

Audience Building Roundtable

January 2018 Survey Results

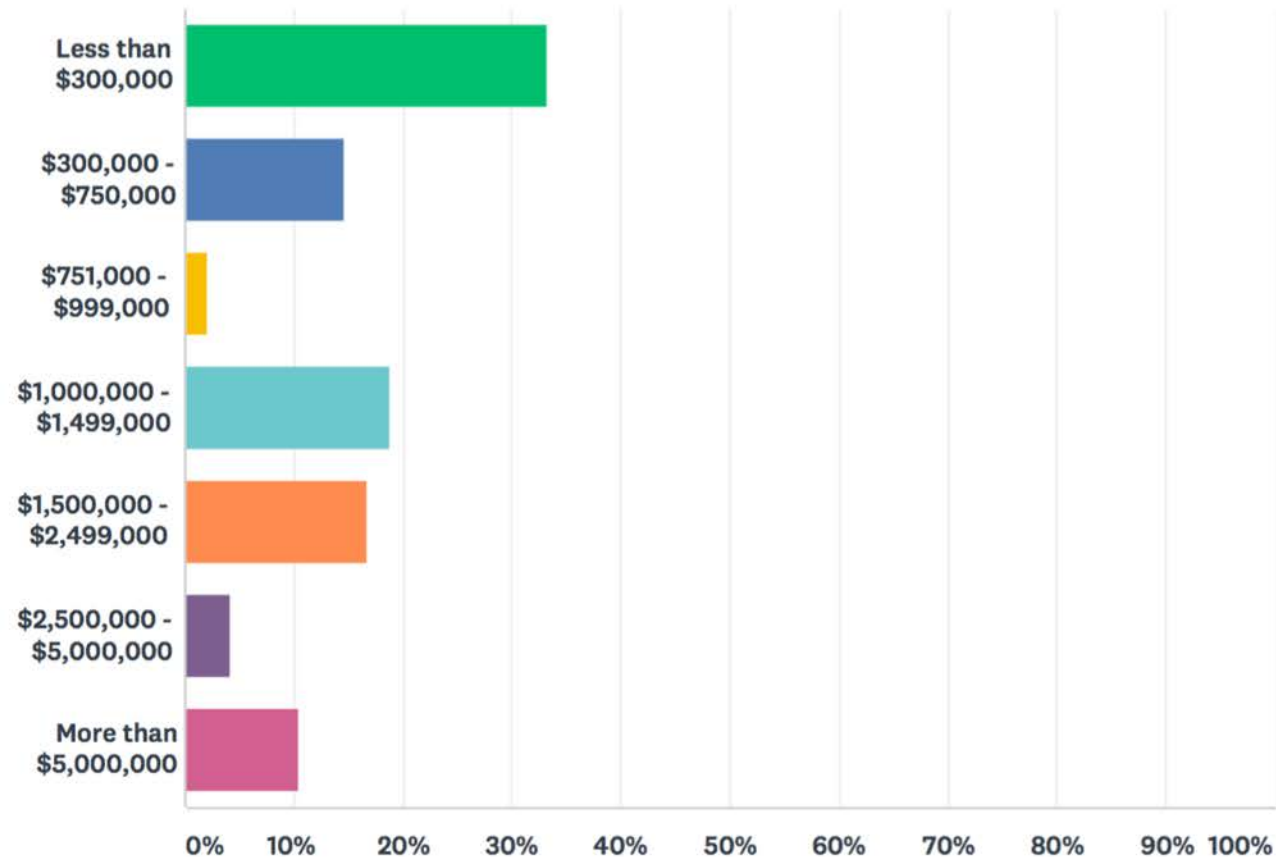
July 2018

1.) What is your organization's annual revenue (most recent fiscal year)?

ANSWER CHOICES	RESPONSES	
Less than \$300,000	33.33%	16
\$300,000 - \$750,000	14.58%	7
\$751,000 - \$999,000	2.08%	1
\$1,000,000 - \$1,499,000	18.75%	9
\$1,500,000 - \$2,499,000	16.67%	8
\$2,500,000 - \$5,000,000	4.17%	2
More than \$5,000,000	10.42%	5
TOTAL		48

1.) What is your organization's annual revenue (most recent fiscal year)?

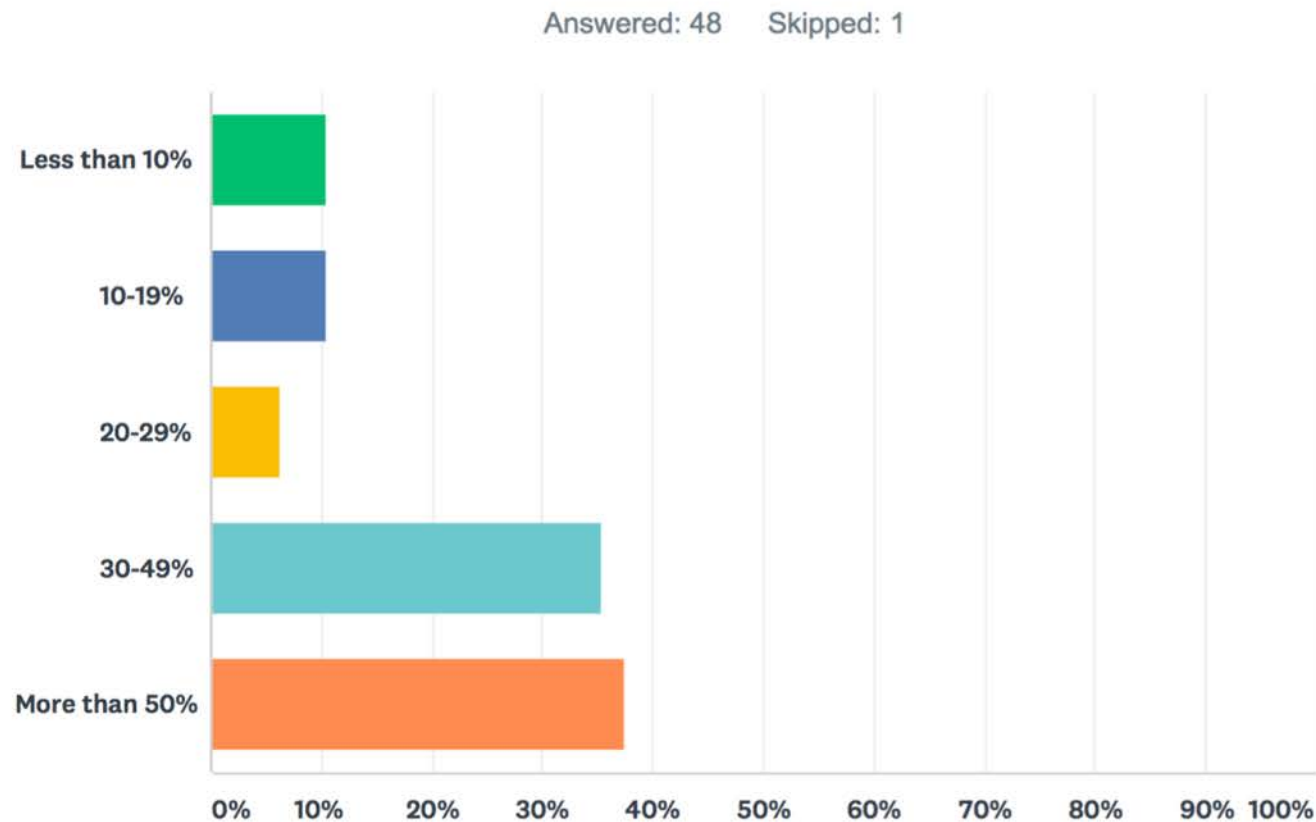
Answered: 48 Skipped: 1



2.) What percentage of your organization's annual revenue comes from earned income (ticket sales, admission, participation fees, subscribers, and/or membership)?

