



**Putting the audience in the center of it all.**

An Initiative of The Arthur M. Blank Family Foundation

# PROGRAM EVALUATION

Presented to Members

July 27, 2018



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Research and Consulting

# MEMBER RESEARCH TO ANSWER TWO QUESTIONS

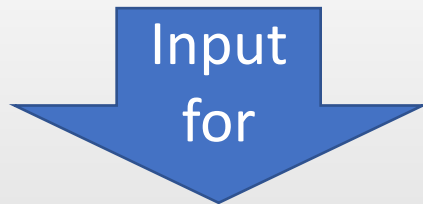
## 1. IMPACT OF PARTICIPATION ON:

- MEMBER AUDIENCE-BUILDING KNOWLEDGE
- PRACTICES
- AND RESULTS

## 2. HOW DOES IT WORK?

# WHAT WE DID

- **12 in-depth interviews in December 2017 with cross-section of membership, including 1-on-1 and dyads**
  - 4 small organizations (< \$250K): 3 performing, 1 visual/mixed
  - 4 midsize organizations (\$250-\$1MM): 3 performing, 1 visual/mixed
  - 4 large organizations (\$1MM+): 3 performing, 1 visual/mixed



- **15-minute online survey completed by 48 of 55 member organizations**
  - 75% had belonged at least one year
  - 75% attended at least 75% of the meetings

# WHAT THE SURVEY COVERED

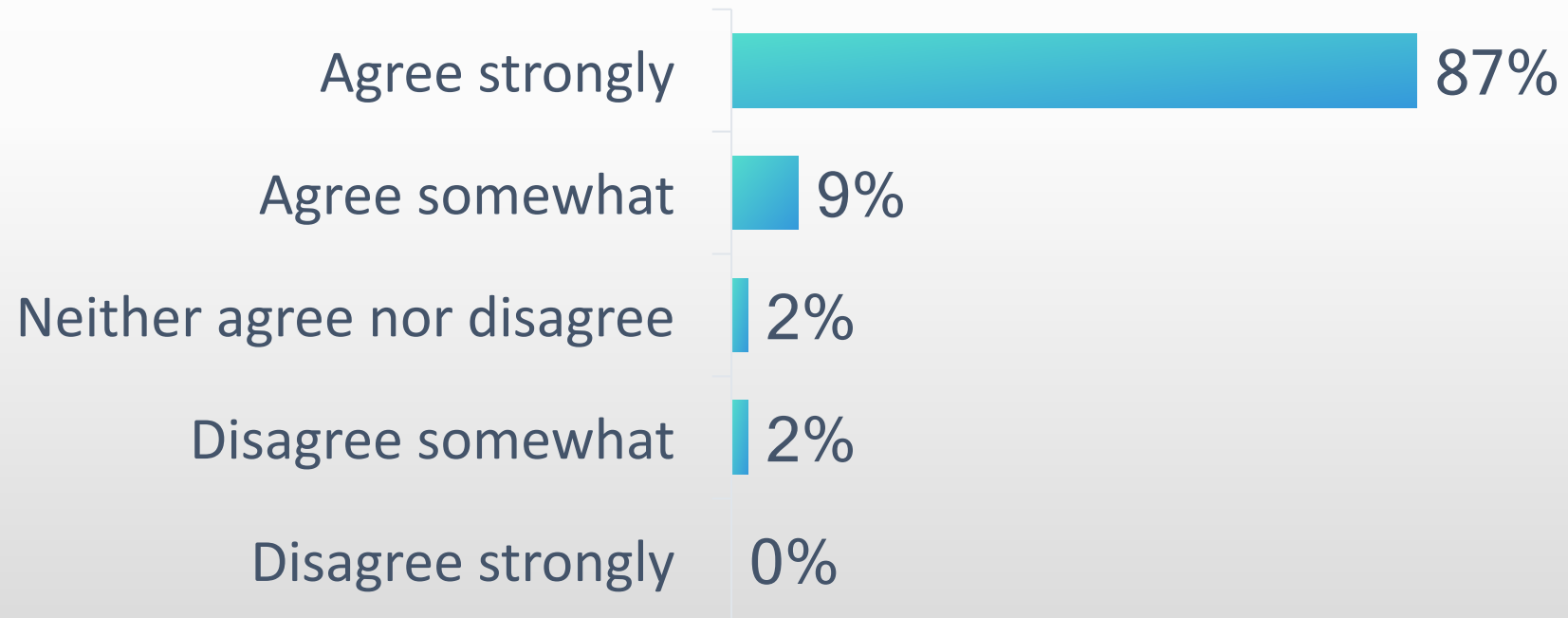
- Participation levels
- Satisfaction with participation
- Impact on audience-building practices
  - New ideas tried
  - Data collection, hygiene and use
  - Marketing investments
- Impact on audience-building results
  - New audiences
  - Increased loyalty
  - Revenue

# WHAT WE DISCOVERED

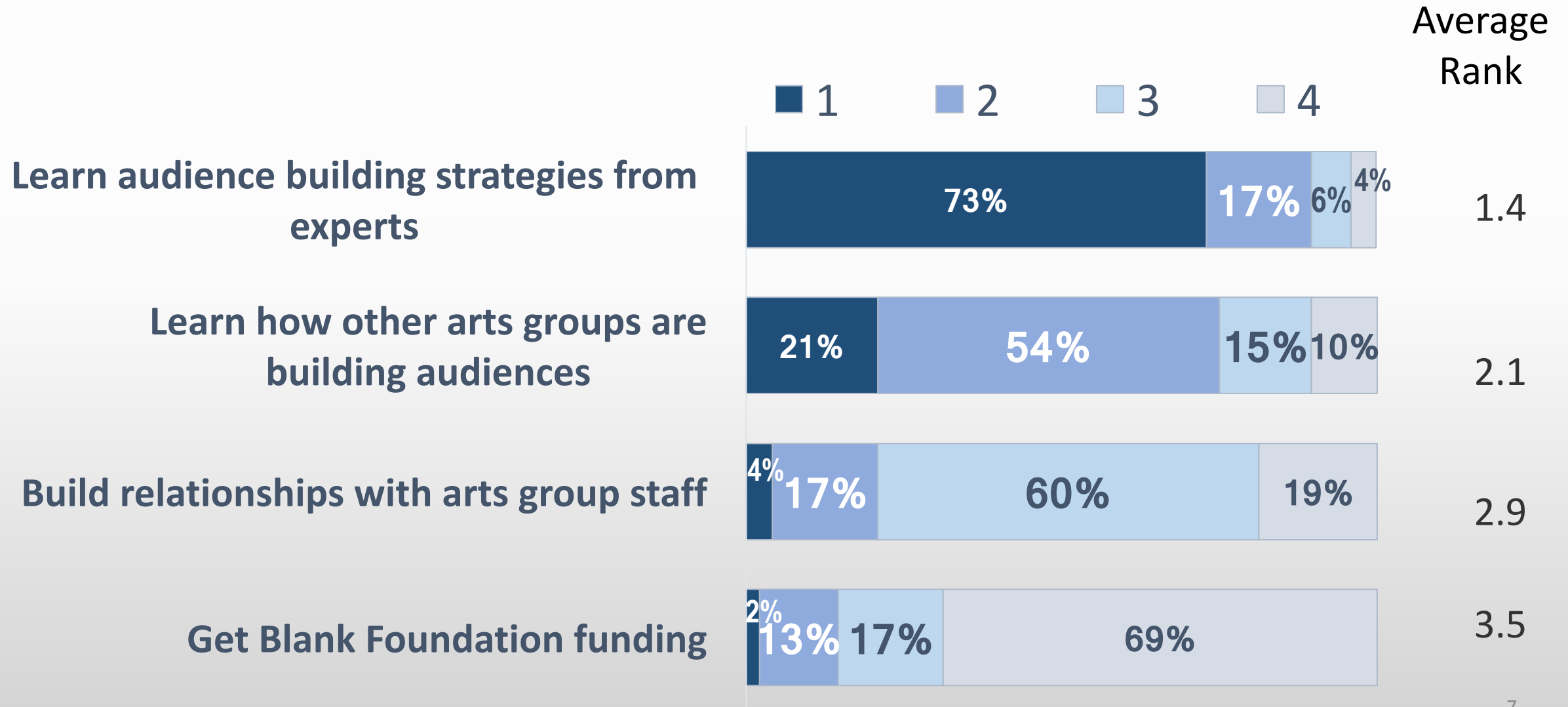
- What you are learning
- How you are applying that learning
- Results
- How the Roundtable produces change
- Broader impact on Atlanta arts community

