphia Community

*Those who transact at multiple organizations are more likely to become advocates*



## Patrons that engaged with 11 - 14 Organizations



■ % of Advocate Appearances ■ % of Buyer Appearances ■ % of Tryer Appearances

## **POP QUIZ**

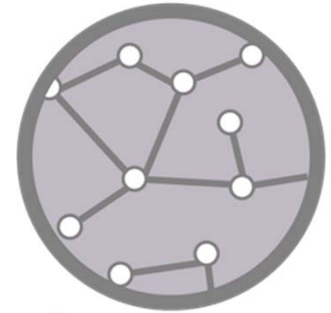
Which of the following statements is true?

1. Multi-buying WITHIN my organization is good for my organization's patron loyalty.
2. Multi-buying ACROSS multiple organizations is good for my organization's patron loyalty.





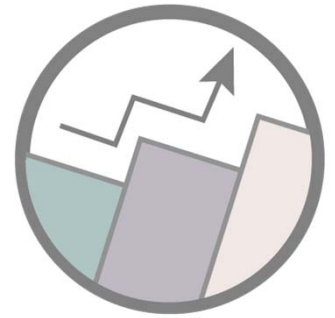
# Key Data Notes



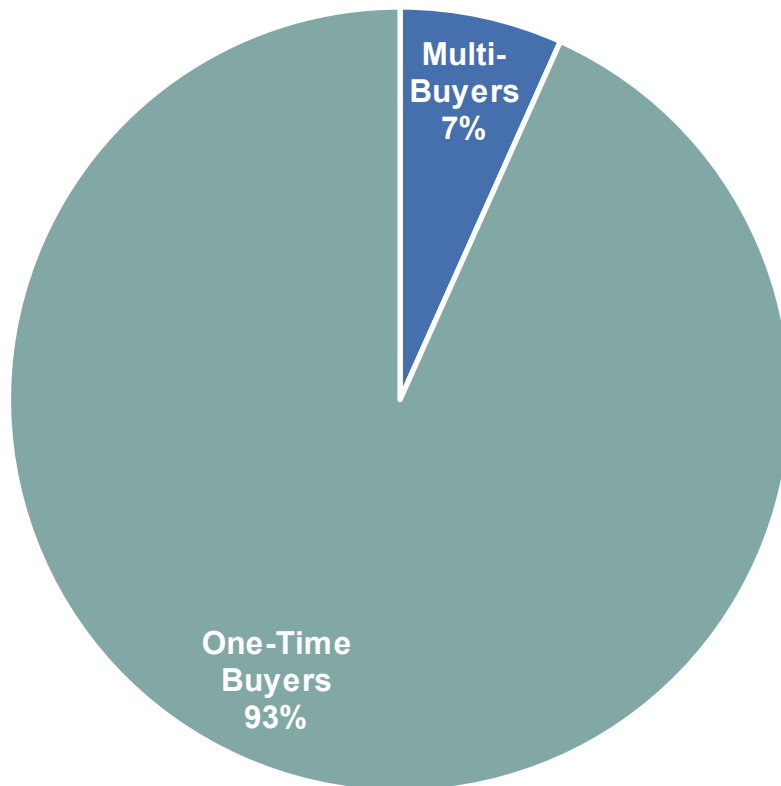
- **Data submitted from 6 participating organizations**
  - Atlanta Ballet, The Atlanta Opera, Aurora Theatre, Emory University/Schwartz Performing Arts Center, Horizon Theatre, Atlanta Shakespeare Company
  - 2015-16 and 2016-17 seasons
  - Subscribers, CYO and flexible packages, single ticket buyers
- **Multibuyers defined:**
  - As a unique households with transactions at **two or more organizations** within the study period
  - These households were then analyzed and clustered for study
- **Acxiom Consumer Data File**
  - Best practice standard match rate of 60-75%+
    - Atlanta Multibuyer match rate: **78.5%**

# Multi-Buying Overall

*Atlanta Consortium, 2015-16 and 2016-17*



## Consortium Households



**75,266**

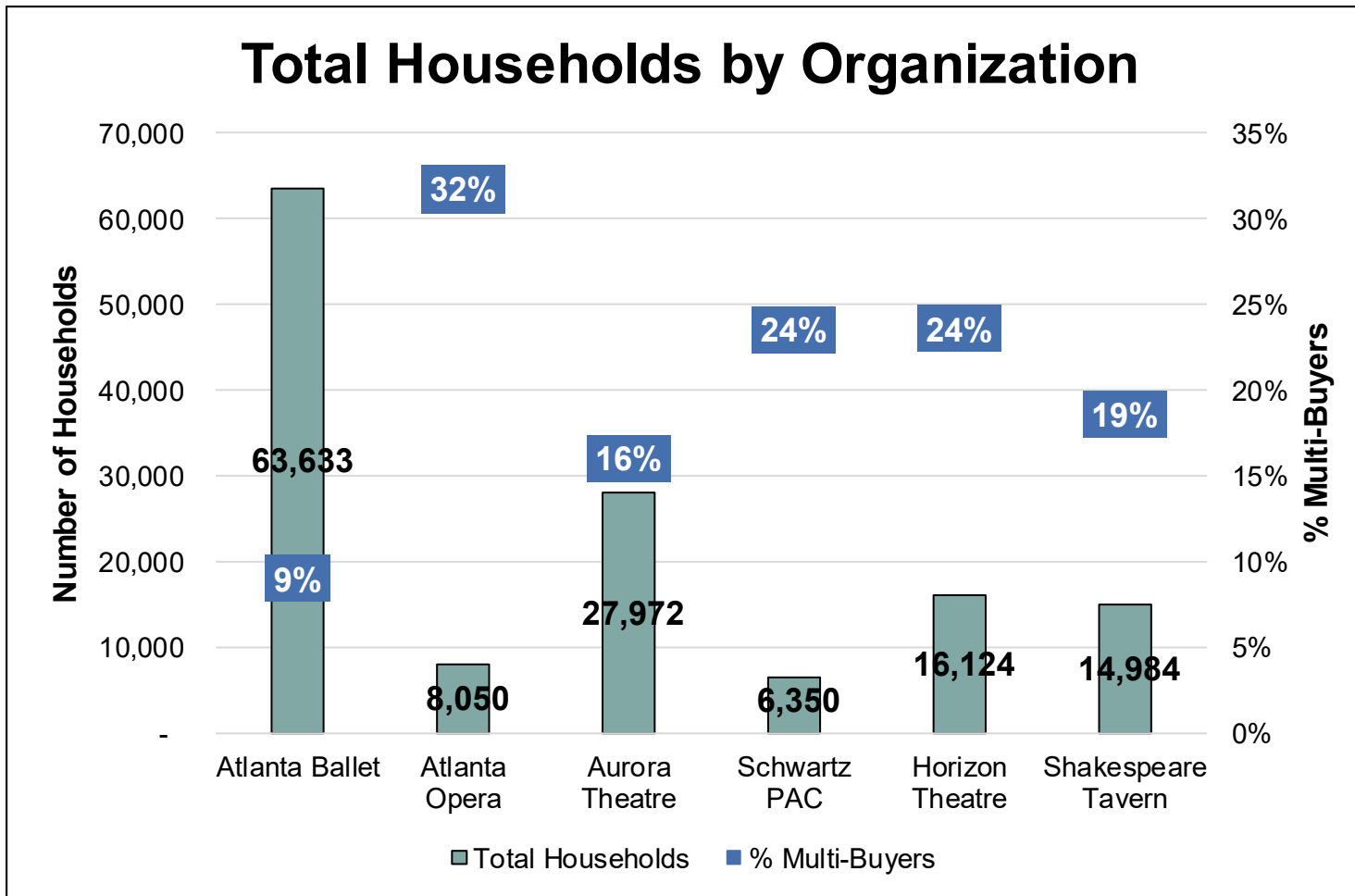
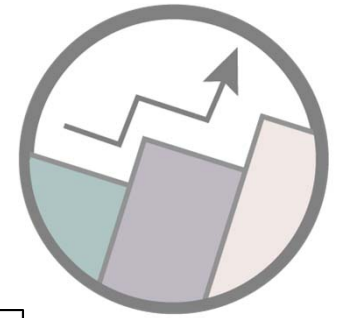
Total Ticket Buying  
Households

**5,051**

Multi-Buyers  
(2+ Organizations)

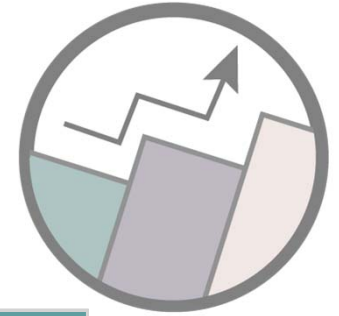
# Households by Organization

*Atlanta Consortium, 2015-16 and 2016-17*



# Household Crossover

*Atlanta Consortium, 2015-16 and 2016-17*



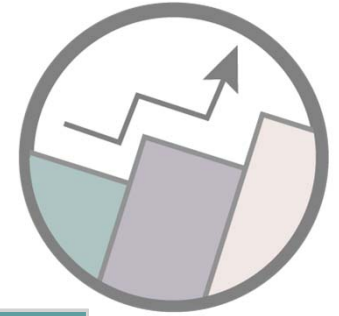
	Total	Atlanta Ballet	Atlanta Opera	Aurora Theatre	Schwartz PAC	Horizon Theatre	Shakespeare Tavern
Atlanta Ballet	63,633		2.46%	3.10%	0.87%	2.49%	1.81%
Atlanta Opera	8,050	19.43%		6.22%	4.36%	5.66%	5.44%
Aurora Theatre	27,972	7.05%	1.79%		1.61%	5.75%	3.52%
Schwartz PAC	6,350	8.72%	5.53%	7.07%		6.71%	4.22%
Horizon Theatre	16,124	9.81%	2.83%	9.97%	2.64%		4.59%
Shakespeare Tavern	14,984	7.69%	2.92%	6.57%	1.79%	4.94%	

Reading across, write down the **ORGANIZATION** with which you have:

1. The *highest* crossover percentage
2. The *lowest* crossover percentage

# Household Crossover

*Atlanta Consortium, 2015-16 and 2016-17*



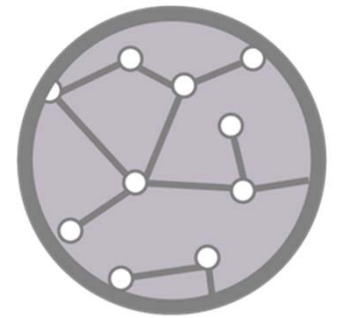
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Reading down, write down the **ORGANIZATION** with which you have:

1. The *highest* crossover percentage
2. The *lowest* crossover percentage

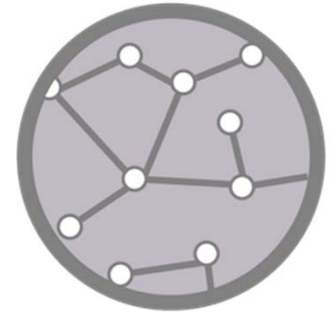
# Demographic Clusters

Identifying multi-buyer  
characteristics





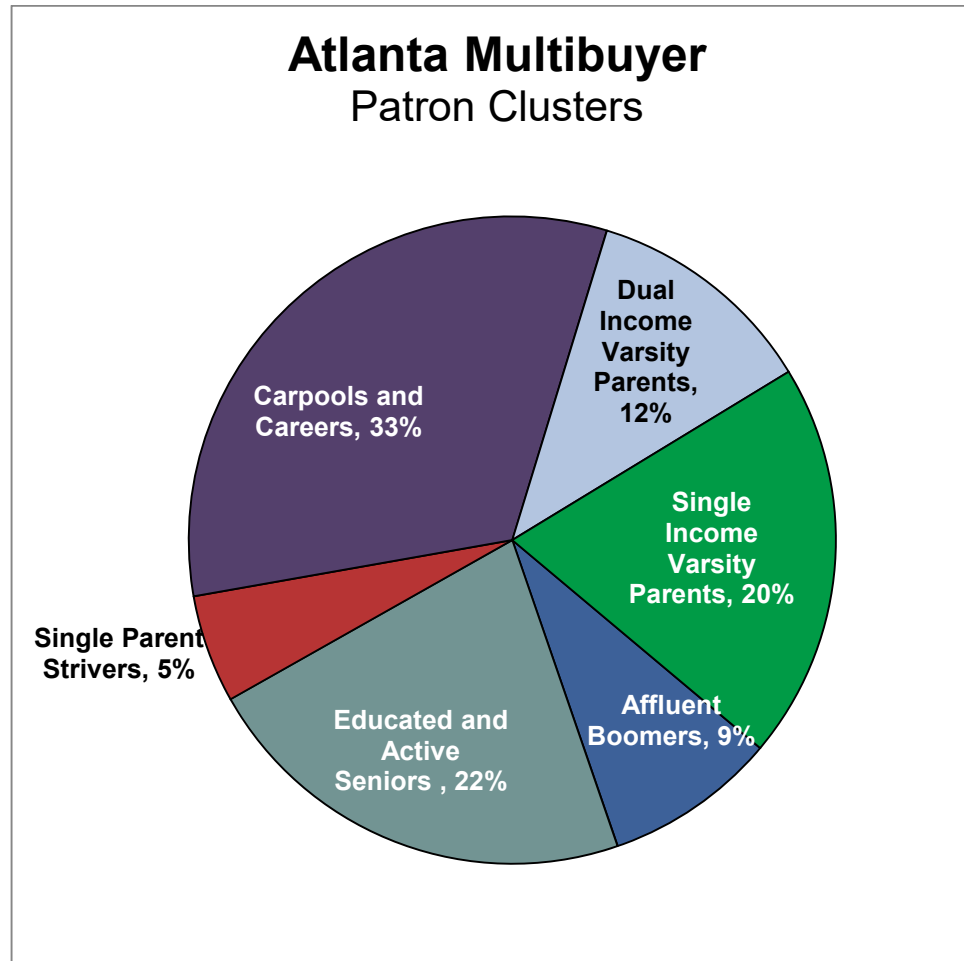
# Demographic Cluster Analysis



- Combine **demographics**
  - Age, income, marital status, presence of children
- With **psychographics**
  - Hobbies, consumer spending, life stage attributes
- To describe the **defining attributes** of patrons
- Why Demographic Cluster Analysis?
  - Lens through which to **identify prospects** for specific offerings
  - Identifies the **best way to communicate** to clustered patrons
    - Generational differences