ANSWER CHOICES	RESPONSES	
Less than 10%	10.42%	5
10-19%	10.42%	5
20-29%	6.25%	3
30-49%	35.42%	17
More than 50%	37.50%	18
TOTAL		48

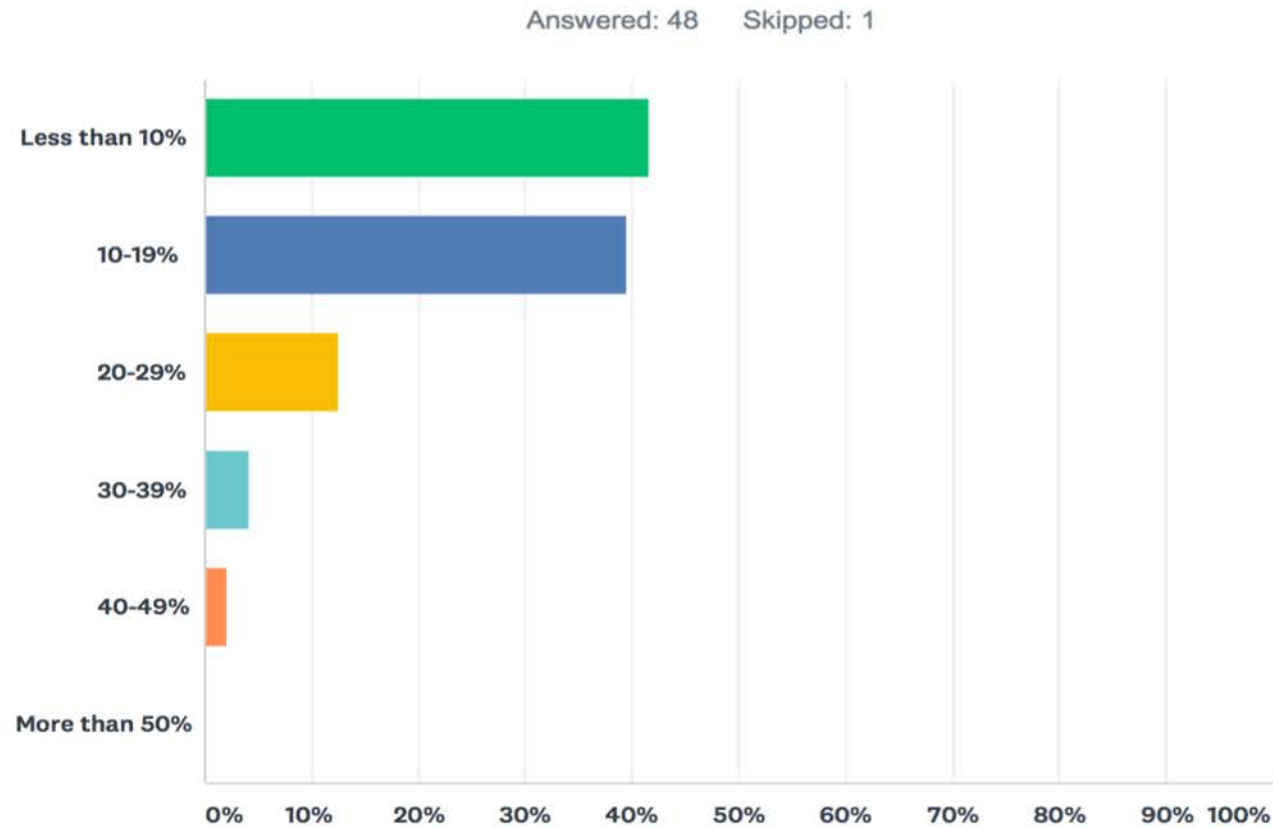
2.) What percentage of your organization's annual revenue comes from earned income (ticket sales, admission, participation fees, subscribers, and/or membership)?



3.) What percentage of your annual expense budget is allocated to marketing and/or audience building (data capture, market research, communications, advertising; including staffing for these functions)?

ANSWER CHOICES	RESPONSES	
Less than 10%	41.67%	20
10-19%	39.58%	19
20-29%	12.50%	6
30-39%	4.17%	2
40-49%	2.08%	1
More than 50%	0.00%	0
TOTAL		48

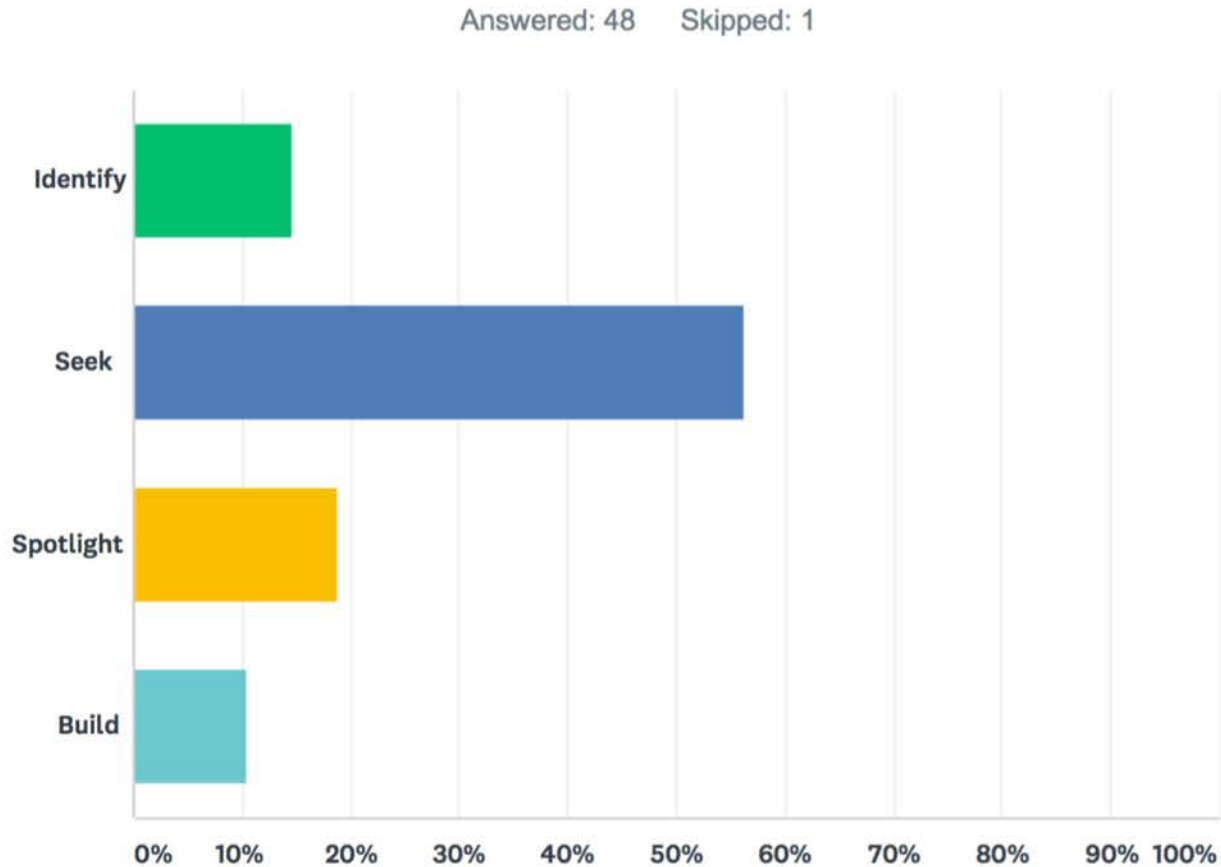
3.) What percentage of your annual expense budget is allocated to marketing and/or audience building (data capture, market research, communications, advertising; including staffing for these functions)?