# PARTICIPATION: Satisfaction with Roundtable participation is high

**"My Roundtable participation has been worth the time spent"**

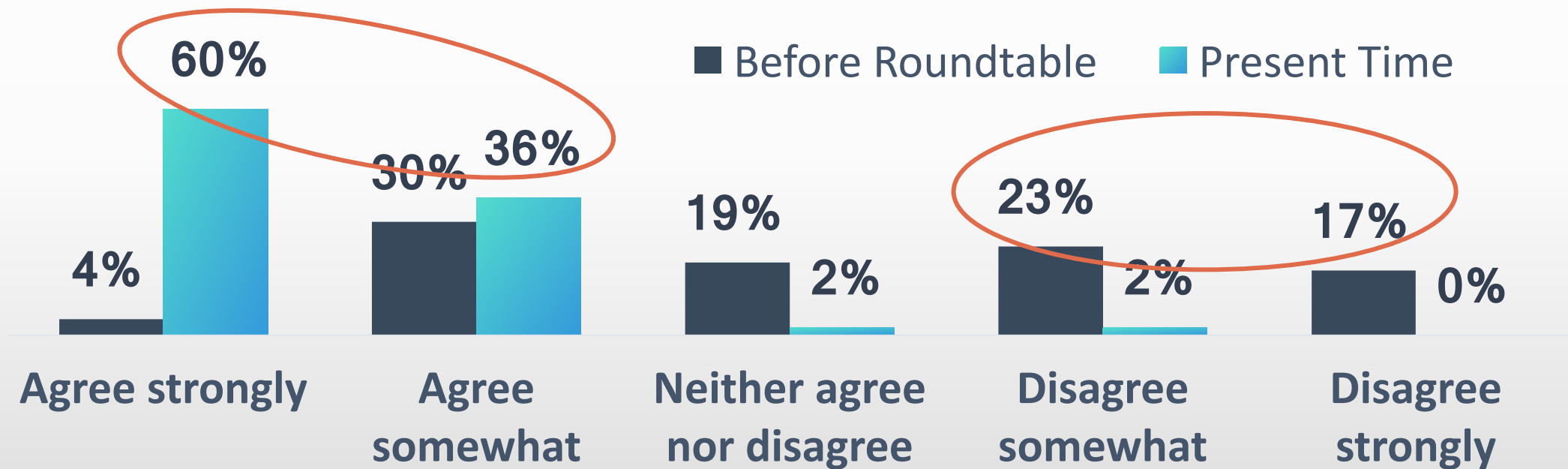


# Ranked reasons for participating



# LEARNING: Members believe their knowledge is growing

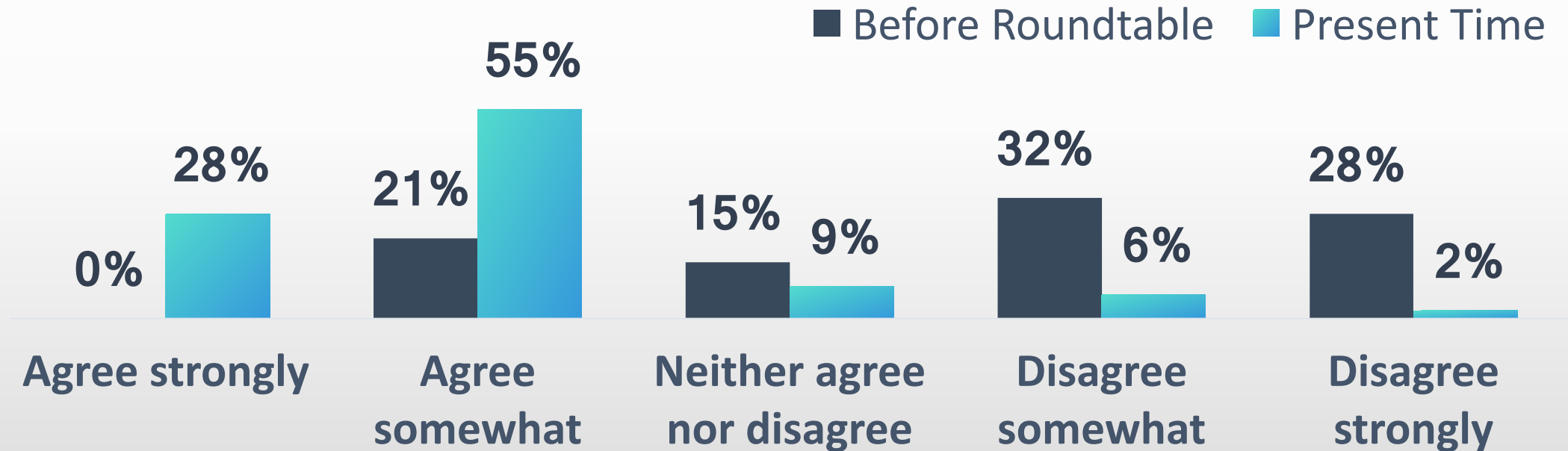
**"I have a broad awareness of strategies that can be used to build audiences"**





# LEARNING: Members are more comfortable using data

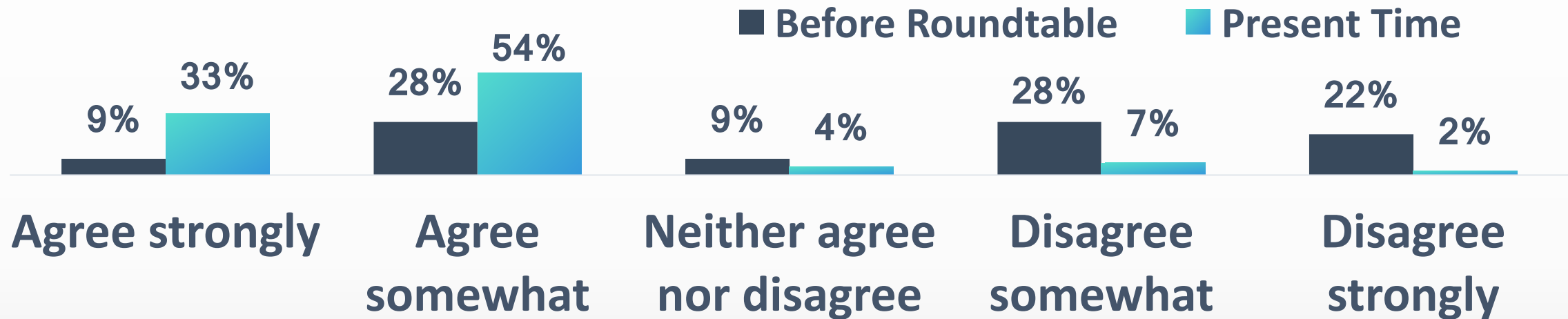
**"I know how to use data to retain and grow my audience"**



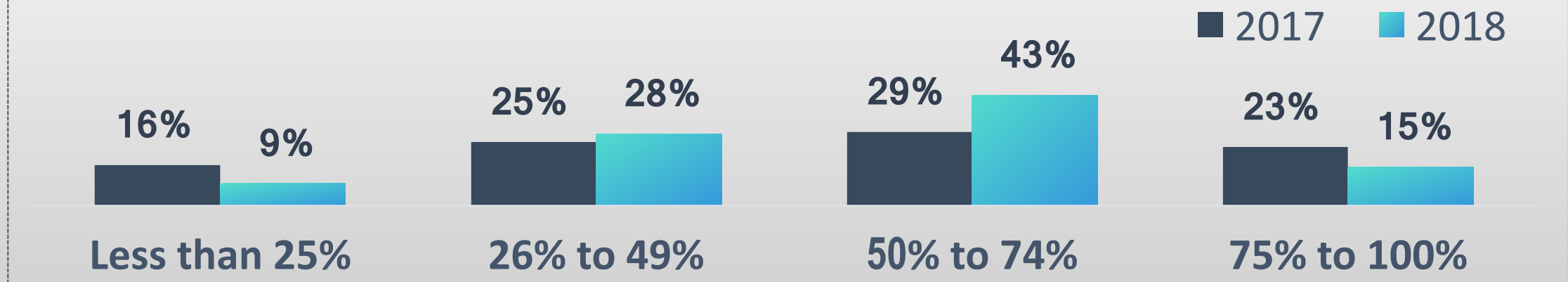
*It is forcing us to dig in and look at how patrons are moving up the ladder or not, and asking, "Why is there such churn?"* – Marketing Director, Large Organization

# APPLYING KNOWLEDGE: Data hygiene is getting more attention

**"We ensure audience data is as accurate and complete as possible"**



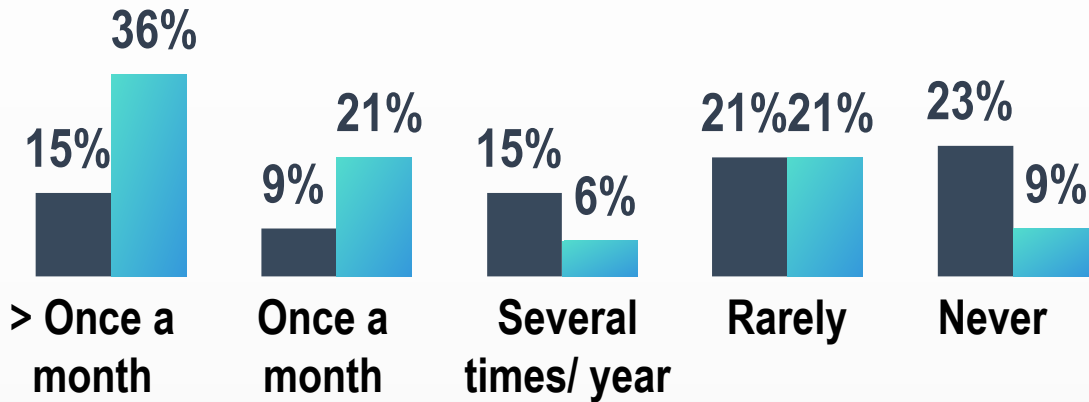
**% of database with email, postal address and phone number**