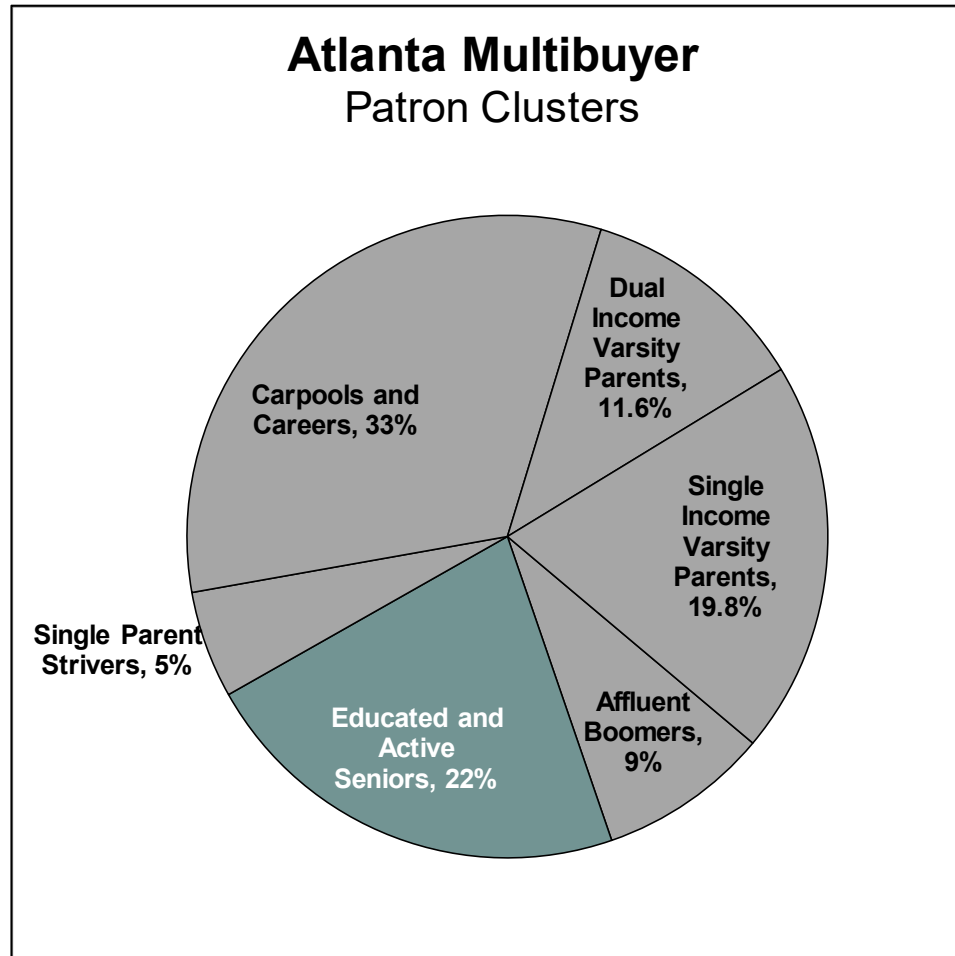
# Overall Households by Cluster



Six clusters defined from the  
Atlanta Multibuyer cohort (5,051 households)

Note: Percentages in text have been rounded to nearest whole number. As a result, total may not add to 100%.

# Overall Households by Cluster



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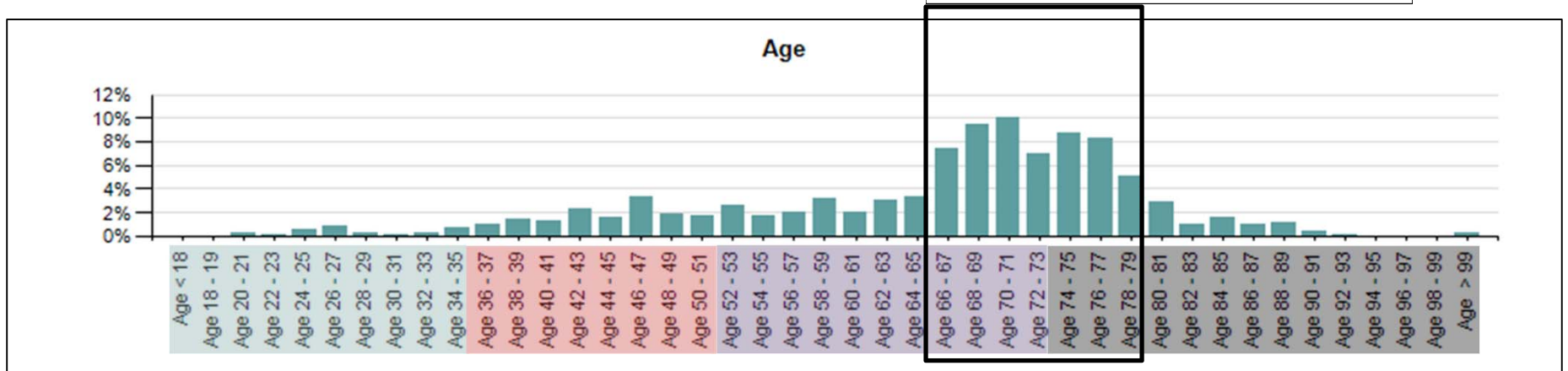
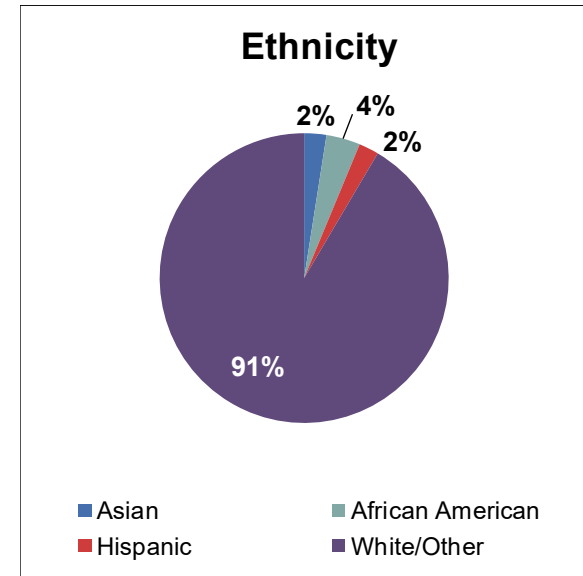
Note: Percentages in text have been rounded to nearest whole number. As a result, total may not add to 100%.

# Educated and Active Seniors

22% of database: Boomers & Traditionalist with high net worth

**95%** Married or  
Inferred Married

**52%** Children Present



Millennial

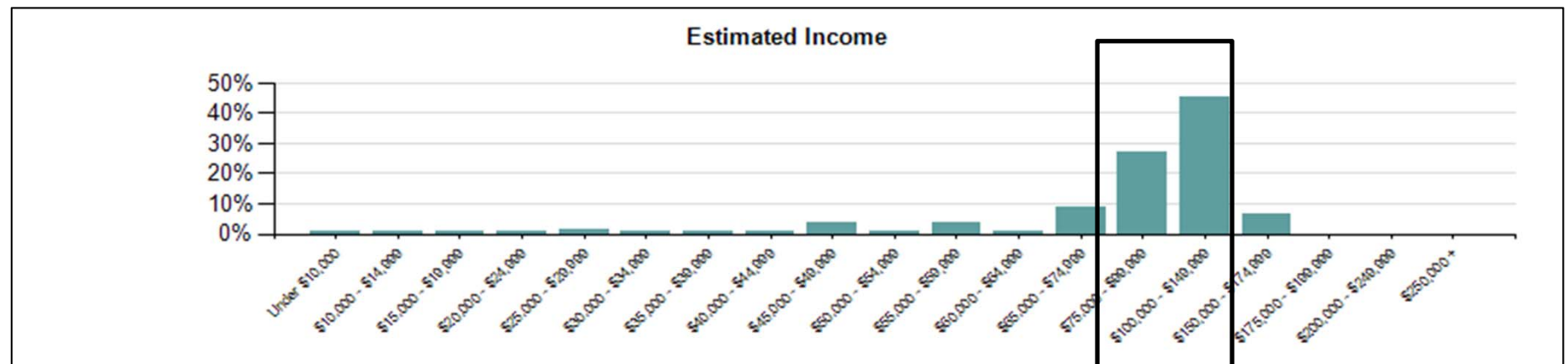
Gen X

Boomer

Traditionalist

## Boomers and Traditionalist with high net worth

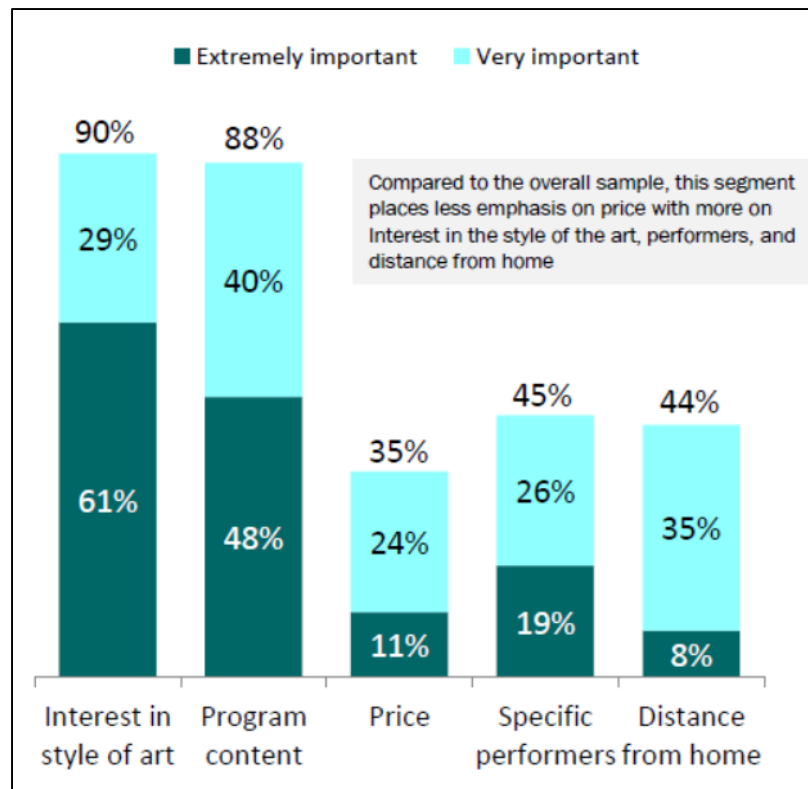
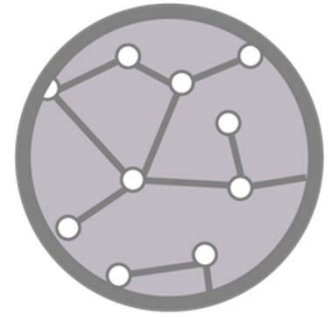
99.9%