4.) Where is your organization in the Essential Journey of Audience Building? Choose the one that most closely approximates where your organization is right now.

ANSWER CHOICES	RESPONSES	
Identify	14.58%	7
Seek	56.25%	27
Spotlight	18.75%	9
Build	10.42%	5
TOTAL		48

4.) Where is your organization in the Essential Journey of Audience Building? Choose the one that most closely approximates where your organization is right now.

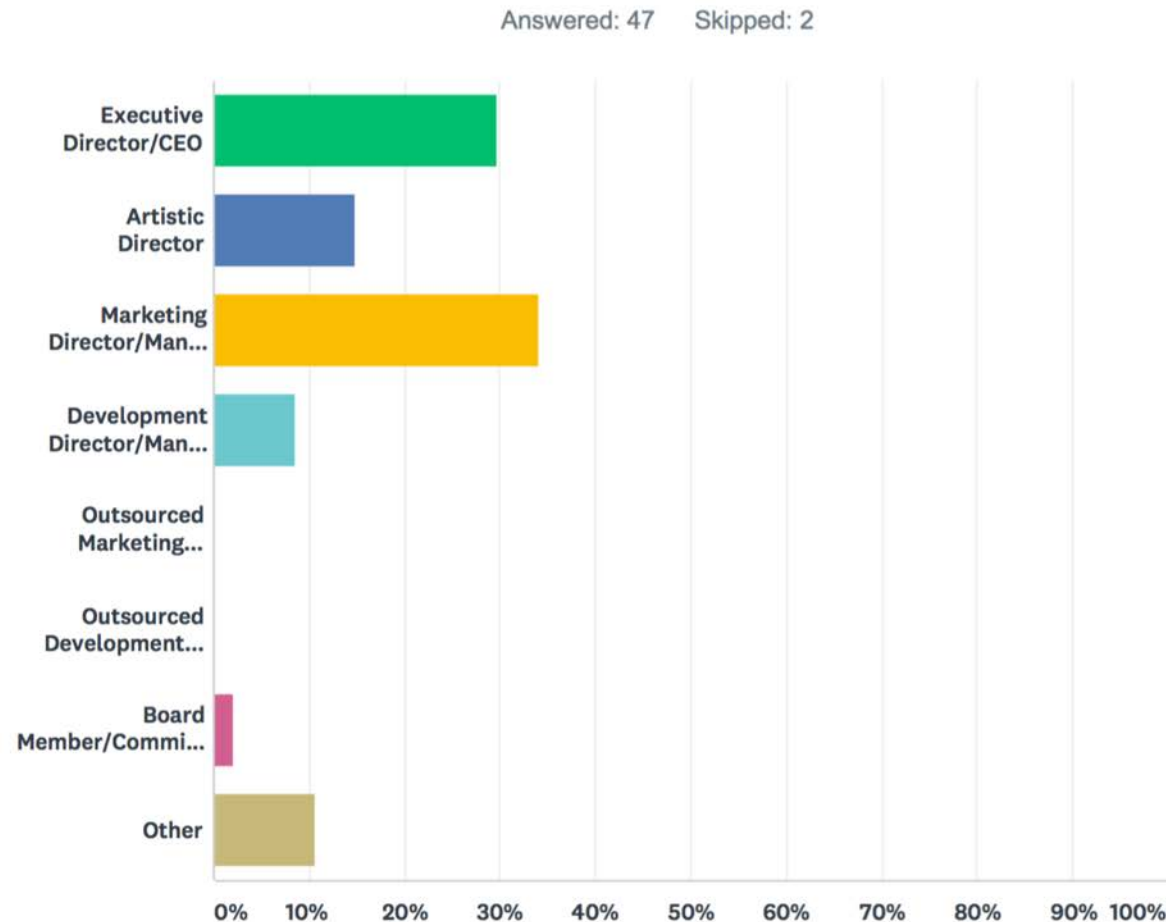


*Questions 5-7 are qualitative
and can be found in the
qualitative responses report*

8.) In your organization, who manages the building of and deepening of relationships with your audience(s)? (Choose the primary position that is responsible for this.)

ANSWER CHOICES	RESPONSES	
Executive Director/CEO	29.79%	14
Artistic Director	14.89%	7
Marketing Director/Manager	34.04%	16
Development Director/Manager	8.51%	4
Outsourced Marketing Contractor	0.00%	0
Outsourced Development Contractor	0.00%	0
Board Member/Committee Member	2.13%	1
Other	10.64%	5
TOTAL		47

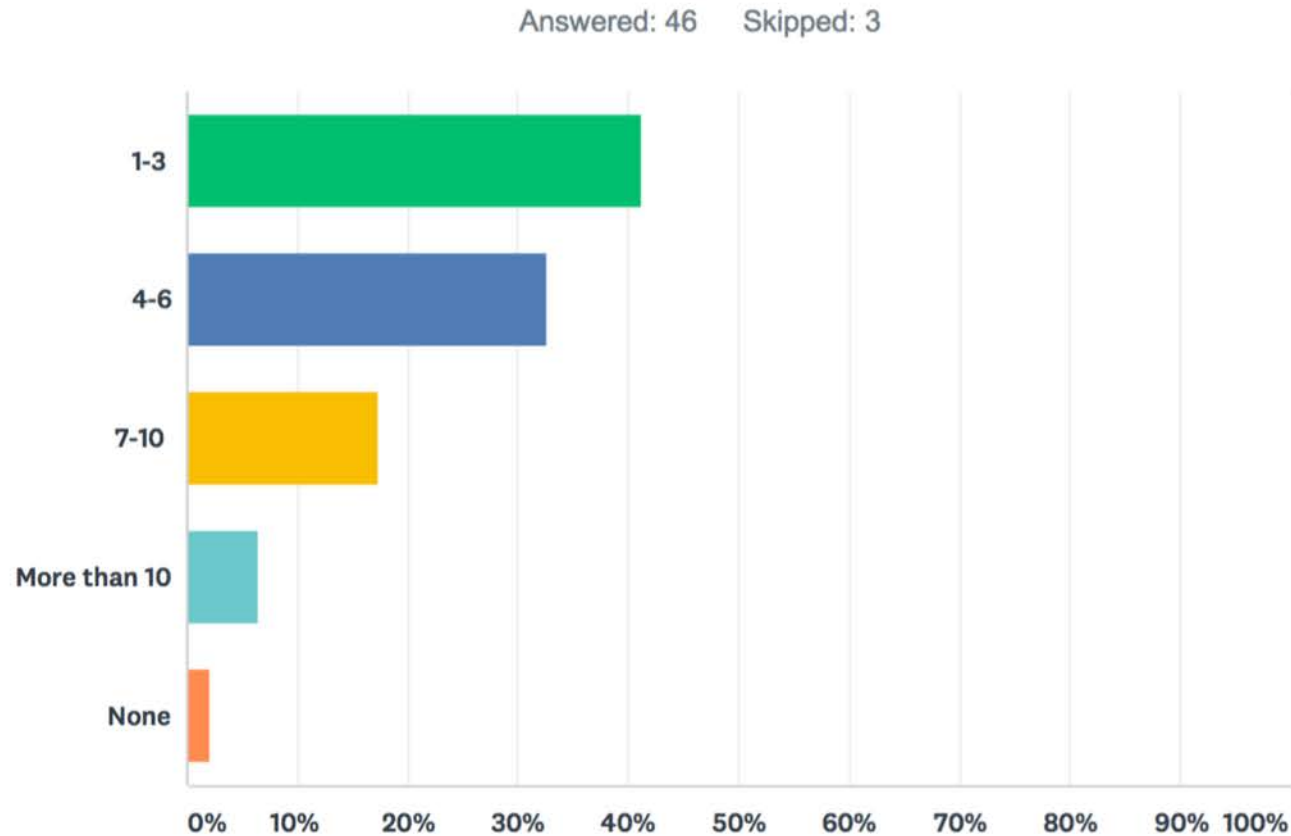
8.) In your organization, who manages the building of and deepening of relationships with your audience(s)? (Choose the primary position that is responsible for this.)