# APPLYING KNOWLEDGE: Doing more with data than before

## How often does your organization...

### ...monitor Google Analytics

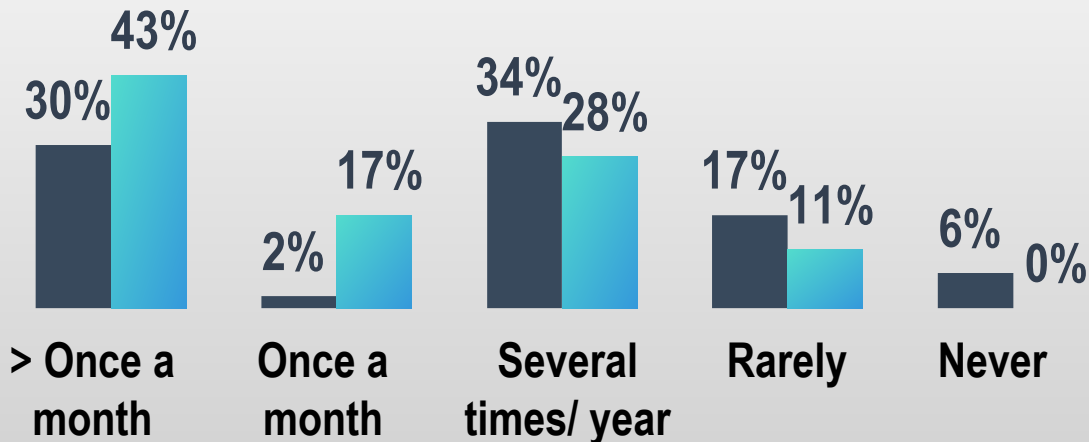


### ...monitor Facebook Analytics

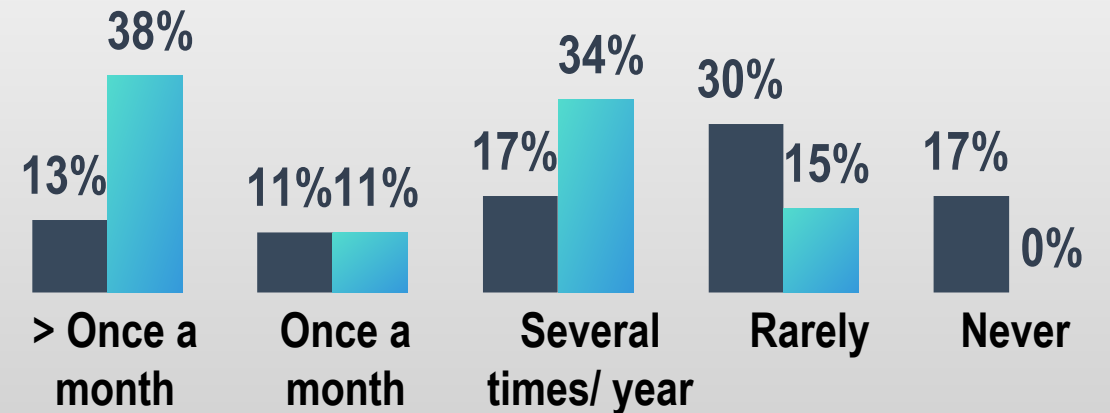


■ Before the Roundtable ■ Present Time

### ...collect visitor data



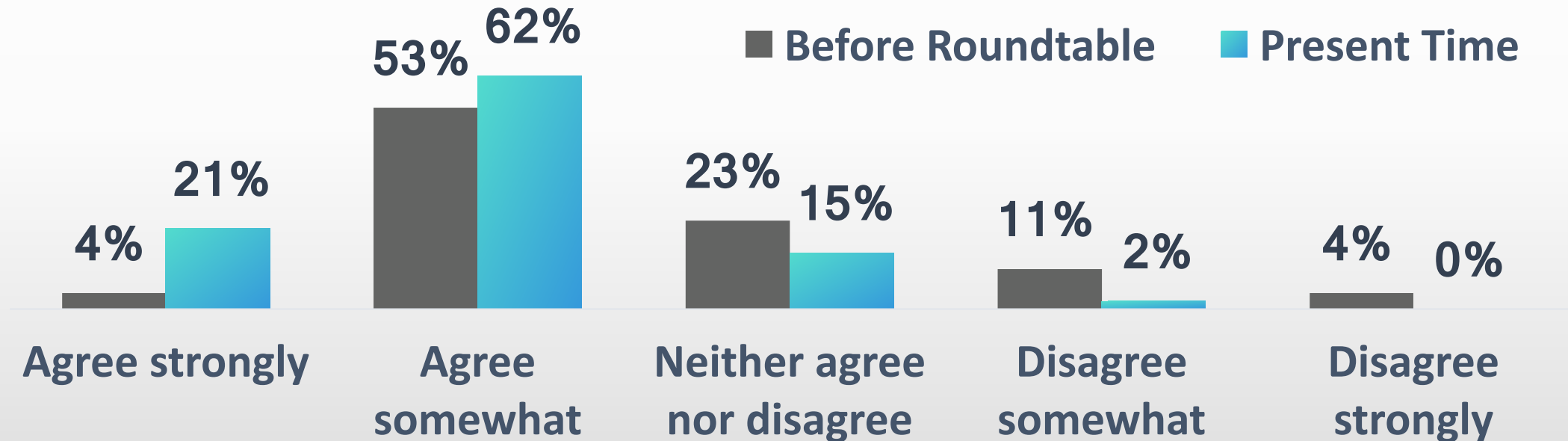
### ...target programs/messages via data



## LEARNING: More sensitivity to audience needs; Design-thinking framework and empathy cited as drivers

- And 91% “know who my organization’s target audience is”, up from 76% in 2017.

"I know what audience members are looking for from our organization"



*The design thinking model has us thinking about audience needs, and are we programming for that? This season we're going to be doing some consumer insights in a gentle way to get feedback from the audience. – Board Member, Small Organization*

## Becoming More Audience-centric

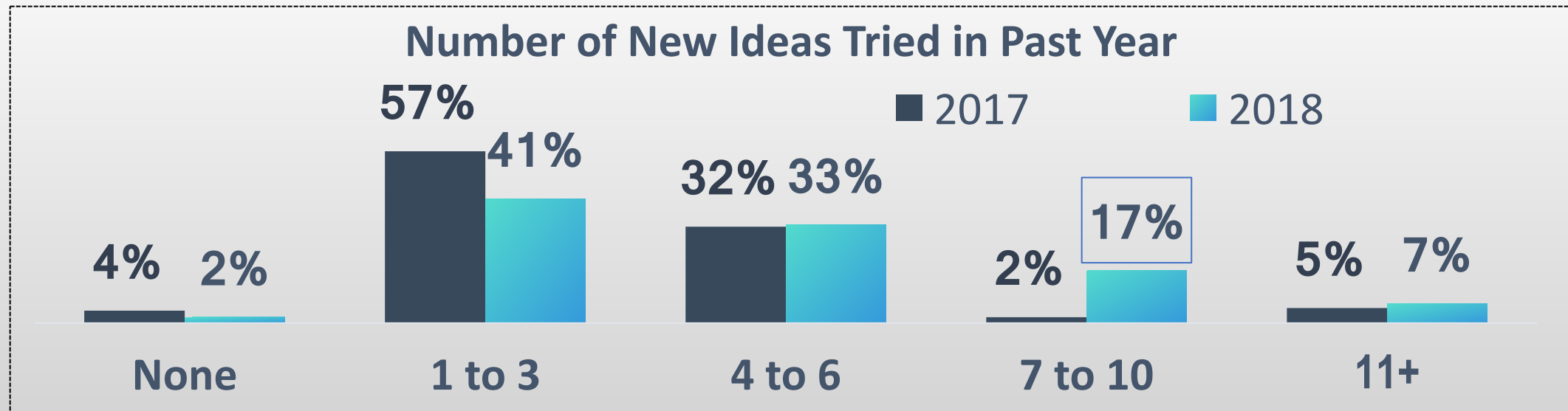
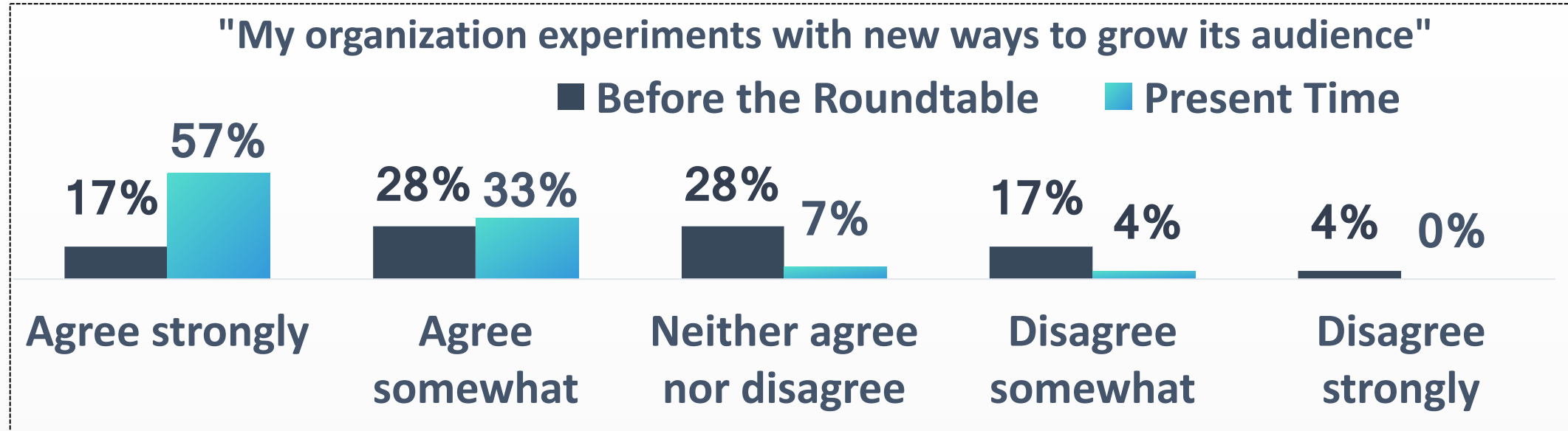
***I have changed the thinking within the organization. Now, most of the way that I program has an audience-building component to it, I'm thinking "audience first" and what are some of the marketing initiatives that we're going to put into place as we're doing this program, versus "Here's a program, let's then figure out how to sell it to audiences."***