TRG  
ARTS

# Educated and Active Seniors

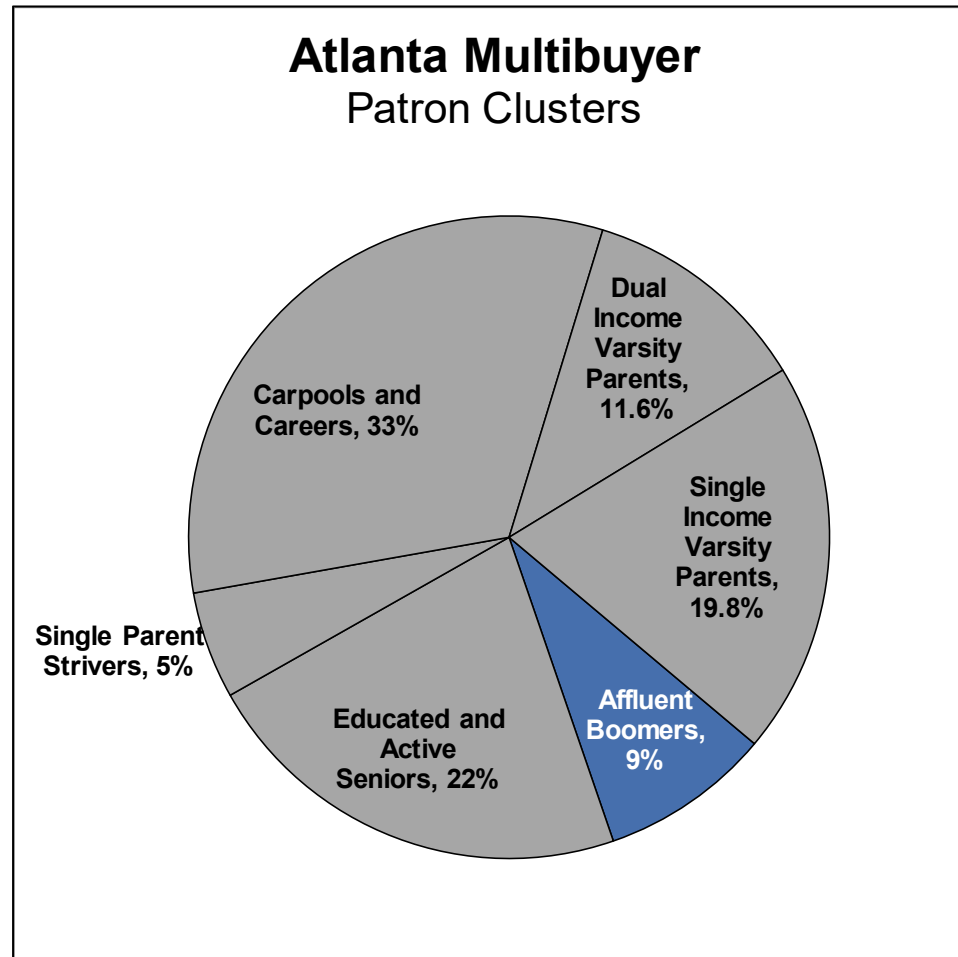
## *Qualitative Study Highlights*



**53%** watch public television (38% overall)

More likely to seek  
**Broadened and Culturally Enriched experiences**

# Overall Households by Cluster



Six clusters defined from the  
Atlanta Multibuyer cohort (5,051 households)

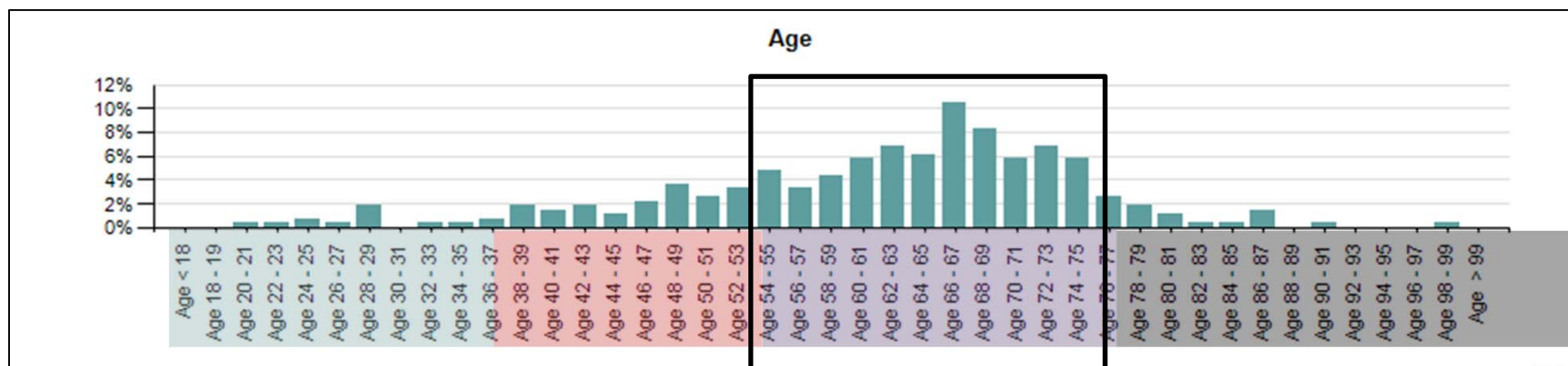
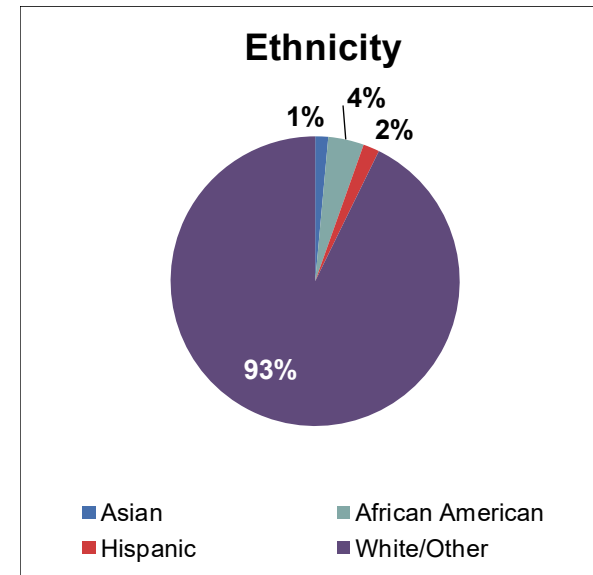
Note: Percentages in text have been rounded to nearest whole number. As a result, total may not add to 100%.

# Affluent Boomers

Second Smallest Cohort, High income, mostly boomers

**83%** Married or  
Inferred Married

**52%** Children Present



Millennial

Gen X

Boomer

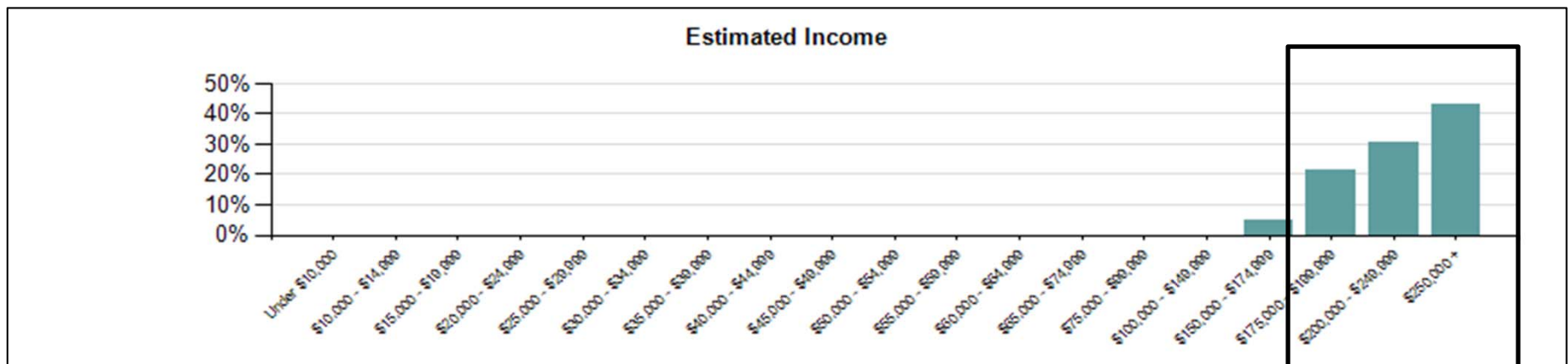
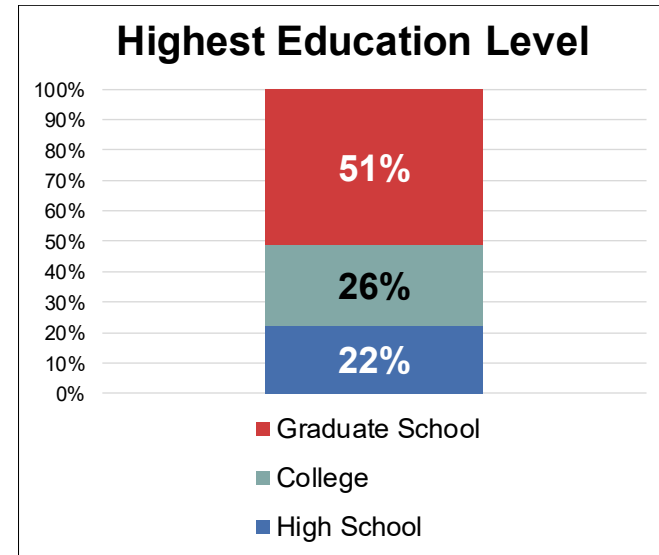
Traditionalist

# Affluent Boomers

High income, mostly boomers

Net worth  
greater than \$499k

100%

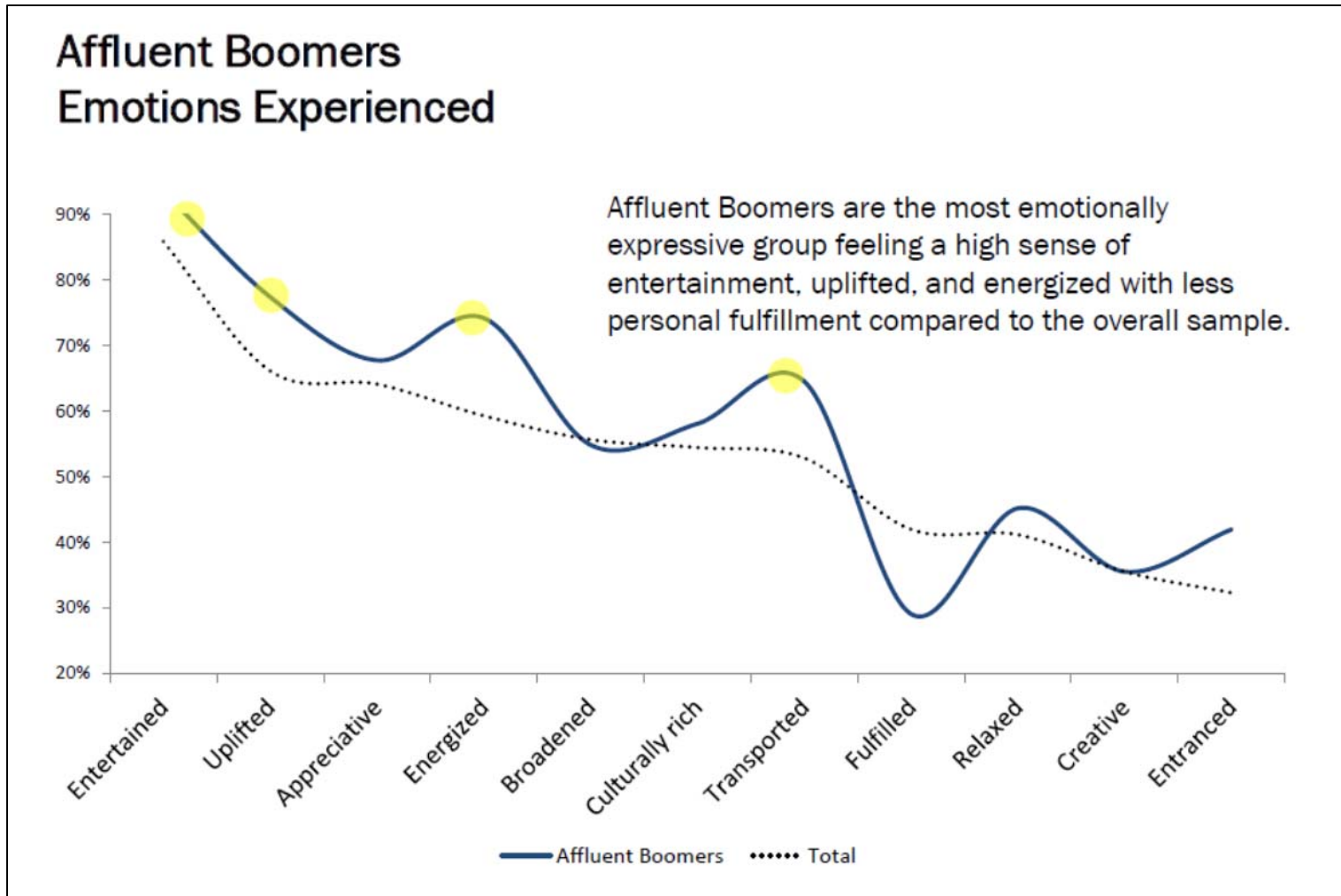
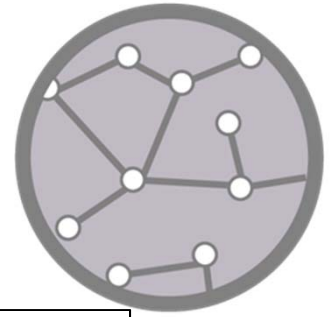