9.) How many NEW audience building ideas has your organization tried in the past year?

ANSWER CHOICES	RESPONSES	
1-3	41.30%	19
4-6	32.61%	15
7-10	17.39%	8
More than 10	6.52%	3
None	2.17%	1
TOTAL		46

9.) How many NEW audience building ideas has your organization tried in the past year?

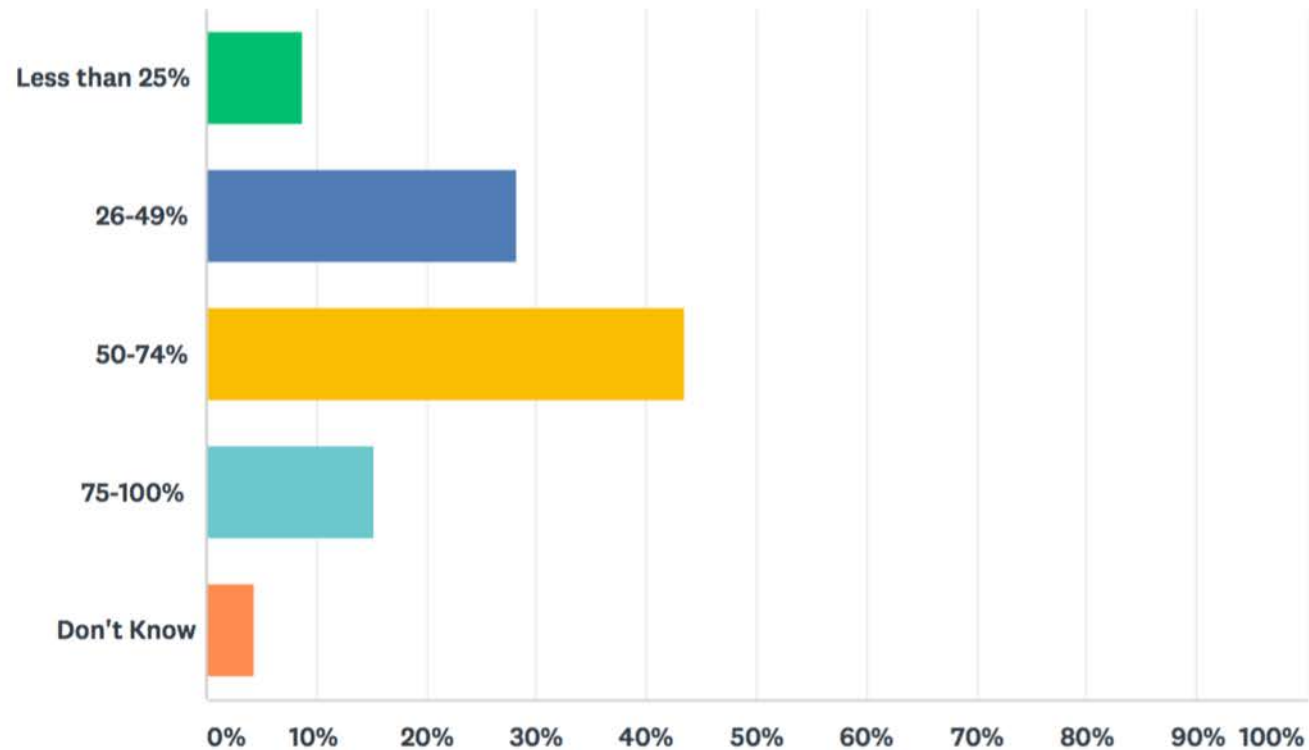


10.) How many names in your database have an email address, postal address and phone number book (attendees, ticket buyers, visitors, donors, participants)?

ANSWER CHOICES	RESPONSES	
Less than 25%	8.70%	4
26-49%	28.26%	13
50-74%	43.48%	20
75-100%	15.22%	7
Don't Know	4.35%	2
TOTAL		46

10.) How many names in your database have an email address, postal address and phone number book (attendees, ticket buyers, visitors, donors, participants)?