Executive Director, Small Organization

***It's put me in a position that I'm starting to think I don't necessarily know what our audiences want.... I know that sounds really simple but I think most organizations don't spend enough time doing that.***

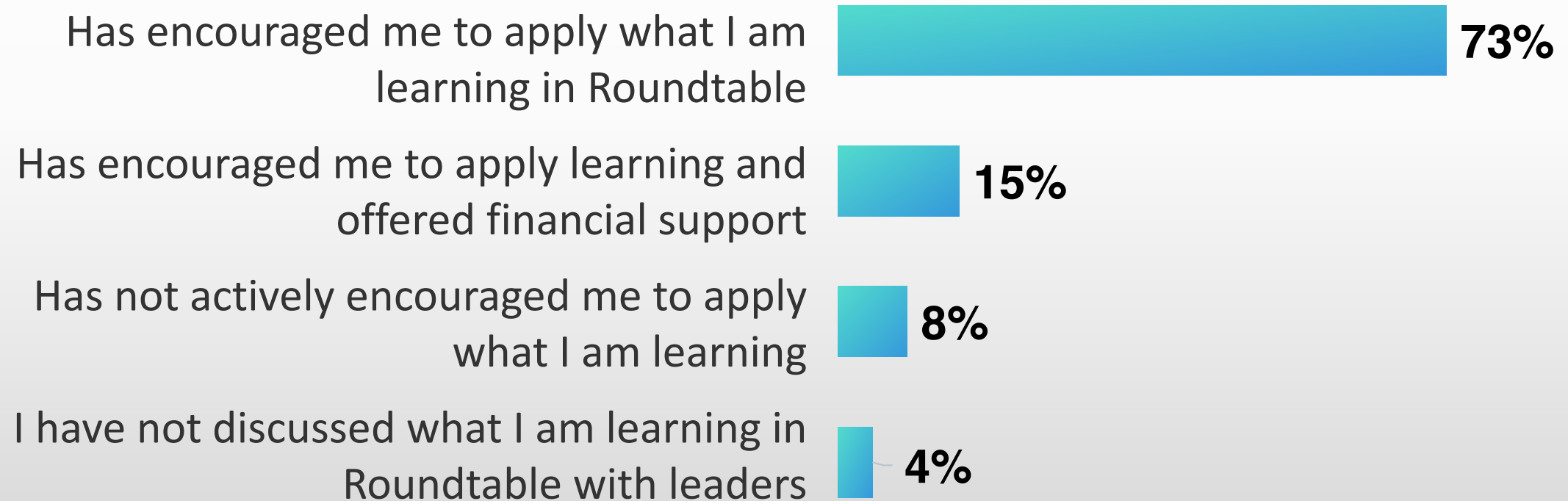
Executive Director, Large Organization

# APPLYING KNOWLEDGE: Members experimenting more



# Response of other leaders and board

**How have other staff leaders and board members responded to the Roundtable?**



***The Roundtable has been very useful to me, but sometimes it's difficult to implement [what you've learned] because people who aren't at the Roundtable, they hear you but they don't get it. And people tend to want to just do what they do because they don't understand.***

**Staff Member, Small Organization**

***The program has been very beneficial. We are still challenged to maximize the benefits due to a lack of resources. Conveying the information and tools to staff and board is our biggest obstacle.***

**Survey Comment, Midsize Organization**

***I think [including board members] is a very good thing. One of the ways it becomes more front and center is if it's not just the ED trying to explain or justify what should be done from a marketing, PR, or an audience-building standpoint.***

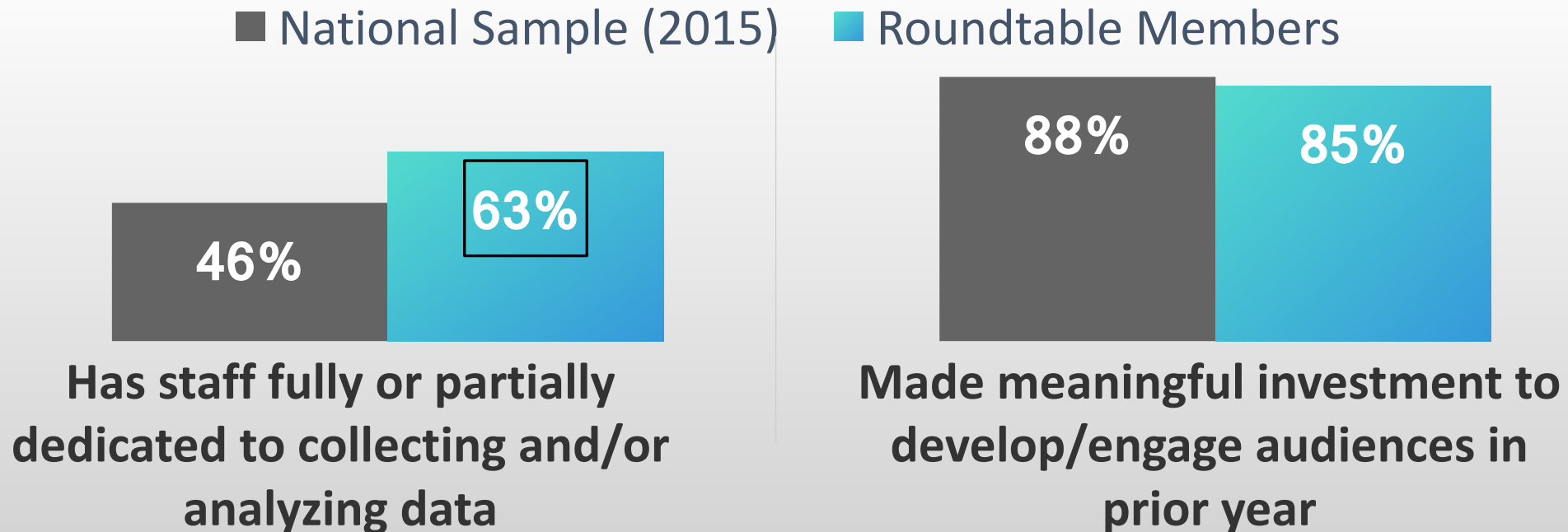
**Executive Director, Large Organization**