\$175K-\$250K+

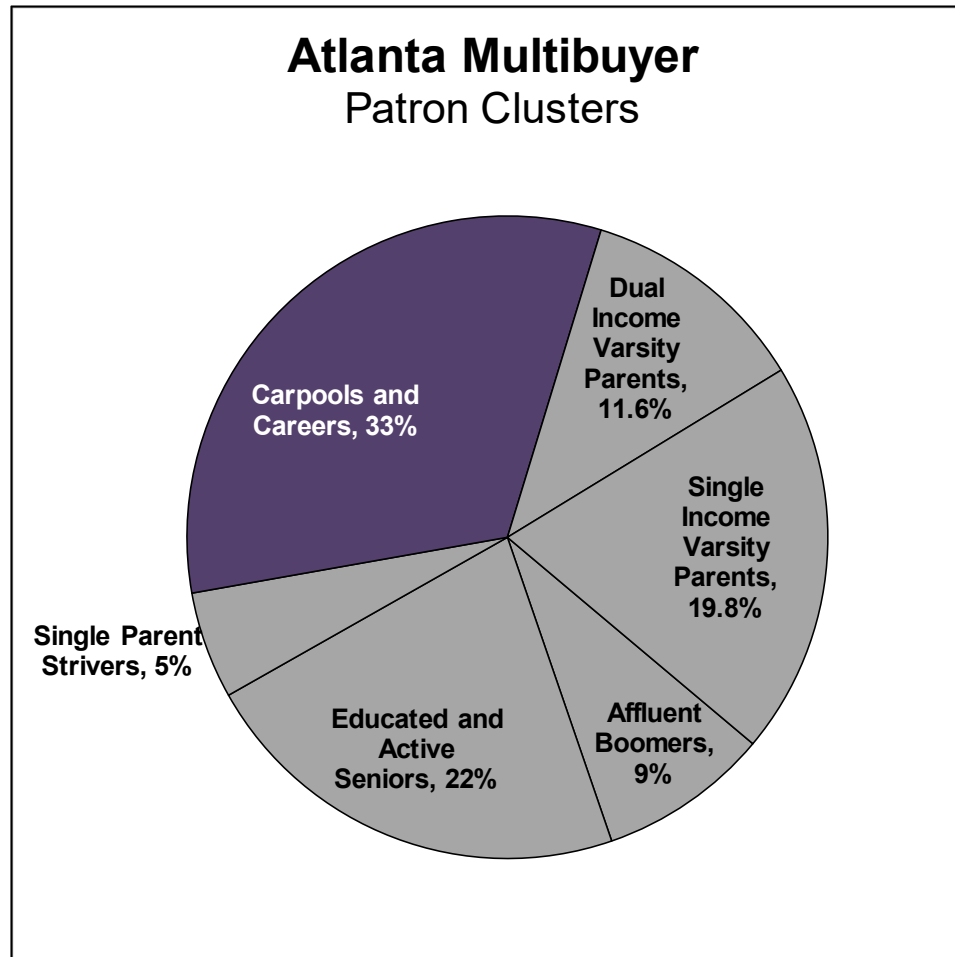


# Affluent Boomers

## *Qualitative Study Highlights*



# Overall Households by Cluster



Six clusters defined from the  
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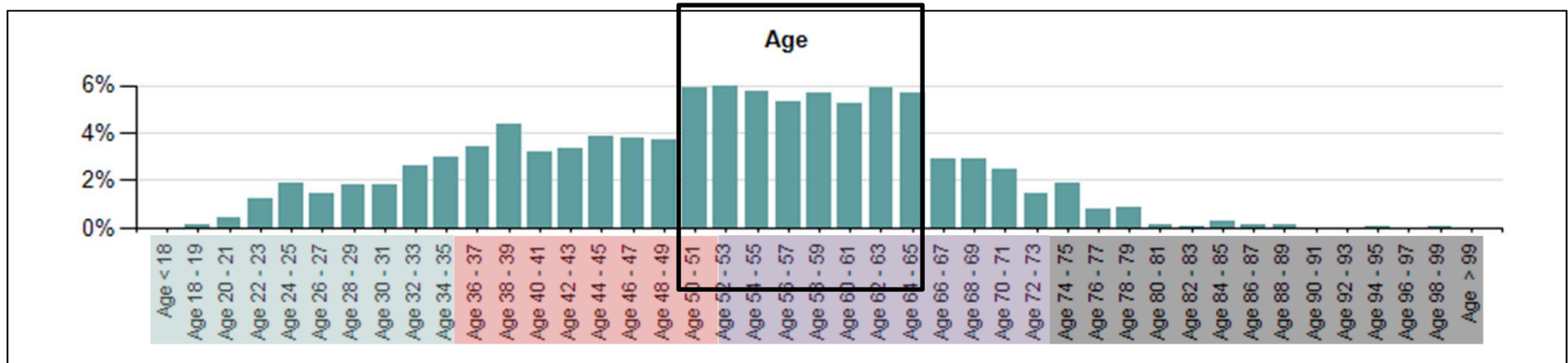
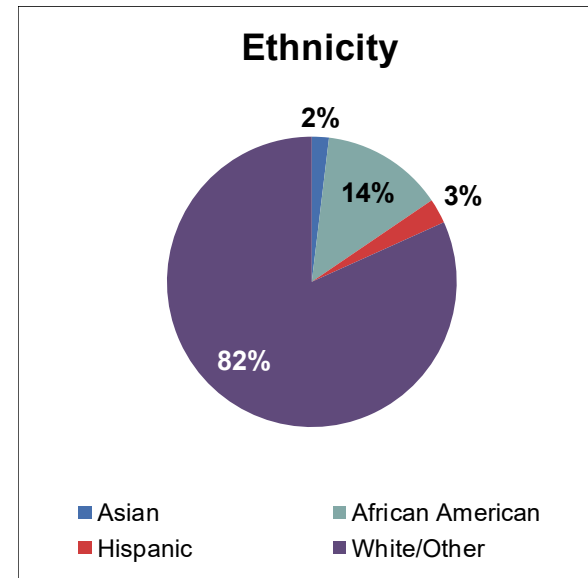
Note: Percentages in text have been rounded to nearest whole number. As a result, total may not add to 100%.

# Carpools and Careers

Largest group, fairly young

**72%** Married or  
Inferred Married

**59%** Children Present



Millennial

Gen X

Boomer

Traditionalist

## Middle-class income

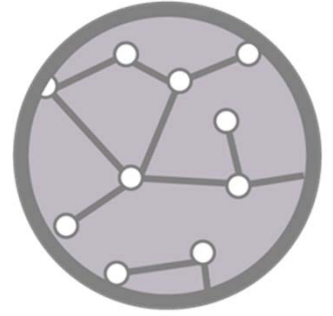
### Highest Education Level

Education Level	Percentage
Graduate School	30%
College	36%
High School	34%



# Carpools and Careers

## *Qualitative Study Highlights*



## What drives decisions?



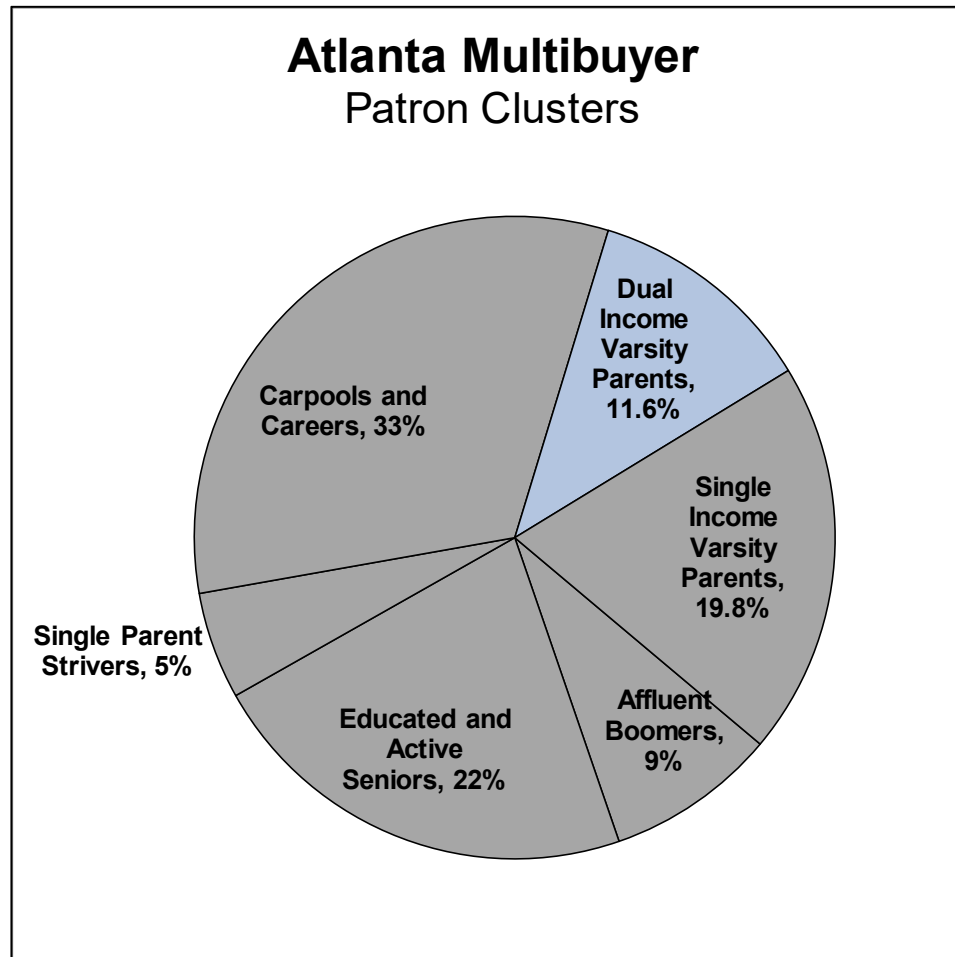
### **Inspiration vs. Time**

Conversations centered on the uplifting value of arts experiences, but lack of time to enjoy them



**61%** cite price as a key motivator for arts purchases  
(vs. 48% overall)

# Overall Households by Cluster



Six clusters defined from the  
Atlanta Multibuyer cohort (5,051 households)

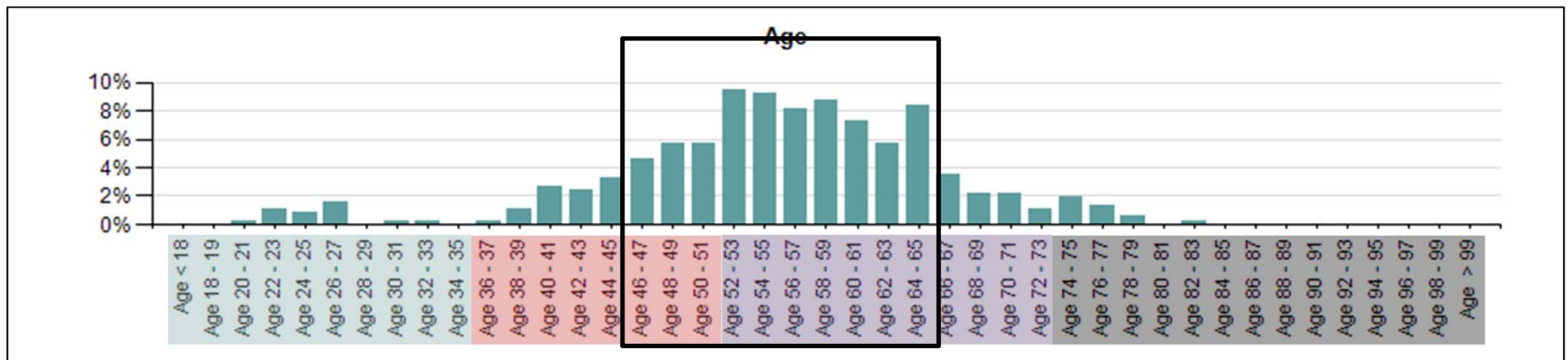
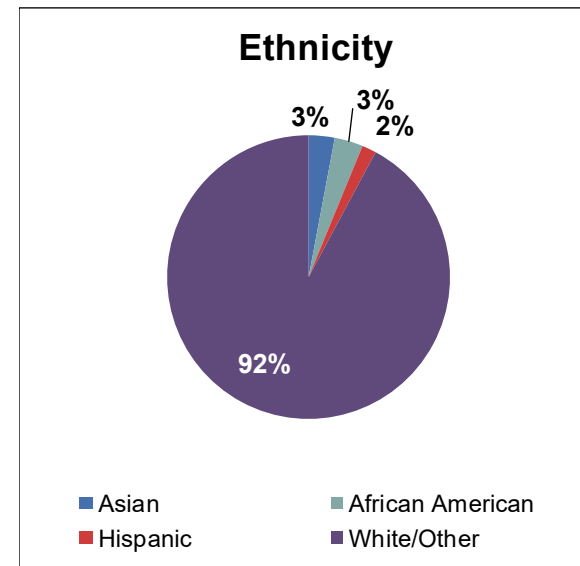
Note: Percentages in text have been rounded to nearest whole number. As a result, total may not add to 100%.