Answered: 46 Skipped: 3

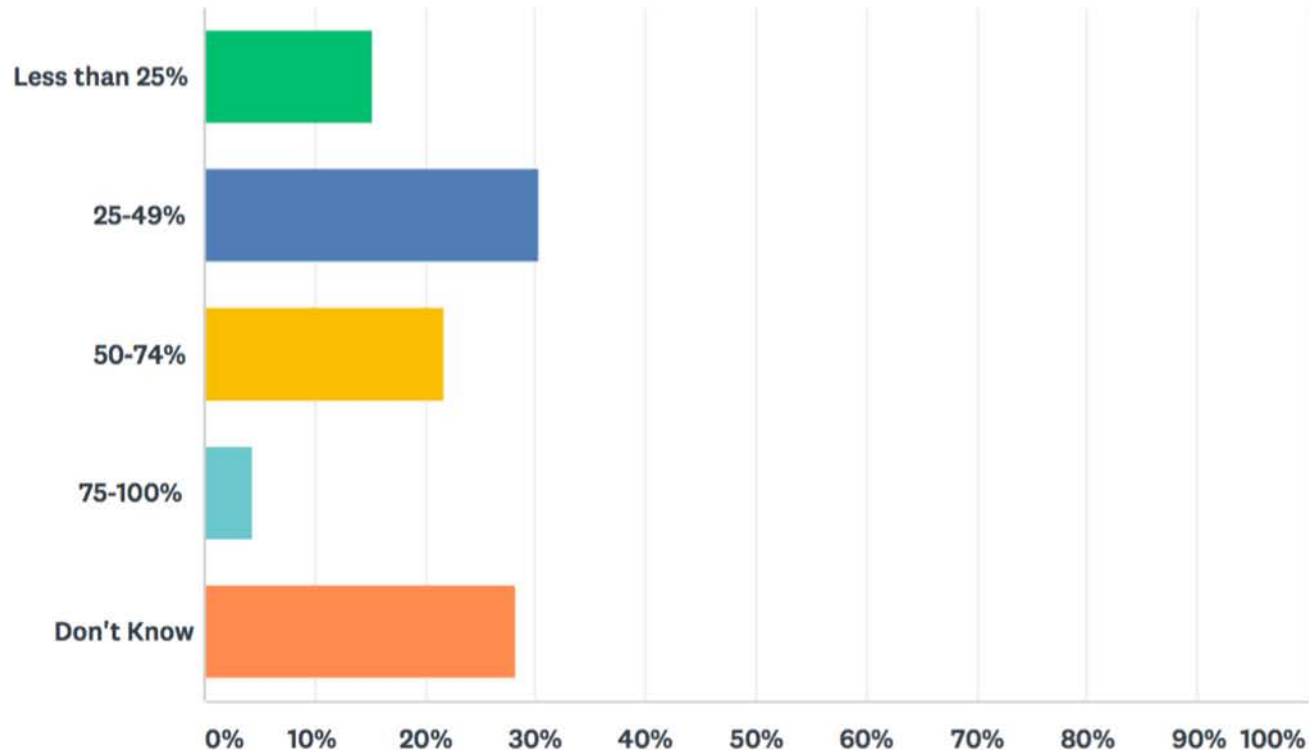


11.) How many of your attendees/ticket buyers/donors/visitors/participants have attended/purchased/donated/participated/visited MORE THAN ONCE during the past year?

ANSWER CHOICES	RESPONSES	
Less than 25%	15.22%	7
25-49%	30.43%	14
50-74%	21.74%	10
75-100%	4.35%	2
Don't Know	28.26%	13
TOTAL		46

11.) How many of your attendees/ticket buyers/donors/visitors/participants have attended/purchased/donated/participated/visited MORE THAN ONCE during the past year?

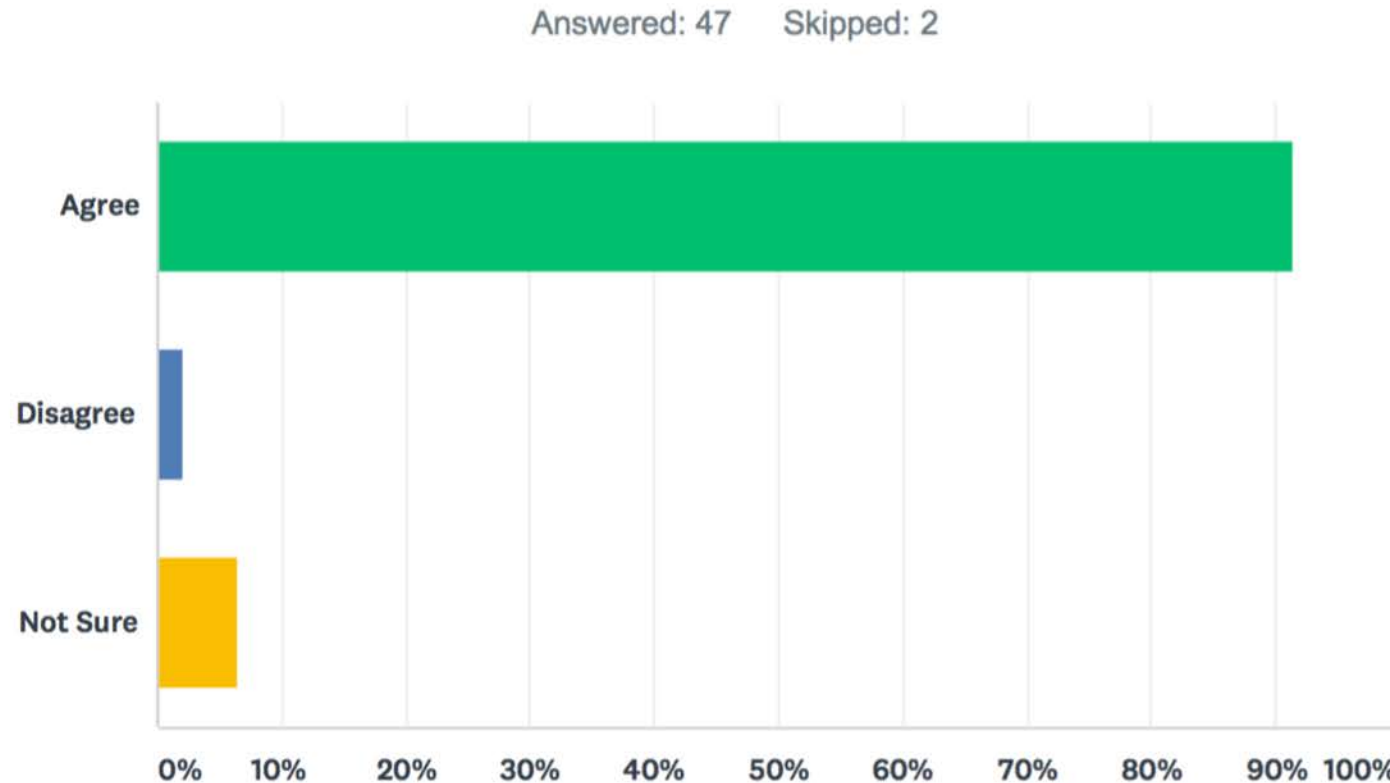
Answered: 46 Skipped: 3



12.) I know who my organization's target audience(s) is:

ANSWER CHOICES	RESPONSES	
Agree	91.49%	43
Disagree	2.13%	1
Not Sure	6.38%	3
TOTAL		47