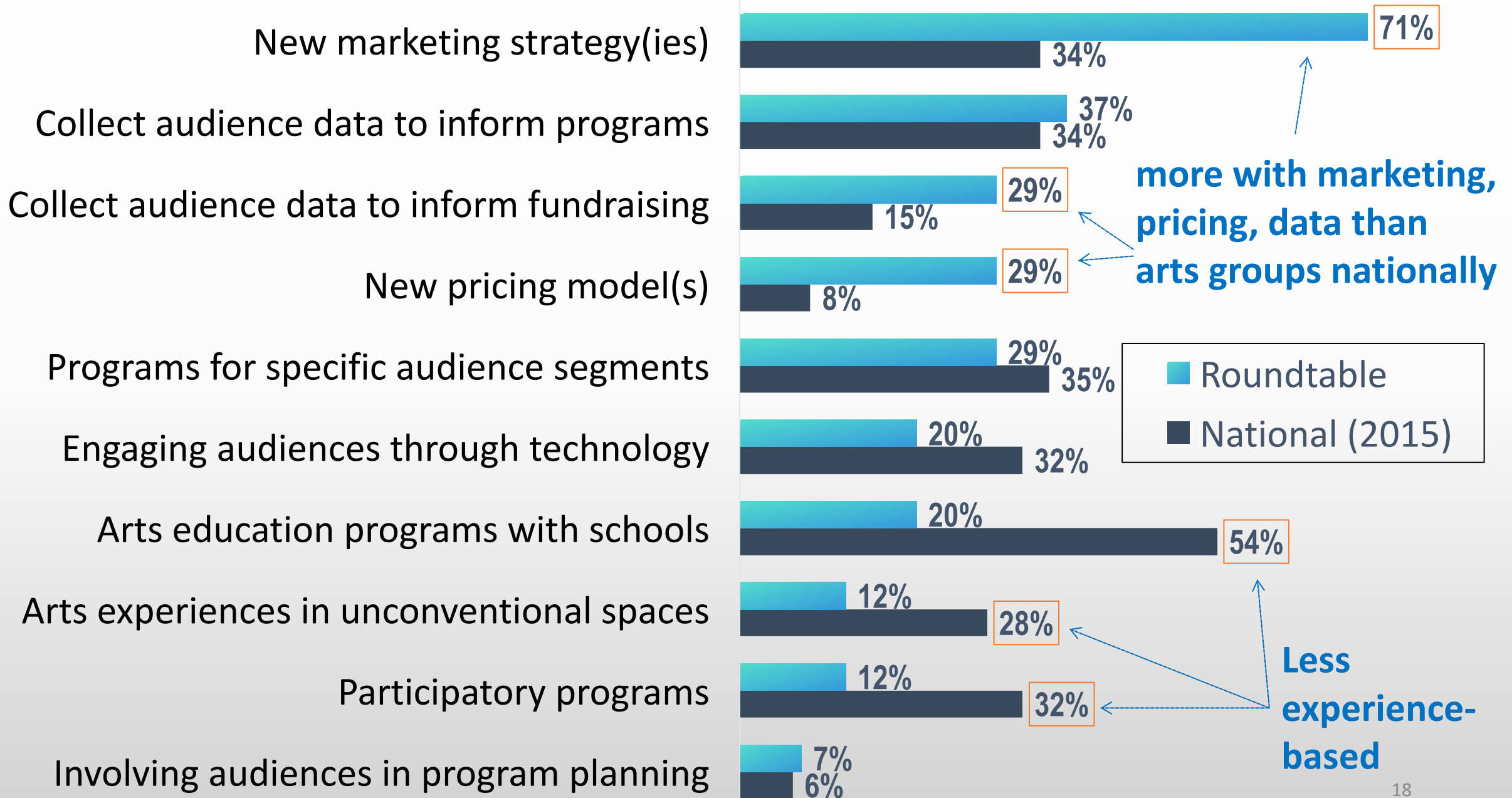
# Are Roundtable members doing things differently? How do they compare to arts groups nationwide?

- **Comparison to national sample**, from Nonprofit Finance Fund's 2015 State of the Nonprofit Sector survey
  - Arts Subsector (500-600 respondents): dance, multi-disciplinary, museum, music-non-orchestra, opera, performing arts presenter, symphony orchestra, theatre, visual art/craft.

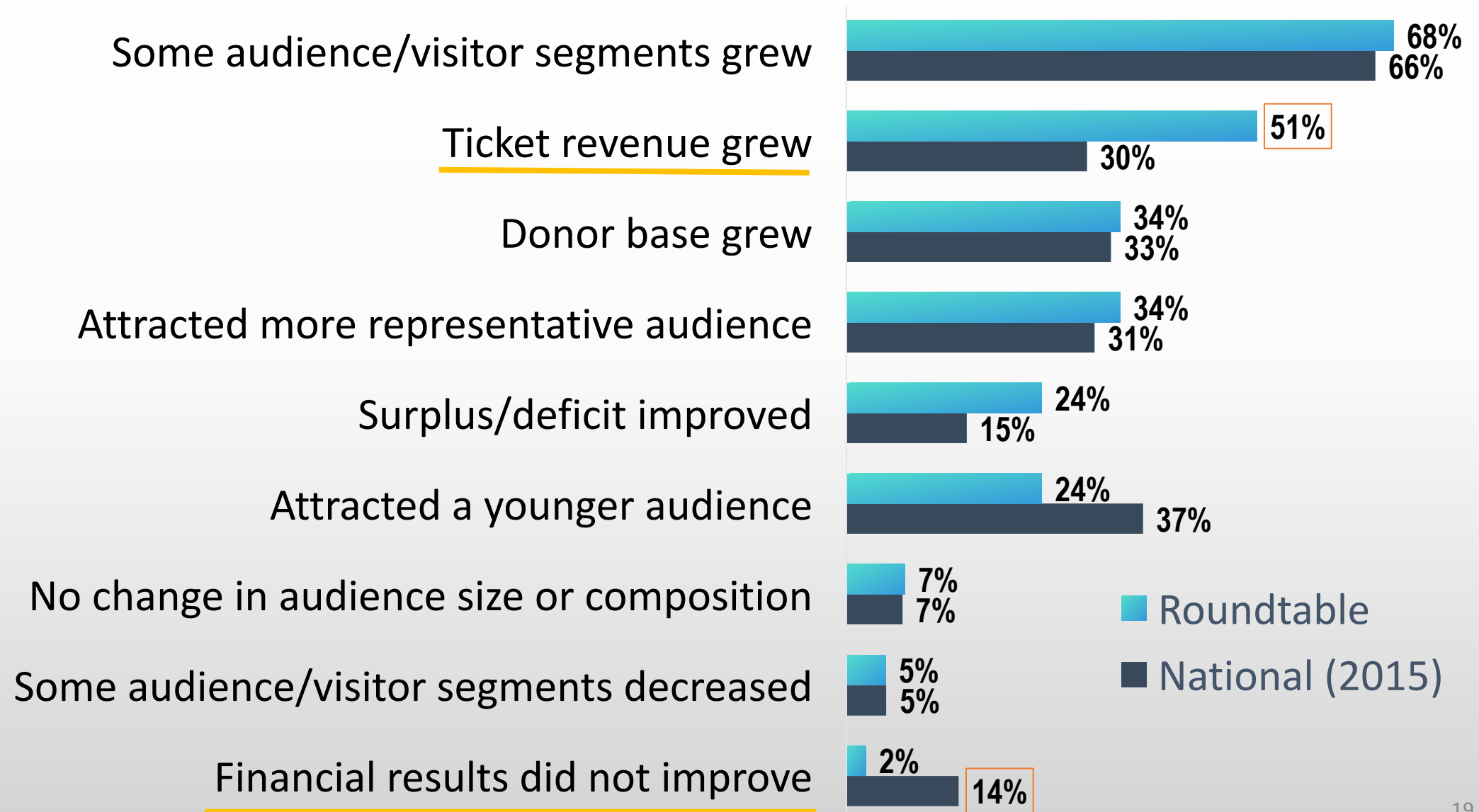
## Compared to Arts Managers Nationwide



# Most significant audience-engagement investments (up to 3)

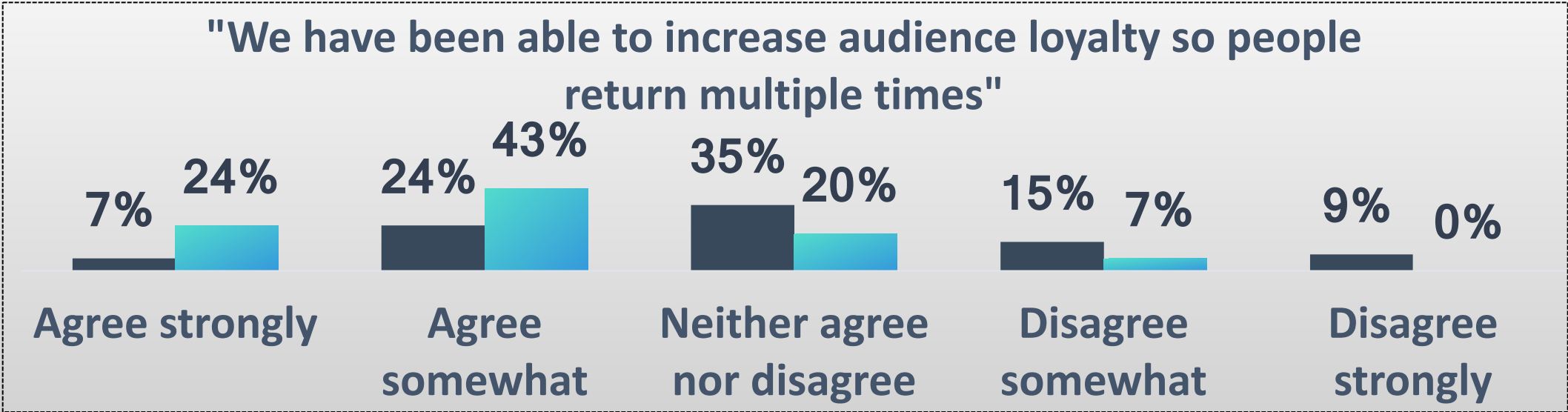
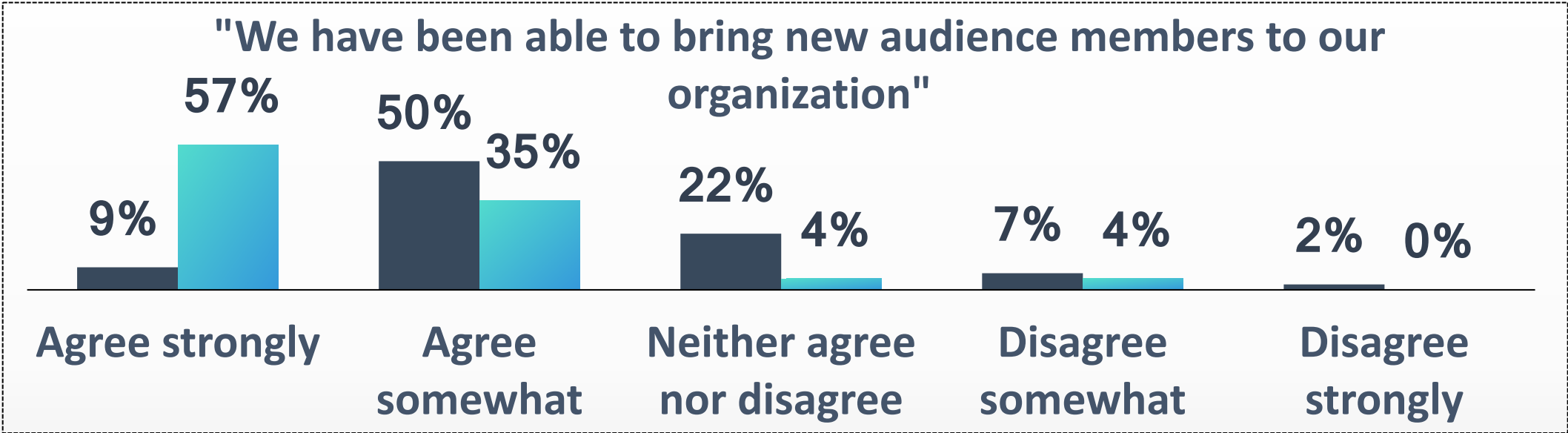