# Dual Income Varsity Parents

12% of database; Boomers and late Gen Xers

**90%** Married or  
Inferred Married

**80%** Children Present



Millennial

Gen X

Boomer

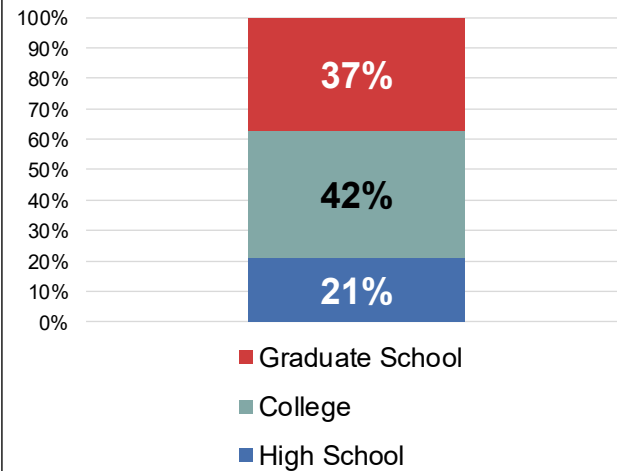
Traditionalist

# Dual Income Varsity Parents

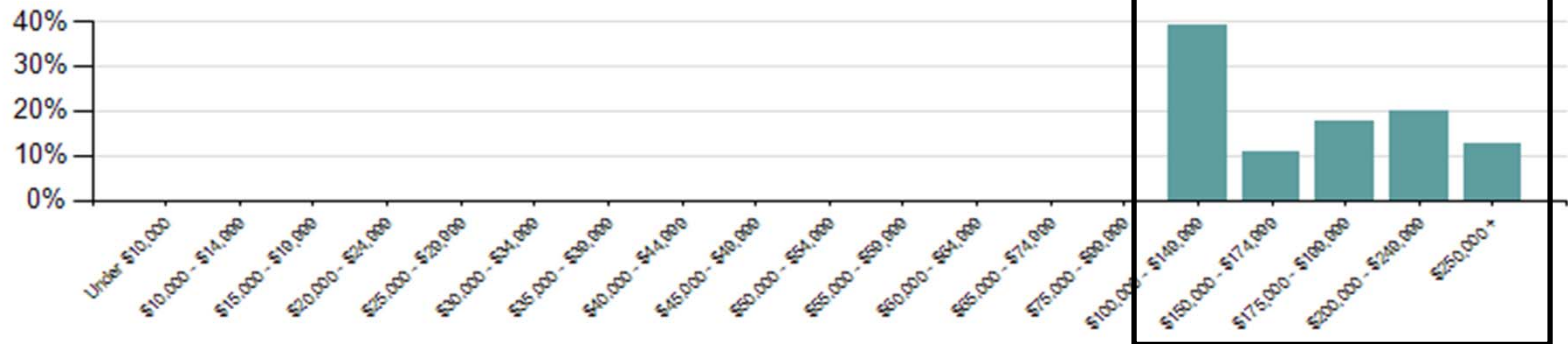
High income, early Boomers and late Gen Xers

Net worth  
\$250 – \$500K  
94%

Highest Education Level



Estimated Income



\$100K+

**TR**  
ARTS



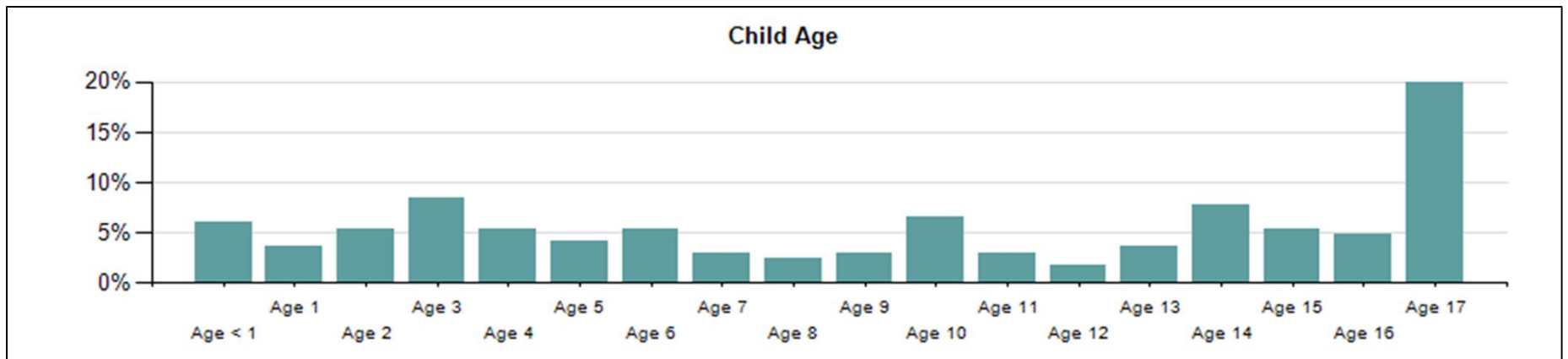
# Dual Income Varsity Parents

Three generations in  
the home

15%

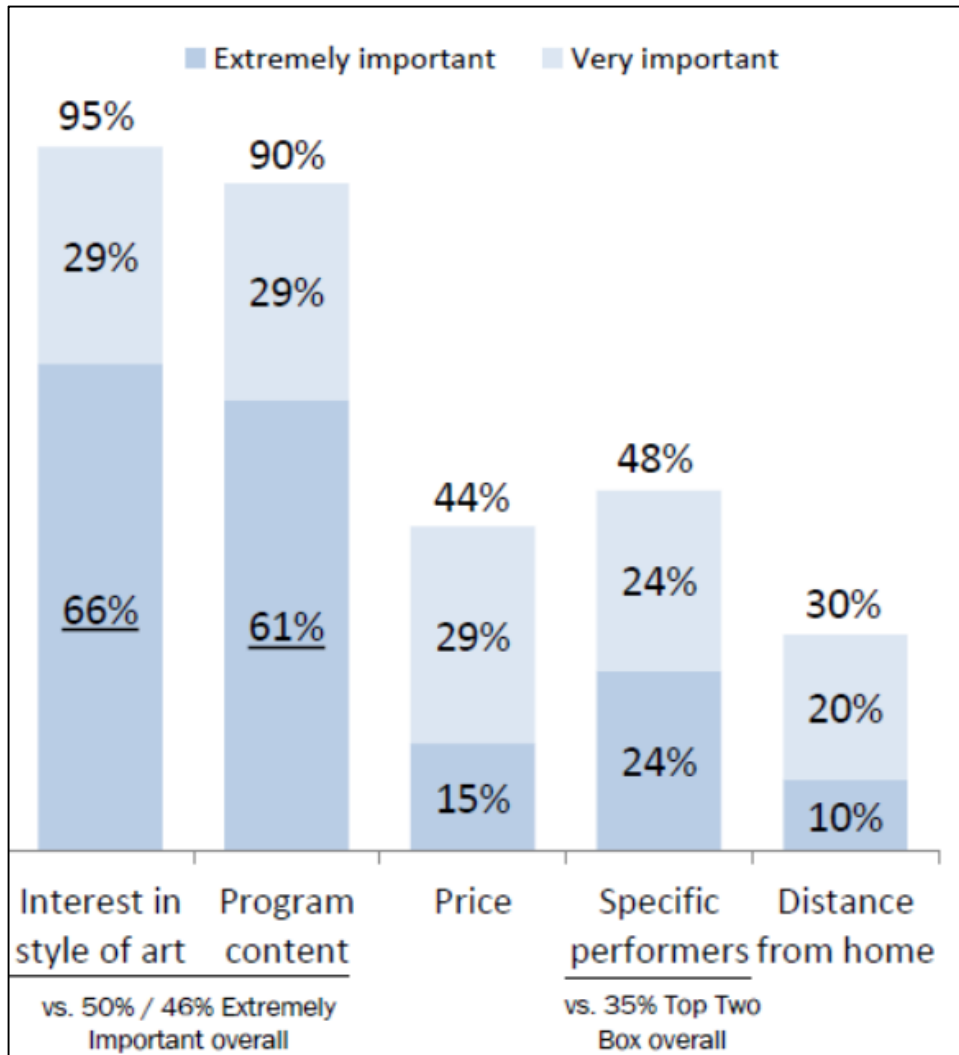
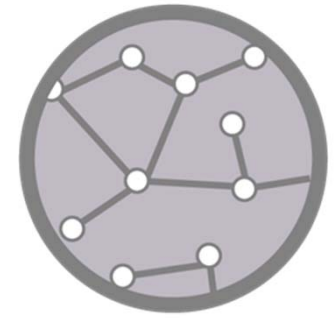
Two adults  
working

59%



# Dual Income Varsity Parents

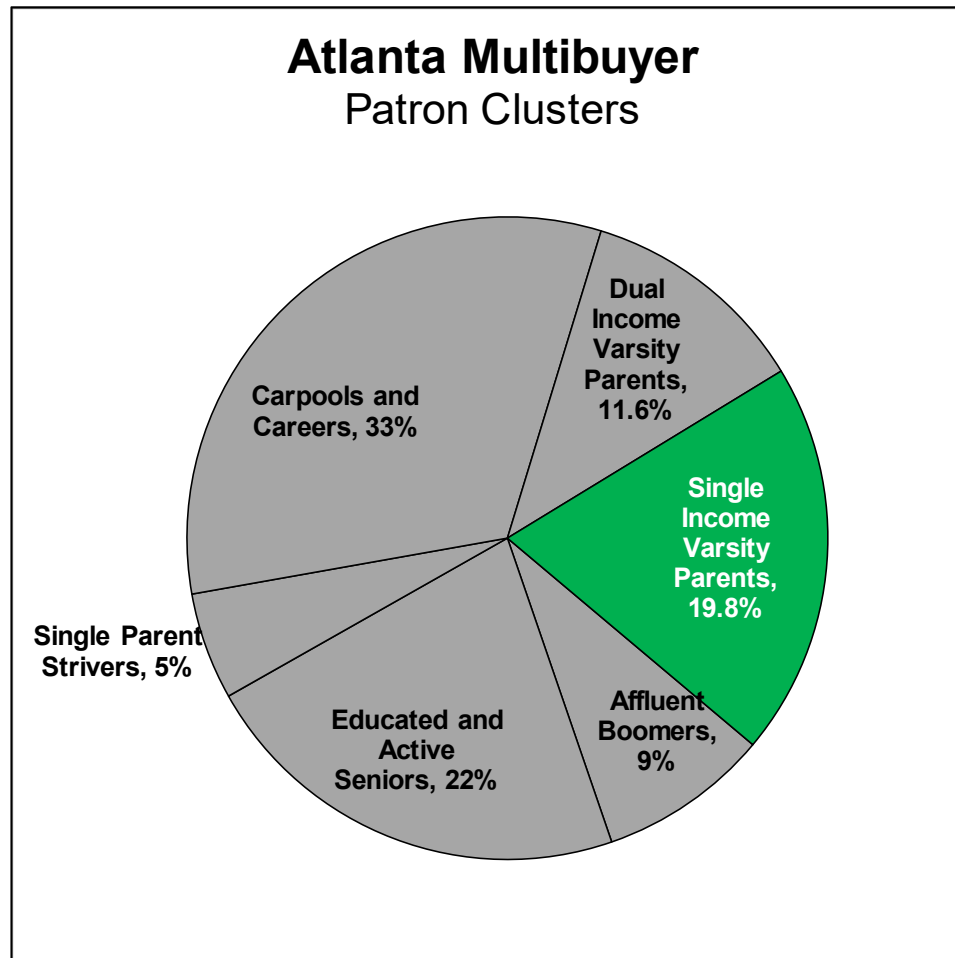
## *Qualitative Study Highlights*



### **Share the arts with family.**

More likely than other cohorts to attend with spouses, with children, or with other family members.