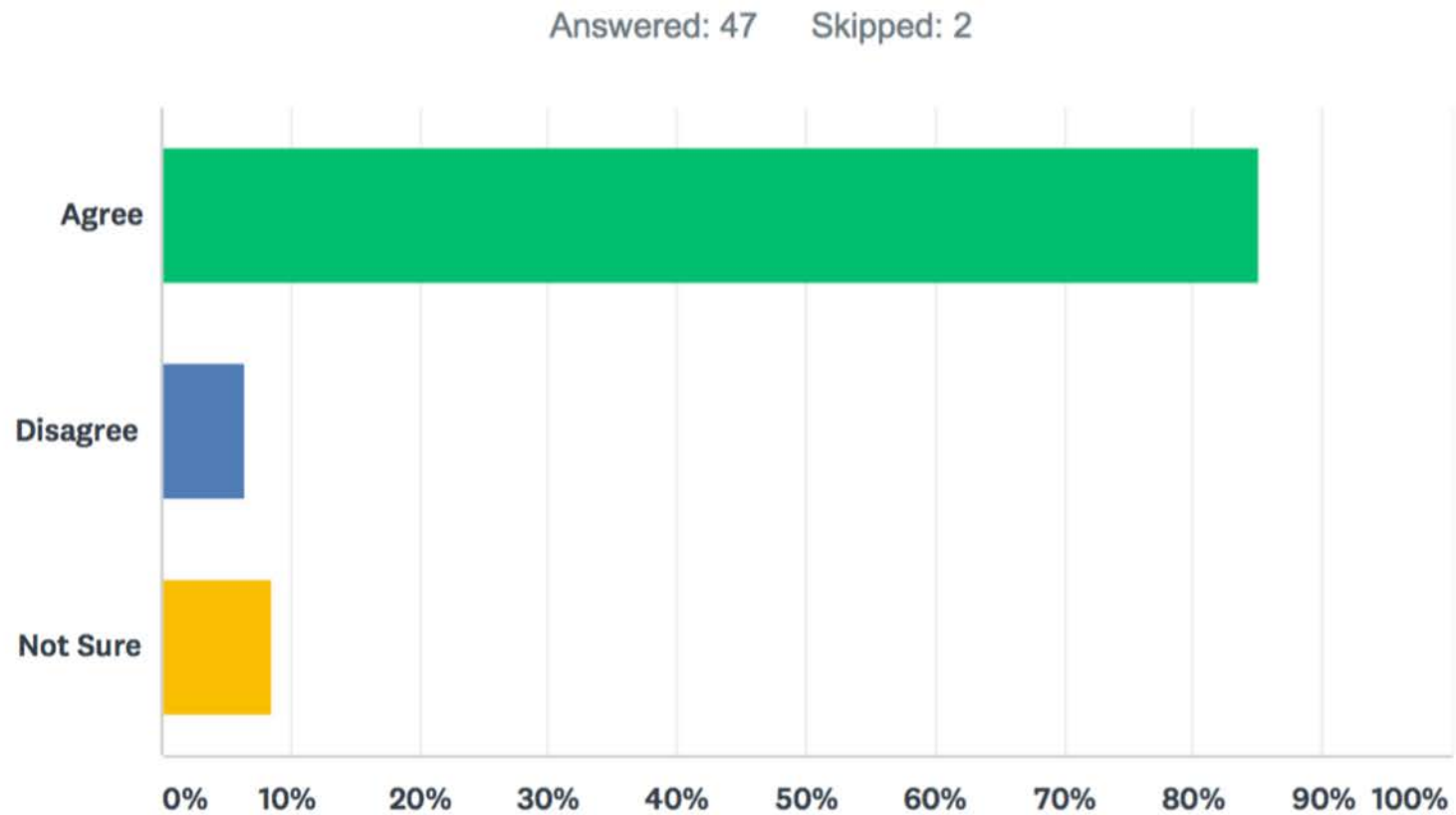
12.) I know who my organization's target audience(s) is:



13.) I feel optimistic about my ability to increase my organization's audience(s):

ANSWER CHOICES	RESPONSES	
Agree	85.11%	40
Disagree	6.38%	3
Not Sure	8.51%	4
TOTAL		47

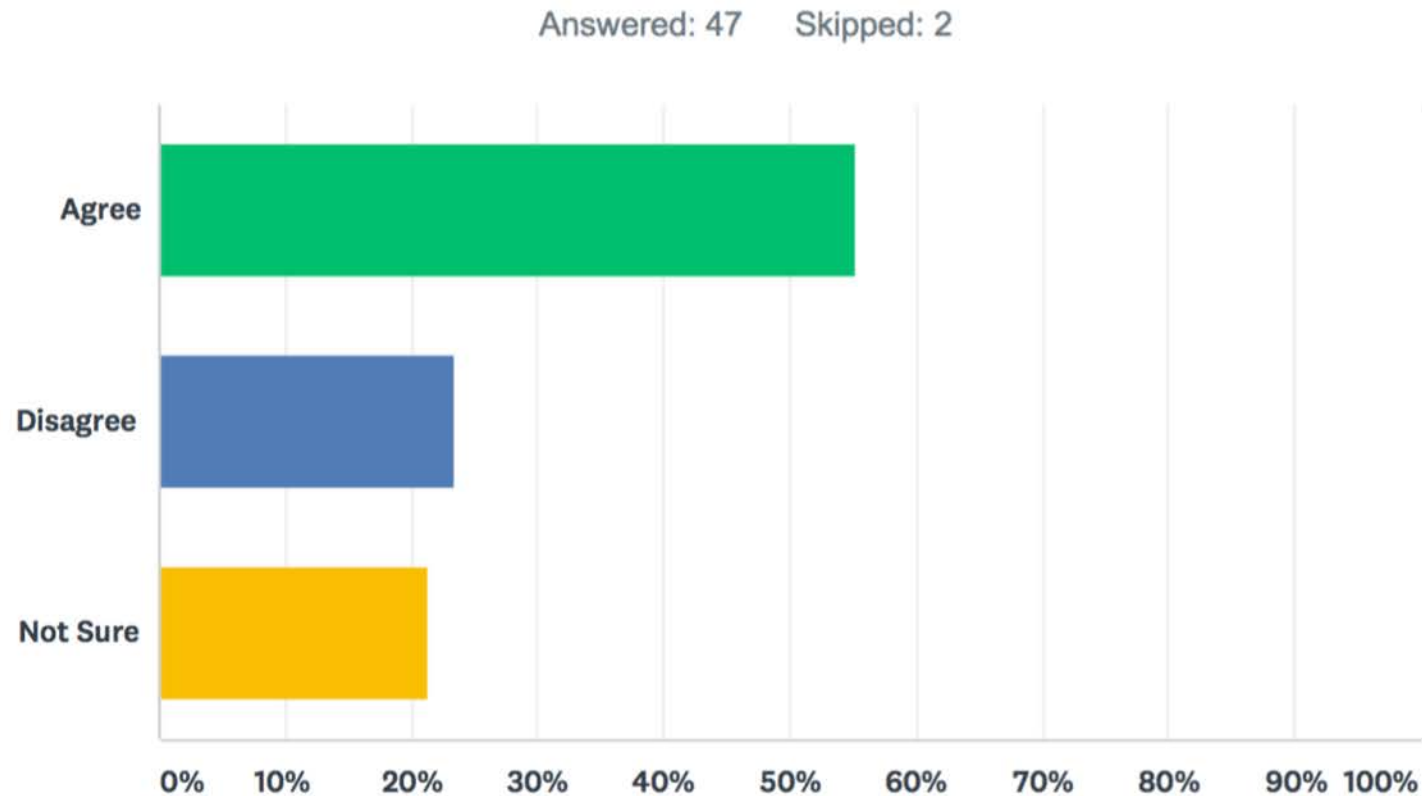
13.) I feel optimistic about my ability to increase my organization's audience(s):



14.) My organization focuses its expense budget, energy and attention on attracting its target audience(s):

ANSWER CHOICES	RESPONSES	
Agree	55.32%	26
Disagree	23.40%	11
Not Sure	21.28%	10
TOTAL		47