# RESULTS: Experiments providing uptick in ticket revenue

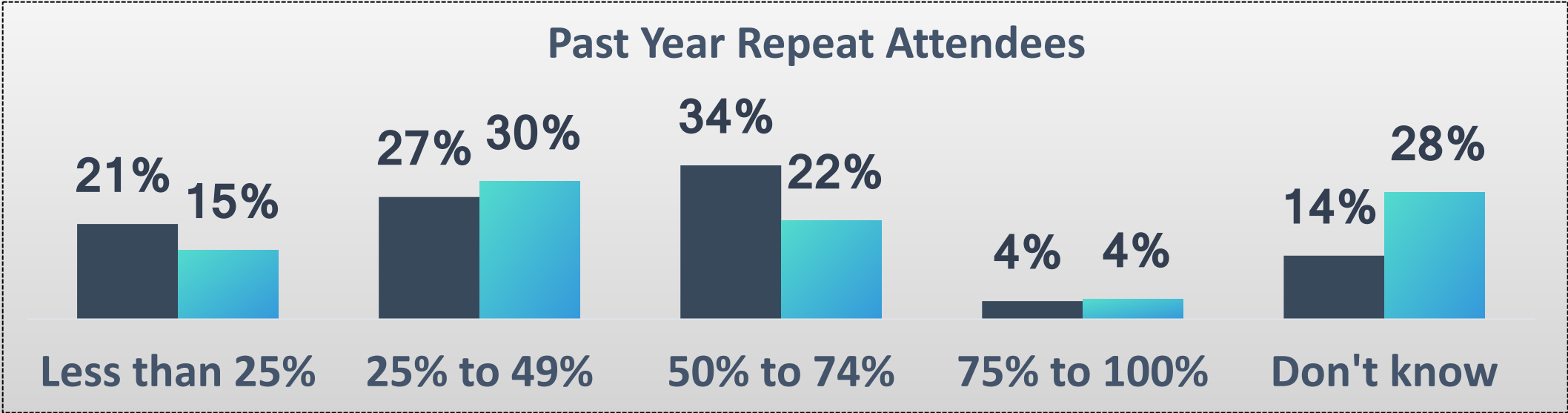
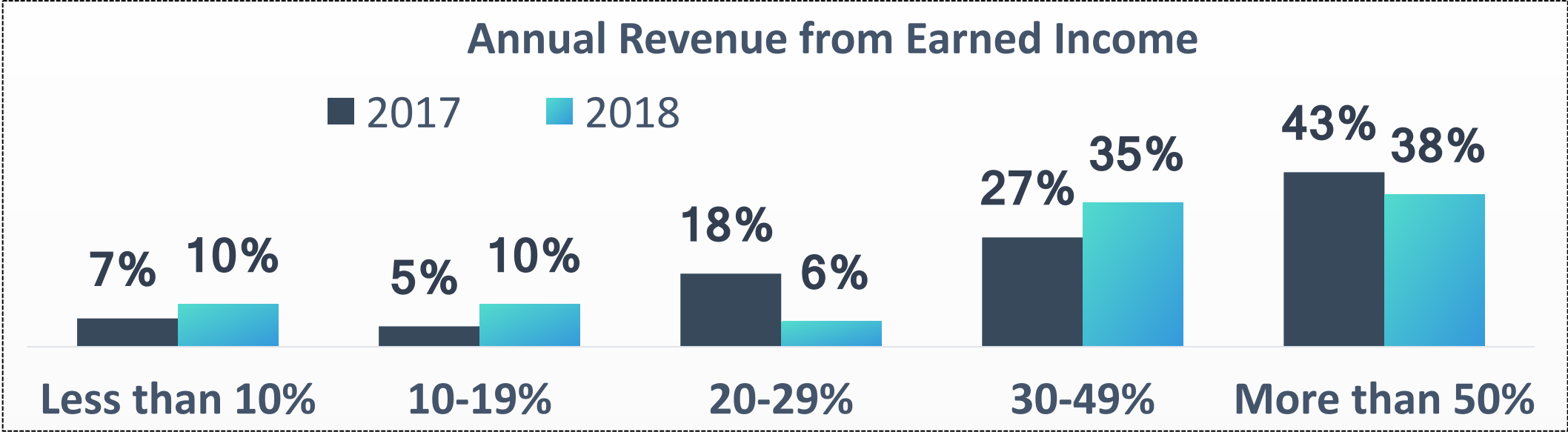


RESULTS: Ability to attract and retain audiences appears to be rising

■ Before the Roundtable   ■ Present Time

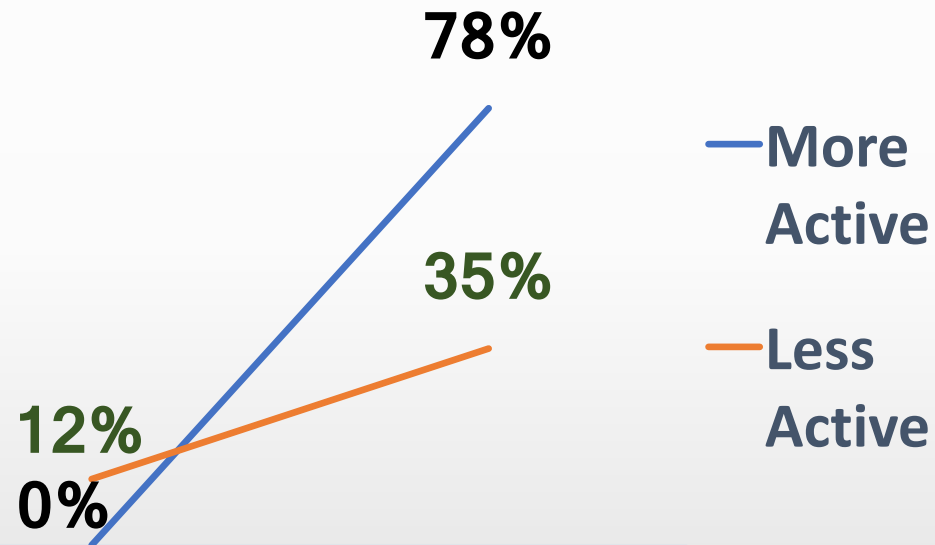


# RESULTS: But bottom-line impact is elusive



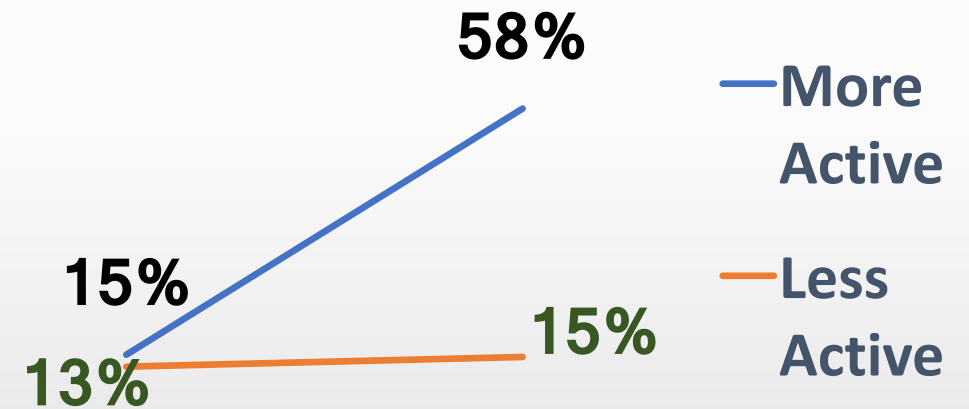
# The most active participants benefit most

Strongly Agree: I have broad awareness of audience-building strategies



Pre-Roundtable  
(Retrospective)