# Overall Households by Cluster



Six clusters defined from the  
Atlanta Multibuyer cohort (5,051 households)

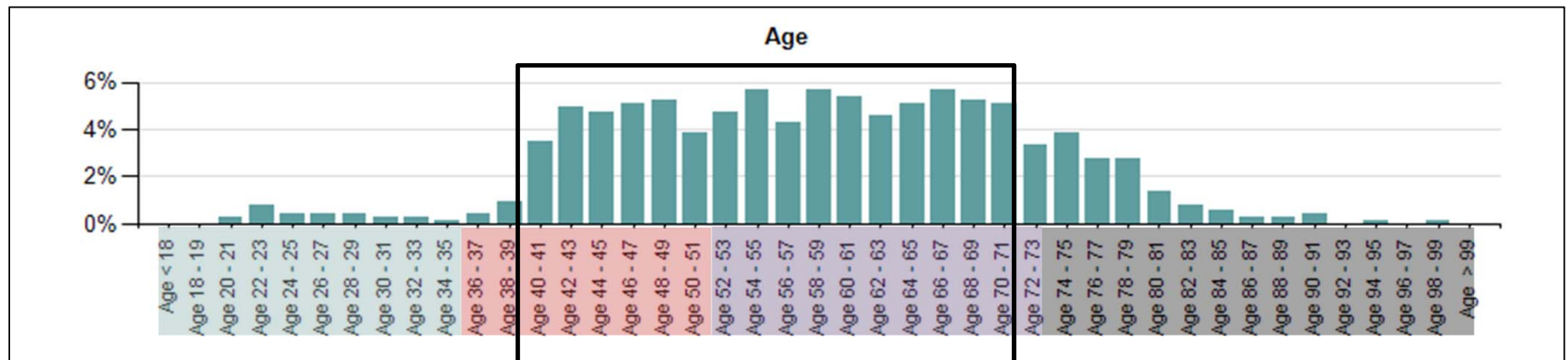
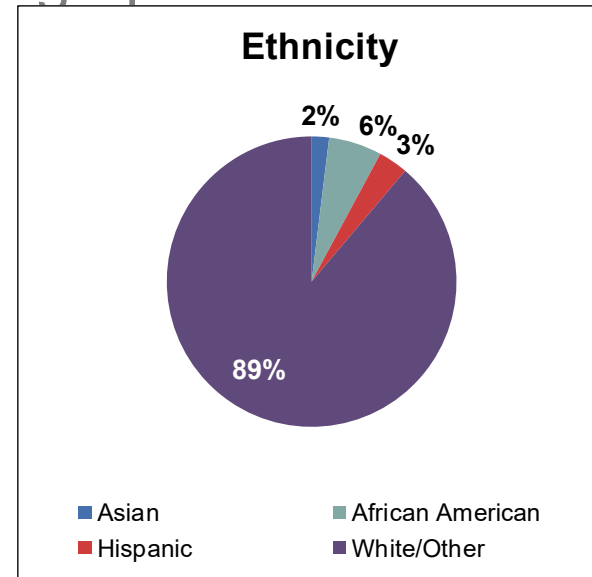
Note: Percentages in text have been rounded to nearest whole number. As a result, total may not add to 100%.

# Single Income Varsity Parents

Age varies; mostly Boomers with a large portion of Gen X

**60%** Married or  
Inferred Married

**51%** Children Present



Millennial

Gen X

Boomer

Traditionalist

Age varies; fairly high single income

### Highest Education Level

Education Level	Percentage
Graduate School	39%
College	36%
High School	25%



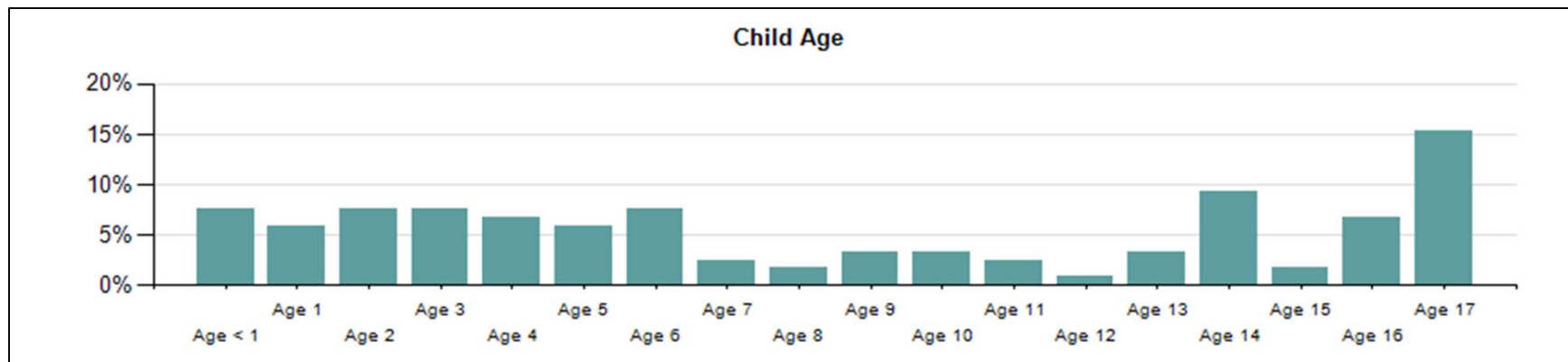
# Single Income Varsity Parents

One child only

40%

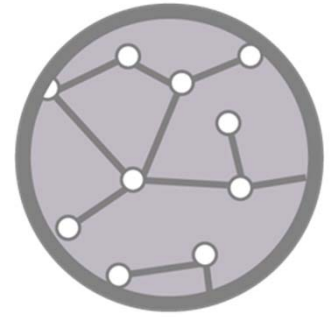
Two adults  
working

38%

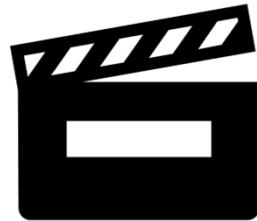


# Single Income Varsity Parents

## *Qualitative Study Highlights*



**61%** cite price as a key  
motivator for arts purchases  
(vs. 48% overall)

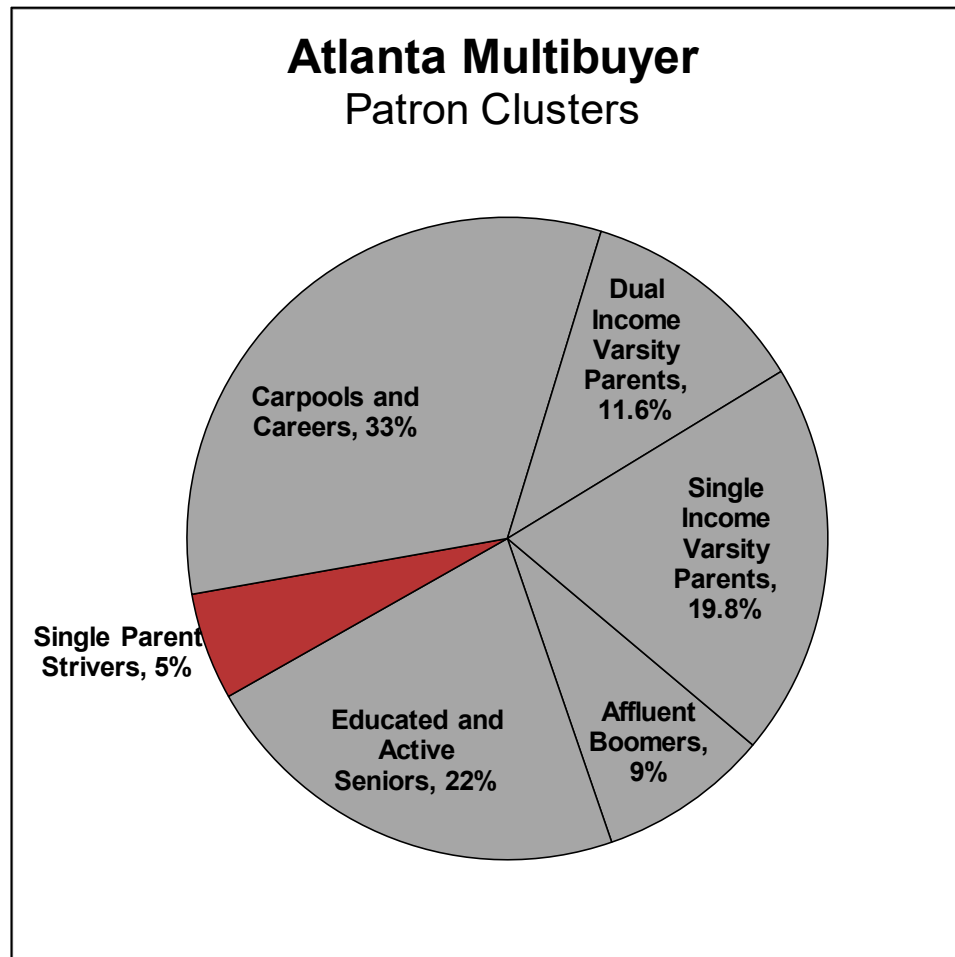


**88%** attend the movies  
(vs. 75% overall)



**35%** attend alone  
(vs. 23% overall)

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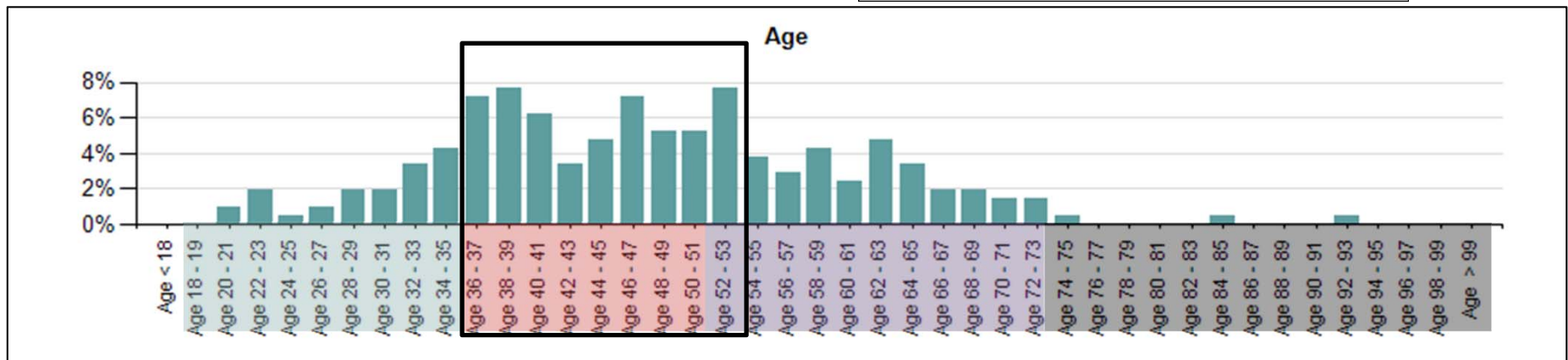
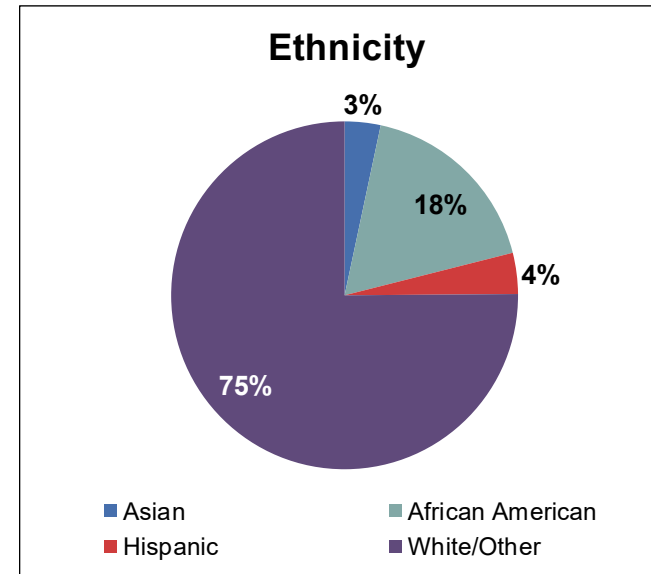
# Single Parent Strivers