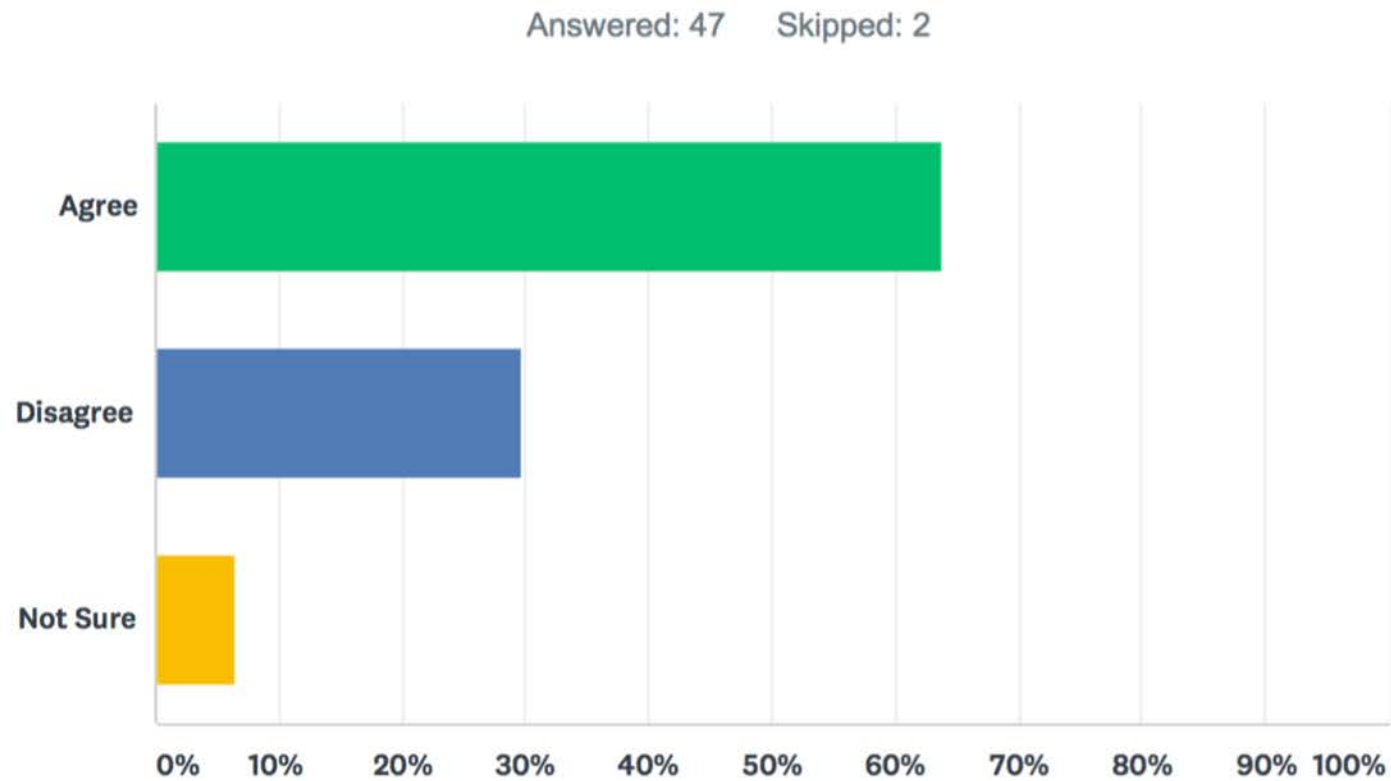
14.) My organization focuses its expense budget, energy and attention on attracting its target audience(s):



15.) My organization's staff structure has changed in the past year to focus on building our audience:

ANSWER CHOICES	RESPONSES	
Agree	63.83%	30
Disagree	29.79%	14
Not Sure	6.38%	3
TOTAL		47

15.) My organization's staff structure has changed in the past year to focus on building our audience:

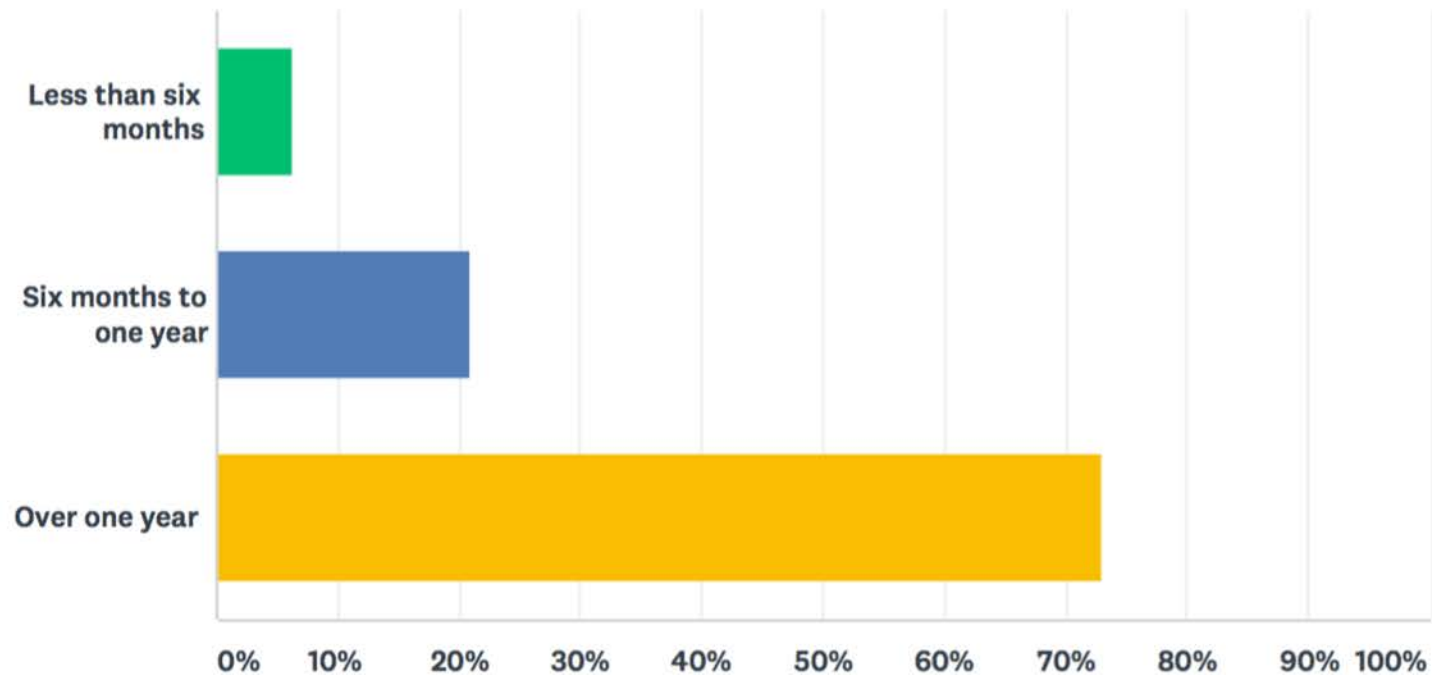


16.) How long have you been participating in the Roundtable?

ANSWER CHOICES	RESPONSES	
Less than six months	6.25%	3
Six months to one year	20.83%	10
Over one year	72.92%	35
TOTAL		48

16.) How long have you been participating in the Roundtable?