How many use data to target programs and messages more than once a month



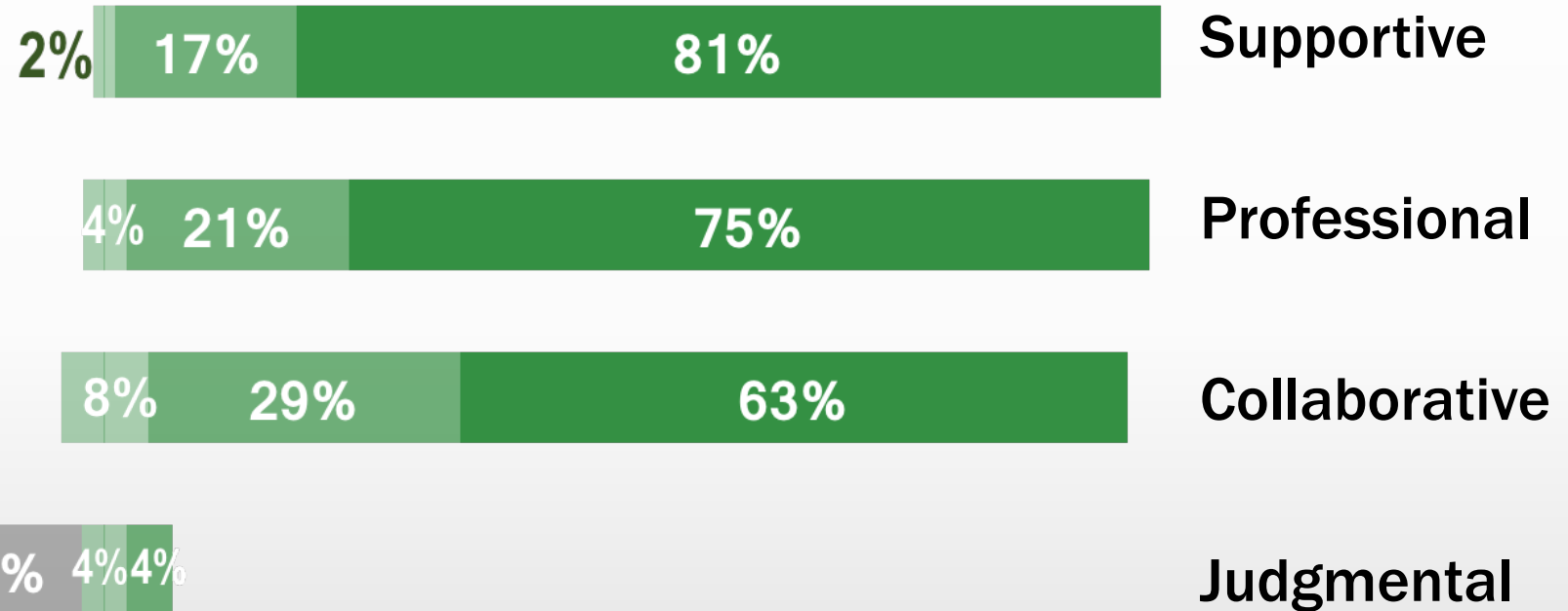
Pre-Roundtable  
(Retrospective)

More active (n=27): attending minimum one year; 75% of meetings, and at least two other forms of participation (e.g., support or contribution)  
Less active, n=22

- Low sample sizes: findings are directional
- Trends are consistent across most indices

# Judgment-free atmosphere encourages sharing

Do these terms describe the Roundtable?



■ Does not describe at all

■ Describes perfectly

*No one's afraid to try and no one's afraid to fail. That gives me the confidence to try things because other people have. You get permission to try—you're not afraid because it could work. But if you're afraid you'll never know, right?* – Executive Director, Midsize Organization

***That's a big thing, to say, "It doesn't have to be perfect." The result may not be perfect, but it doesn't mean you don't try and it doesn't mean that you don't learn from what you did. You learn from everything. It's not as scary to be us anymore.***

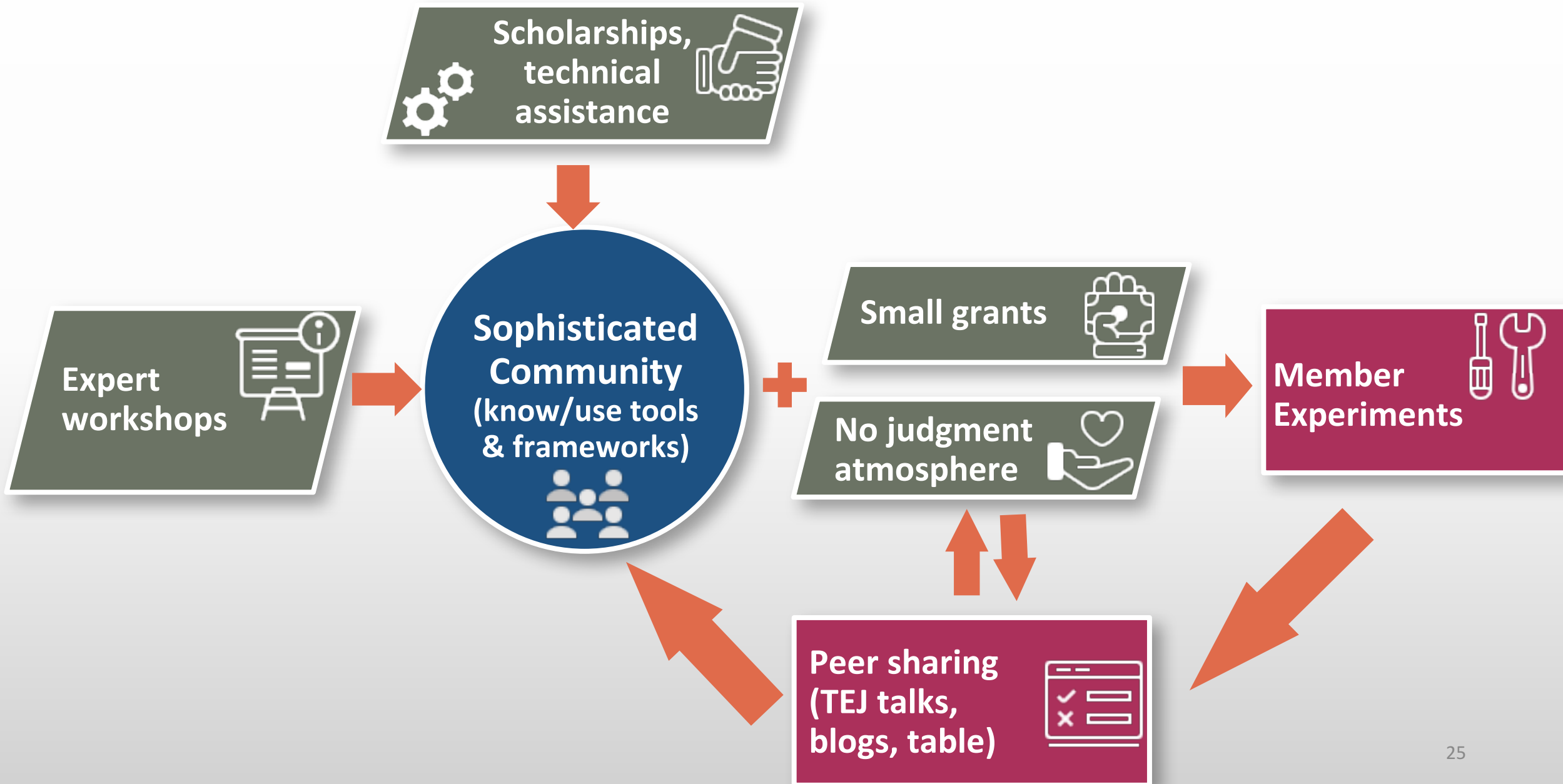
**Staff Member, Small Organization**

***Knowing that we're not the only ones in a similar struggle with marketing has helped tremendously.***

**Executive Director, Small Organization**



# Roundtable learning cycle—learn, experiment, share, repeat



***Seeing the experts and then seeing what your peers have taken, it makes it easier to digest, easier to believe.***

**Executive Director, Midsize Organization**

***We have attended some amazing workshops with different national influencers. But, more importantly, the Roundtable is always concerned about how we're bringing it back to our organizations.... Until you go back and try to do it on your own, that's inspiration, and it's not activation.***