Smallest group – 5% of multibuyer data set

**95%** Not Married

**99%** Children Present

**61%** Female



Millennial

Gen X

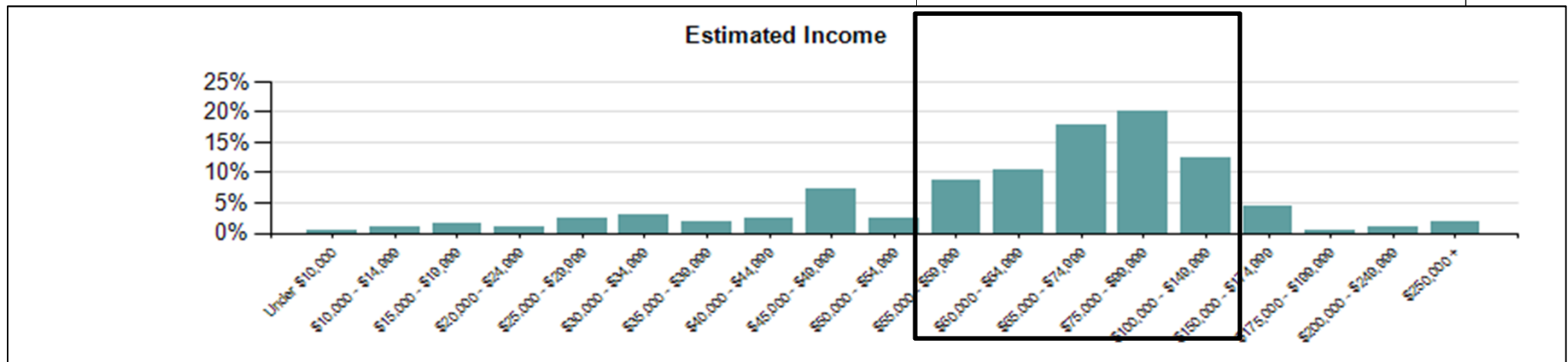
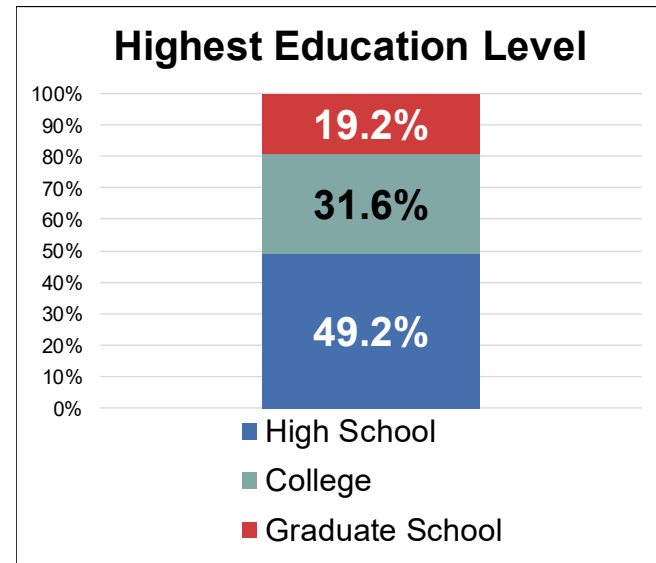
Boomer

Traditionalist

# Single Parent Strivers

Smallest group – 5% of multibuyer data set

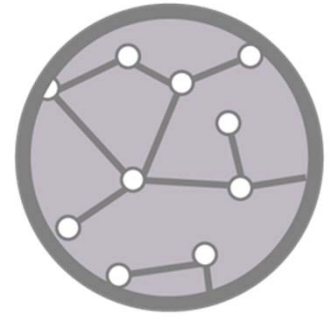
Net worth  
\$100K – \$250K  
71%



\$55K-\$150K

# Single Parent Strivers

## *Qualitative Study Highlights*



**50%** seek social opportunities with friends or family (40% overall)

**81%** attend with adult friend (62% overall)



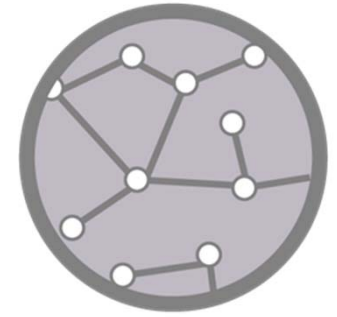
**75%** engage in outdoor activities (42% overall)



**25%** moved within Atlanta (compared to 7% overall)

# Demographic Clusters

## Summary



Demographic Measure	Single Parent Strivers	Carpools & Careers	Dual Income Varsity Parents	Single Income Varsity Parents	Affluent Boomers	Educated and Active Seniors
% of Multi-Buyers	5%	33%	12%	20%	9%	22%
Average Age	47	52	55	58	62	65
Income Range	\$55-\$150K	\$55-\$150K	\$100K+	\$65-\$150K	\$175K+	\$75-\$150K
Net Worth	\$100-\$250K	\$100-\$250K	\$250-\$500K	\$250-\$500K	Over \$500K	Over \$500K
% Minority Ethnicity	25%	18%	8%	11%	7%	9%
% with Bachelor's Degree or Higher	51%	66%	79%	75%	78%	80%
Key Psychographic Driver	Seeking social engagement	Time-stressed, Price motivated	Value attending as a family	Price sensitive	Emotional impact	Desire cultural enrichment

# MARKET OPPORTUNITY

Cultivating multi-buyer audiences



# Key Data Notes

## *Market Opportunity*



- **Comparing three data sets**

- **Atlanta Market:**

- **2,803,187**

- **One-org buyers** from Atlanta Ballet, The Atlanta Opera, Aurora Theatre, Emory University, Horizon Theatre, and Atlanta Shakespeare Company data sets:

- **39,602**

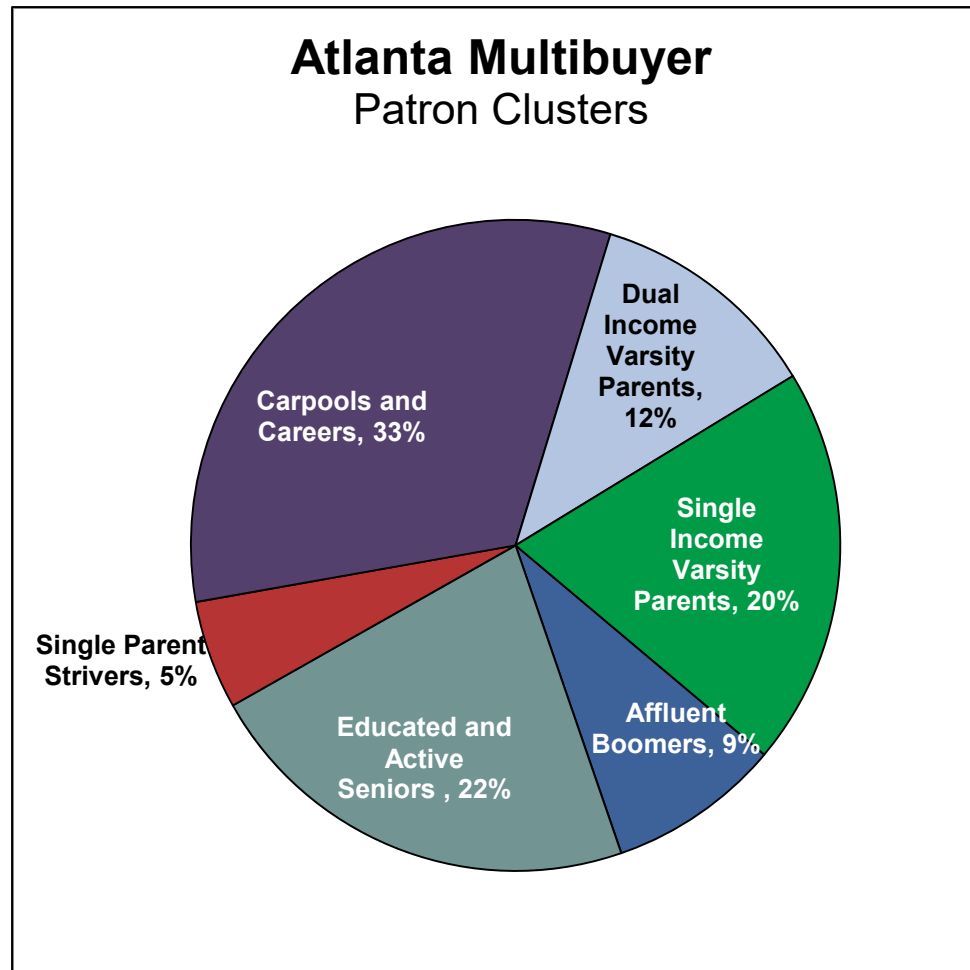
- **Multi-Org buyers** from Atlanta Ballet, The Atlanta Opera, Aurora Theatre, Emory University, Horizon Theatre, and Atlanta Shakespeare Company datasets:

- **4,390**

Only households that match with Acxiom data are included.