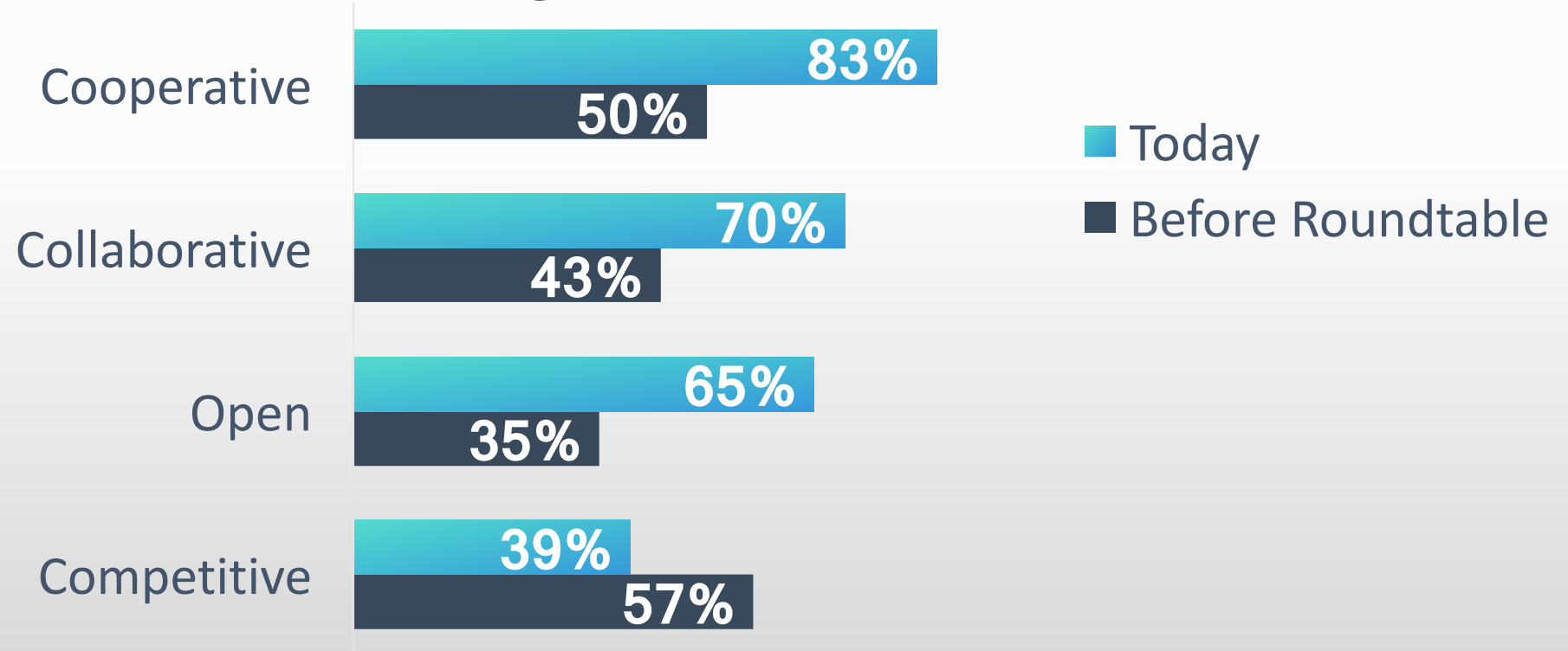
**Staff Member, Midsize Organization**

***It's extremely helpful to be able to go from the theoretical to the practical implementation. You get an idea and can actually try it out instead of keeping it and trying to figure out who's got funding, who's going to help you take that risk.***

**Board Member, Small Organization**

# TIGHTER ARTS COMMUNITY: Members believe Roundtable is bringing arts organizations closer together

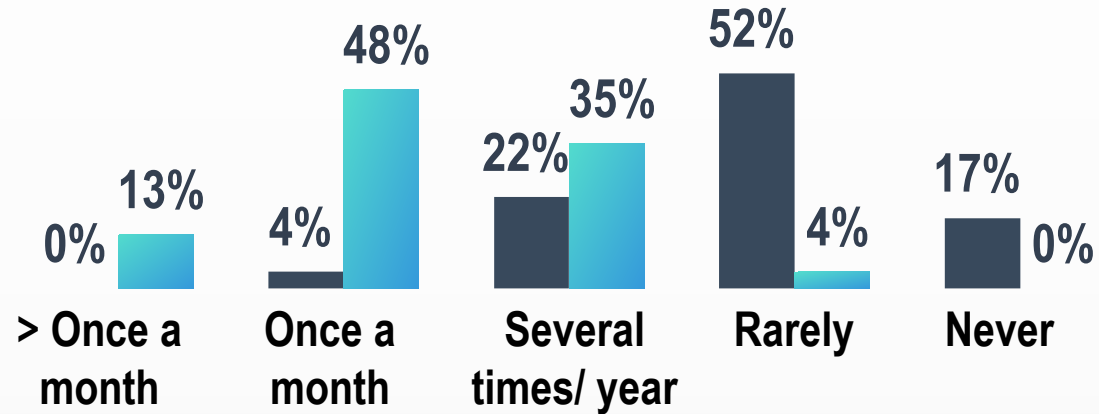
% saying term "describes relationships among Atlanta arts organizations"



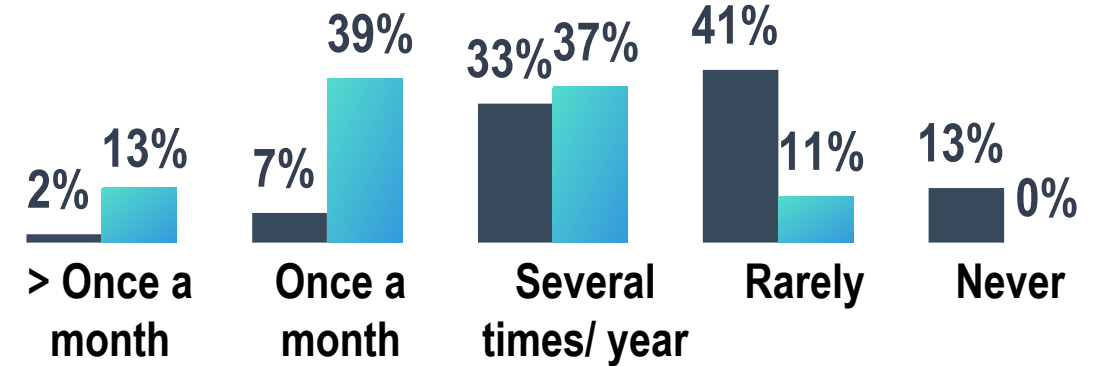
# TIGHTER COMMUNITY: Greater communication, partnerships

## How often do you and staff at other organizations...

### ...share advice on audience building strategies

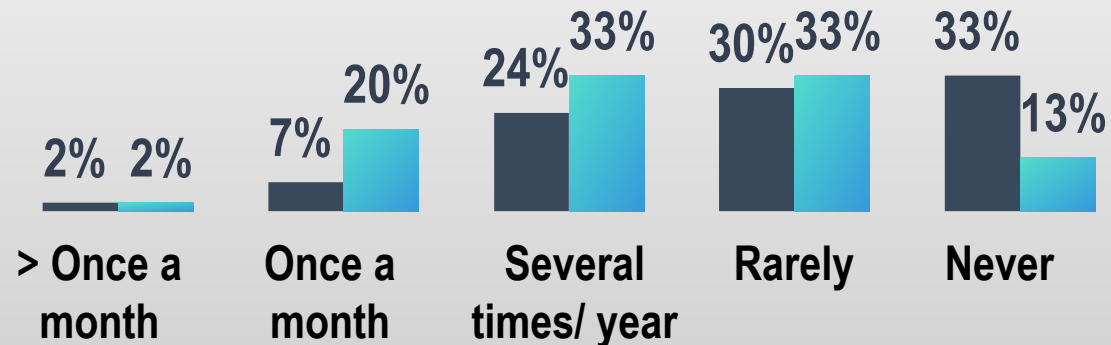


### ...share advice on work-related issues

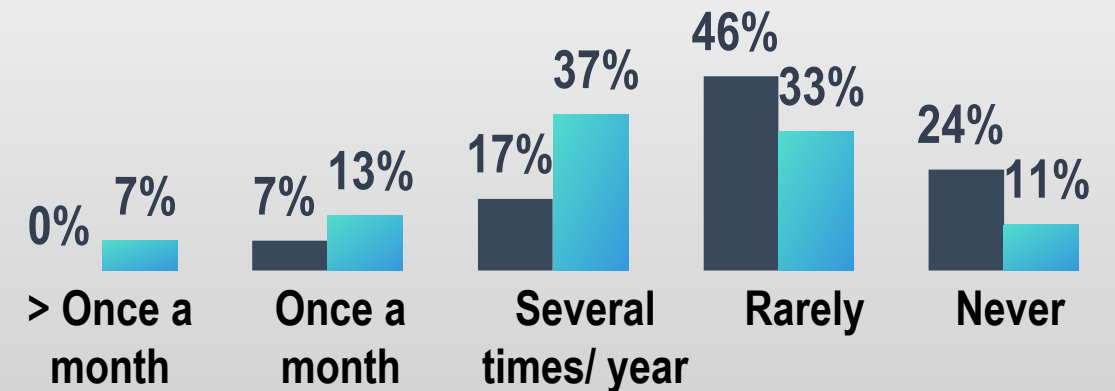


■ Before the Roundtable ■ Present Time

### ...share audience-building resources (lists, e-blasts)



### ...collaborate on programs to build audiences





# CAN WE BREAK THROUGH EVEN FURTHER?

1. What's preventing greater bottom-line impact
  - What can we realistically expect?
2. What is pulling you from dedicating time to building/retaining audiences?
3. We're all time pressed: "I'd love to do more but I don't have time"
  - What's your "stop doing" list?
  - How can you restructure your time? (and is that even possible/worth doing?)
4. What has to happen for organizations to become more audience-centric? How are you able to bring others along?