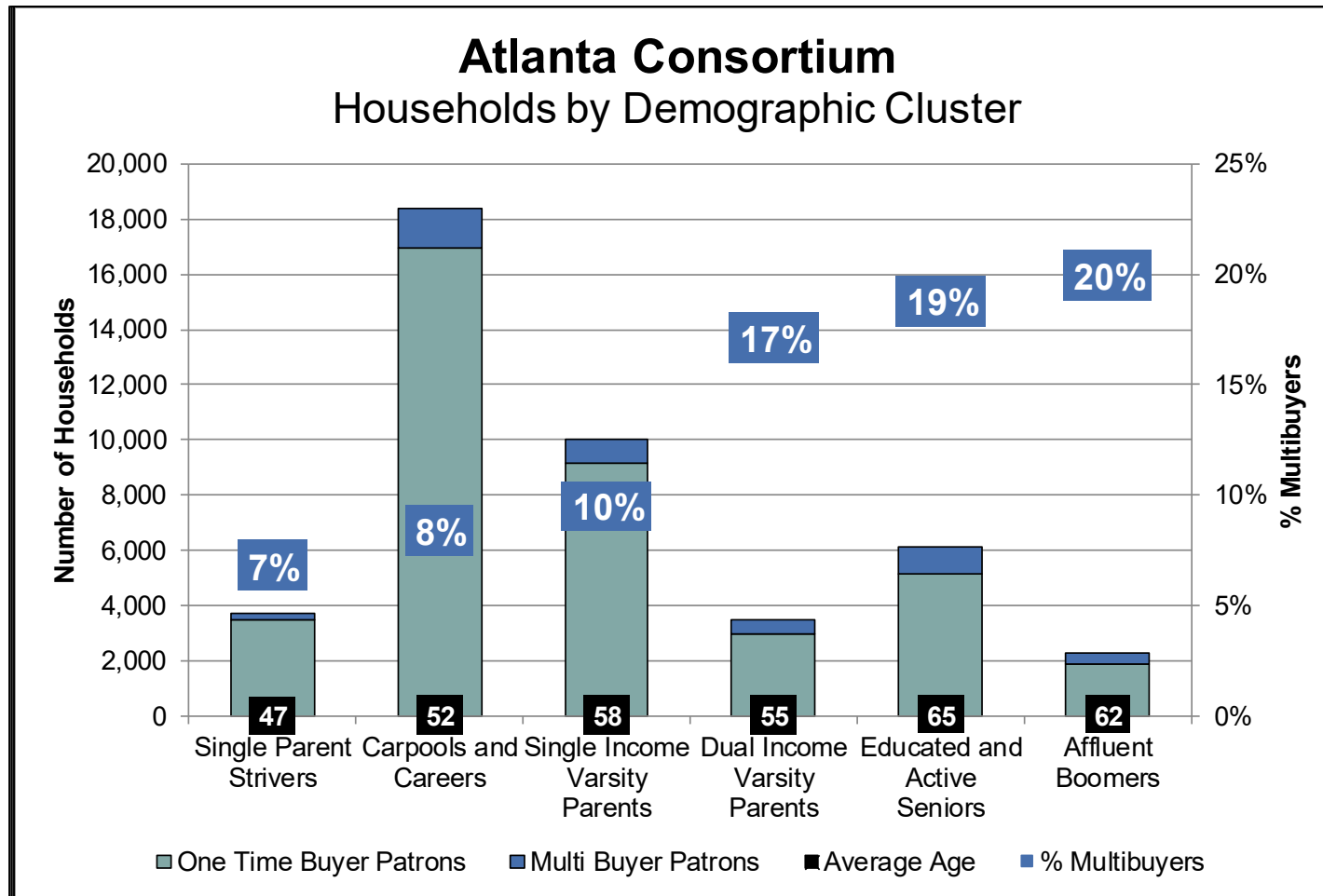
# Multi-Buyer Households

*Carpools and Career is the largest cluster of multi-buyer households*



# Multibuying Behaviors

*Rate of multibuying increases with average of cohort*



Overall  
Multi-Buyer  
Rate  
**11%**



# Cultivation Scenario

*Building more multi-buyers from within*



Overall  
Multi-Buyer Rate  
**11%**

Assumed Average  
Ticket Price  
**\$35**

Increase to  
**15%**

**\$162,347**  
4,638 seats

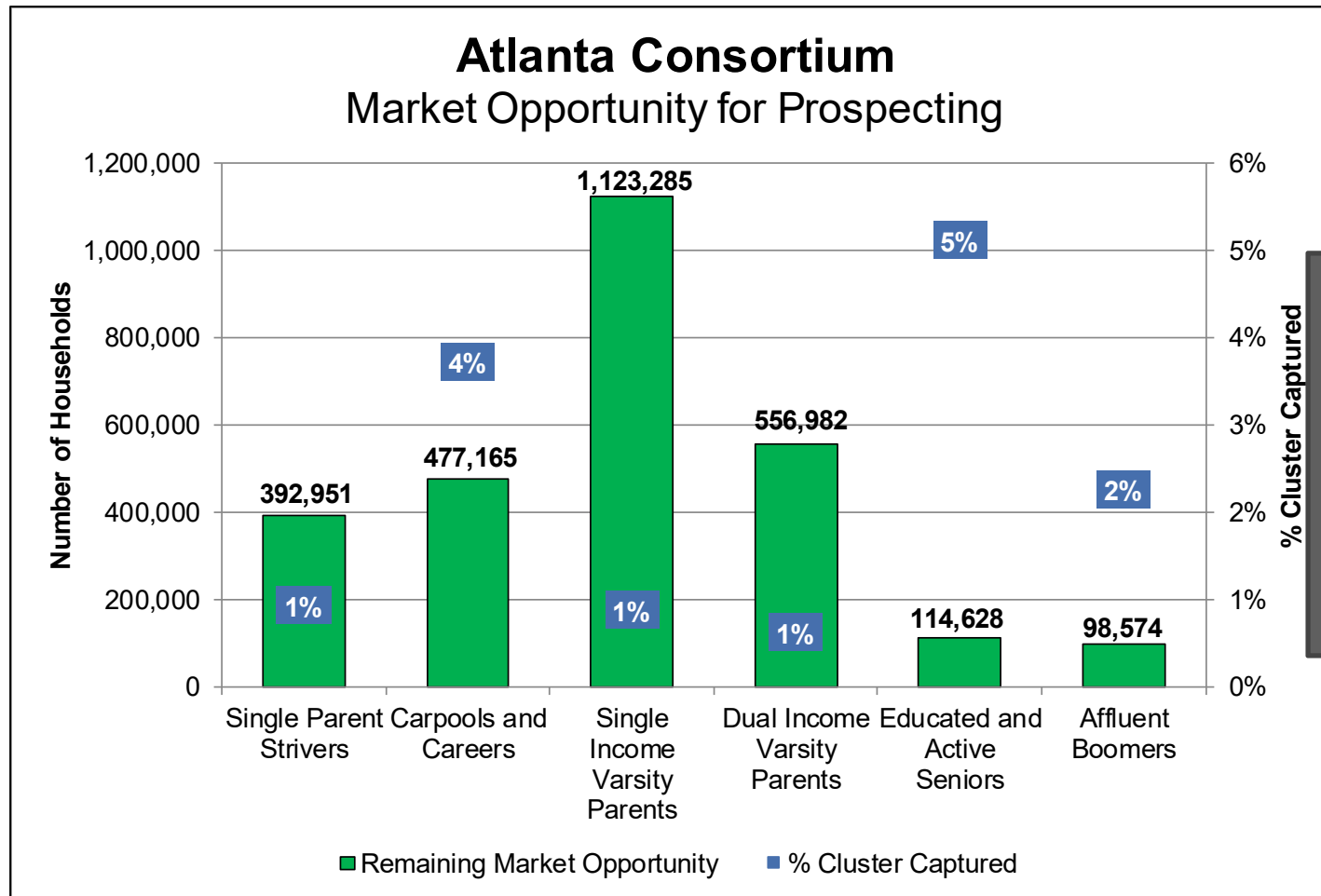
Increase to  
**20%**

**\$324,017**  
9,258 seats

**\$54,002 per organization**

# Market Opportunity

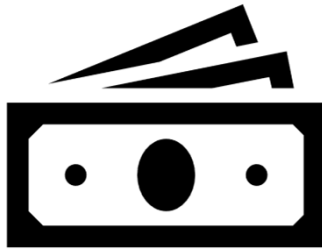
*Dual and Single Income Varsity Parents represent greatest opportunity for growth*



Varsity  
parents  
average age  
55-58,  
multibuyer  
rates around  
10%

# Generational Characteristics

## *Baby Boomers*



Control  
**70% of**  
**disposable**  
**income** in the US



Represent  
**50% of all**  
**consumer**  
**expenditures**



**44% buy**  
**regularly from**  
**brands they**  
**love**

Source: US News & World Report, AARP, American Marketing Association

# Prospecting Scenario

*Focus on highest potential clusters*



## Single Income Varsity Parents

0.1% conversion rate  
2.1 tickets per household  
90% single tickets – 1 org  
10% single tickets – 2 orgs  
Average ticket price: \$35

**\$90,790**

**2,594 seats**

## Dual Income Varsity Parents

0.1% conversion rate  
2.1 tickets per household  
85% single tickets – 1 org  
15% single tickets – 2 orgs  
Average ticket price: \$35

**\$47,075**

**1,345 seats**

**Total gain of \$22,978 per  
organization**

**656 seats**

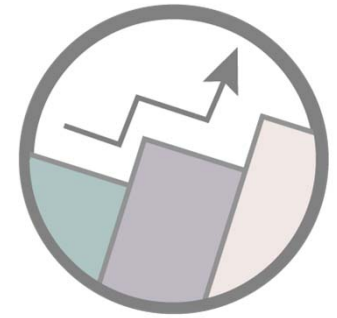
# The Power of Together: Planning for Action





# What We Know About the Whole

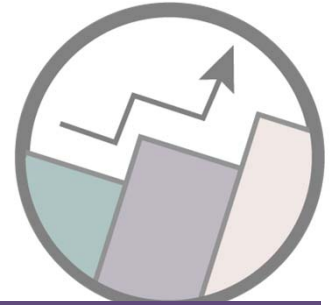
*From today's study presentation*



1. Of total active ticket buyers in the Consortium, **7% are multi-buyers** (transact at 2 or more organizations)
2. Variation in degrees of crossover between organizations in the consortium
  - **Atlanta Ballet has strongest crossover** rates
  - **Schwartz PAC has the lowest crossover** rates
3. **Generational diversity** exists among multi-buyers
  - Single Parent Strivers (5% of mults) average age is 47
  - Educated and Active Seniors (22% of mults) average age is 65
4. **As patrons age, so grows their multi-buyer rate**
5. Best cohorts prospects for internal multi-buyer prospecting are Carpools & Careers, Single Income Varsity Parents
6. Largest cluster cohorts in the Atlanta MSA for new buyer prospecting are Single and Dual Income Varsity Parents

# Activating Together

*In the name of a stronger arts community in ATL*



Strategic prospecting for new audiences is essential



Arts consumption begets arts consumption: Trade lists to find new **arts-inclined** patrons for *your* organization

As patrons age, so grows their retention rates



Focus acutely on retention for all, extra for Gen X and Y

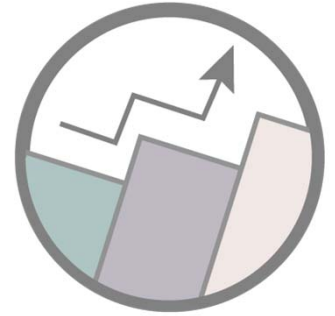
Rising tide lifts all sails



Regularly observe aggregate data of the group to understand the strength and needs of 'the whole'

# Activating Together

*In the name of a stronger arts community in ATL*



Same-season multi-buying is good  
for every organization

Transactional crossover is low



Deploy retention invitations  
*across* organizations

Atlanta Ballet and Aurora Theatre  
are the top-two crossover  
organizations in the Consortium

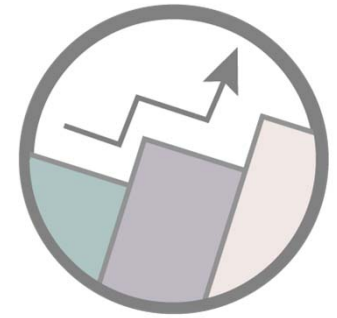


Leverage these organizations to  
activate new multi-buyers



# Case Study: Grant Park Music Festival

*Prospecting with direct mail*



- 50% discount sent to traded lists from local arts organization and demographic rental
- Four postcards mailed across 10-week festival season
- **20% of first-time One Night Pass buyers generated from these prospect lists**

SUPPORT FREE CONCERTS IN MILLENNIUM PARK  
**ORDER A ONE NIGHT PASS**  
AND GET A RESERVED SEAT UP CLOSE  
IN THE MEMBER SECTION OF THE  
JAY PRITZKER PAVILION

HIGHLIGHTS:

Carlos Kalmar,  
Principal Conductor

Christopher Bell,  
Chorus Director

CHICAGO'S  
SUMMER MUSIC TRADITION RETURNS

**ONE NIGHT PASSES  
NOW ON SALE!**

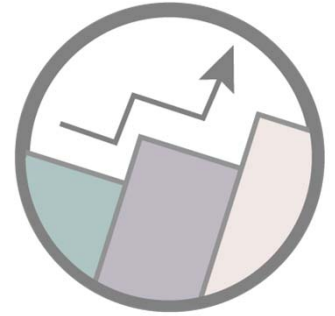
**50% OFF**  
ANY JUNE CONCERT!

JAY PRITZKER PAVILION IN MILLENNIUM PARK  
JUNE 14—AUGUST 19  
VISIT GPMF.ORG OR CALL 312.742.7647

GRANT PARK  
MUSIC FESTIVAL

# Activating Together

## *Exercise*

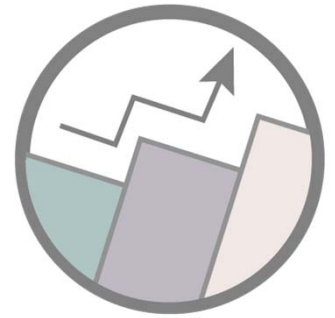


**For upcoming programs at your organization over the next 12 months:**

1. Identify at least three opportunities to prospect for multi-buyers within the Atlanta Consortium.
  - Which organizations will you trade with, and why?
2. Identify at least one opportunity to prospect for patrons using trade lists from outside the Atlanta Consortium.
  - Which organizations would you target for partnership, and why?
3. Identify at least one opportunity to prospect for patrons using a demographic rental list.
  - Of the six demographic clusters, which would you target? Why?
  - What messaging and offers will you use to activate these clusters?

# Recommendations

*For building more multi-buyers*



**GOAL: Increase crossover to 14% of active ticket buying households by the end of 2019, from current level of 7%.**

1. Use data modelling to create a target “cultivation” group of potential multi-buyers
  - TRG and Consortium will review data options to identify patrons who belong in the target group
2. Create a strategy as a Consortium to strategically promote multi-buying among this cultivation group
3. Organizations should continue to use regular list trading within and outside the Consortium, alongside the specific “cultivation” group efforts
4. TRG to support measuring response against this goal at the end of the year.

# Multi-Buyer Analysis

For Atlanta Consortium:

Atlanta Ballet

Atlanta Opera

Aurora Theater

Horizon Theatre

Schwartz Center for the Performing Arts

Shakespeare Tavern

Presented by

Kate Hagen, Senior Consultant

June 26, 2018



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