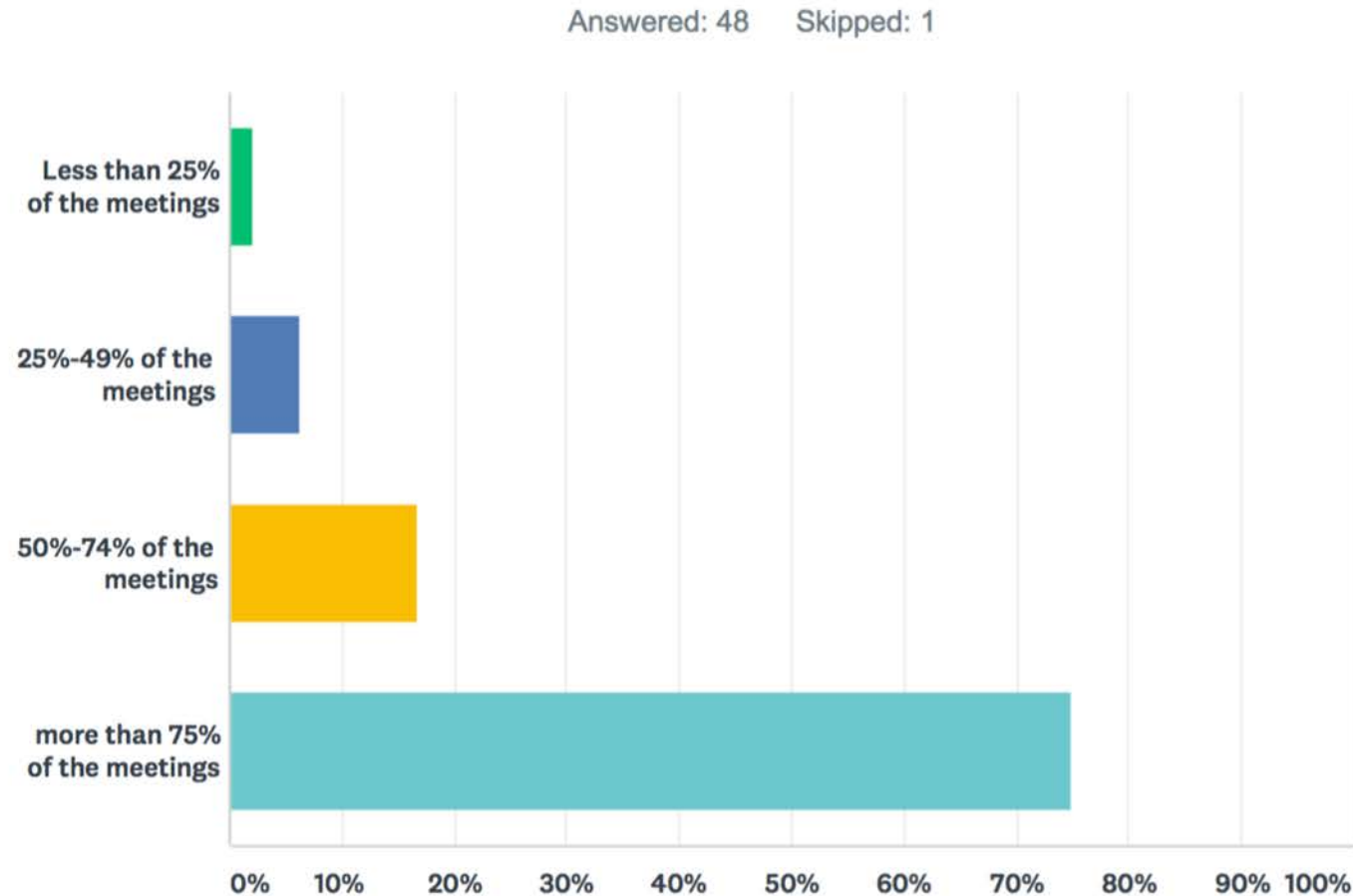
Answered: 48 Skipped: 1



17.) How regularly do you come to monthly roundtable meetings? Would you say you attend:

ANSWER CHOICES	RESPONSES	
Less than 25% of the meetings	2.08%	1
25%-49% of the meetings	6.25%	3
50%-74% of the meetings	16.67%	8
more than 75% of the meetings	75.00%	36
TOTAL		48

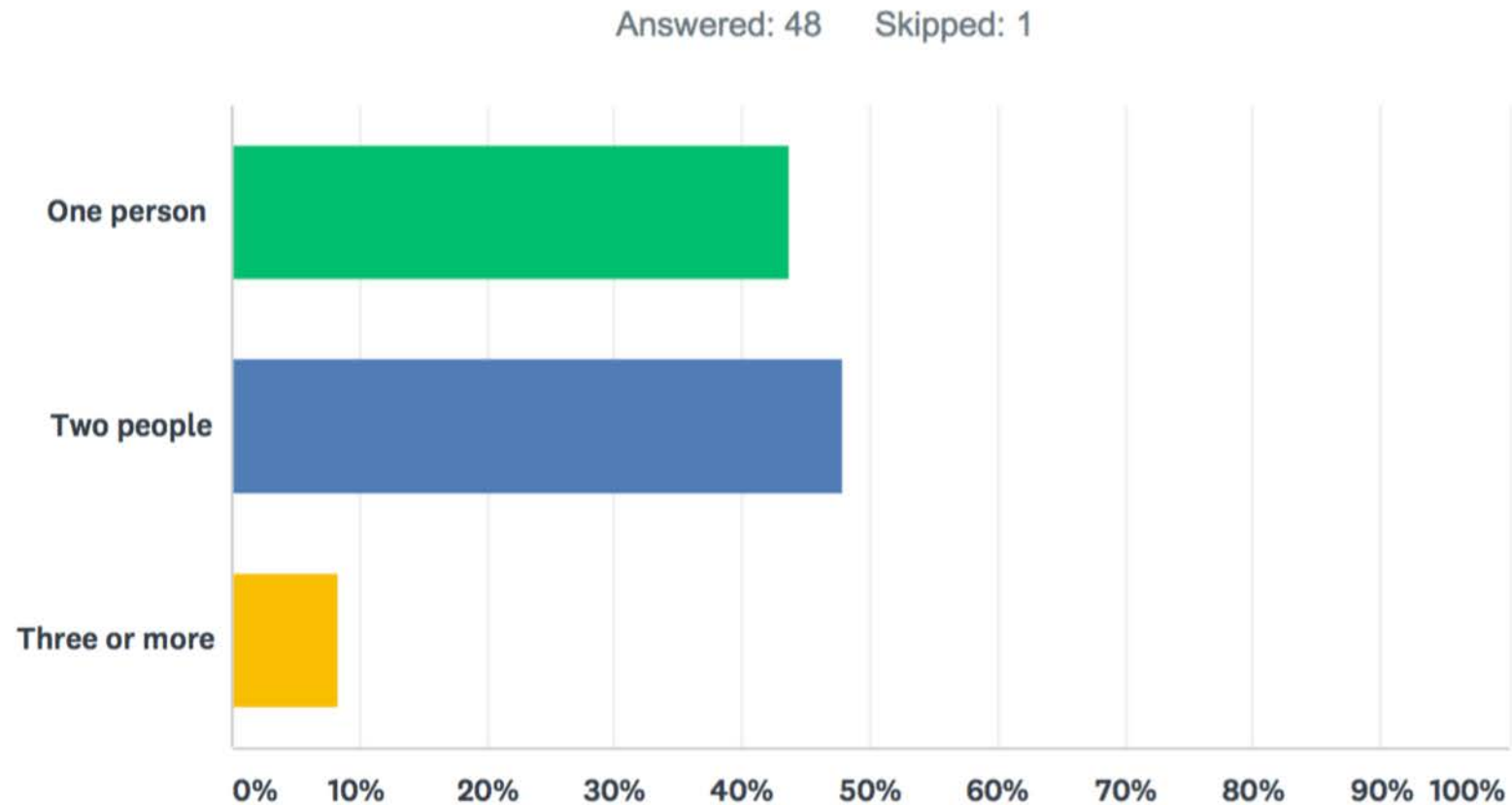
17.) How regularly do you come to monthly roundtable meetings? Would you say you attend:



18.) How many people from your organization usually attend Roundtable meetings?

ANSWER CHOICES	RESPONSES	
One person	43.75%	21
Two people	47.92%	23
Three or more	8.33%	4
TOTAL		48

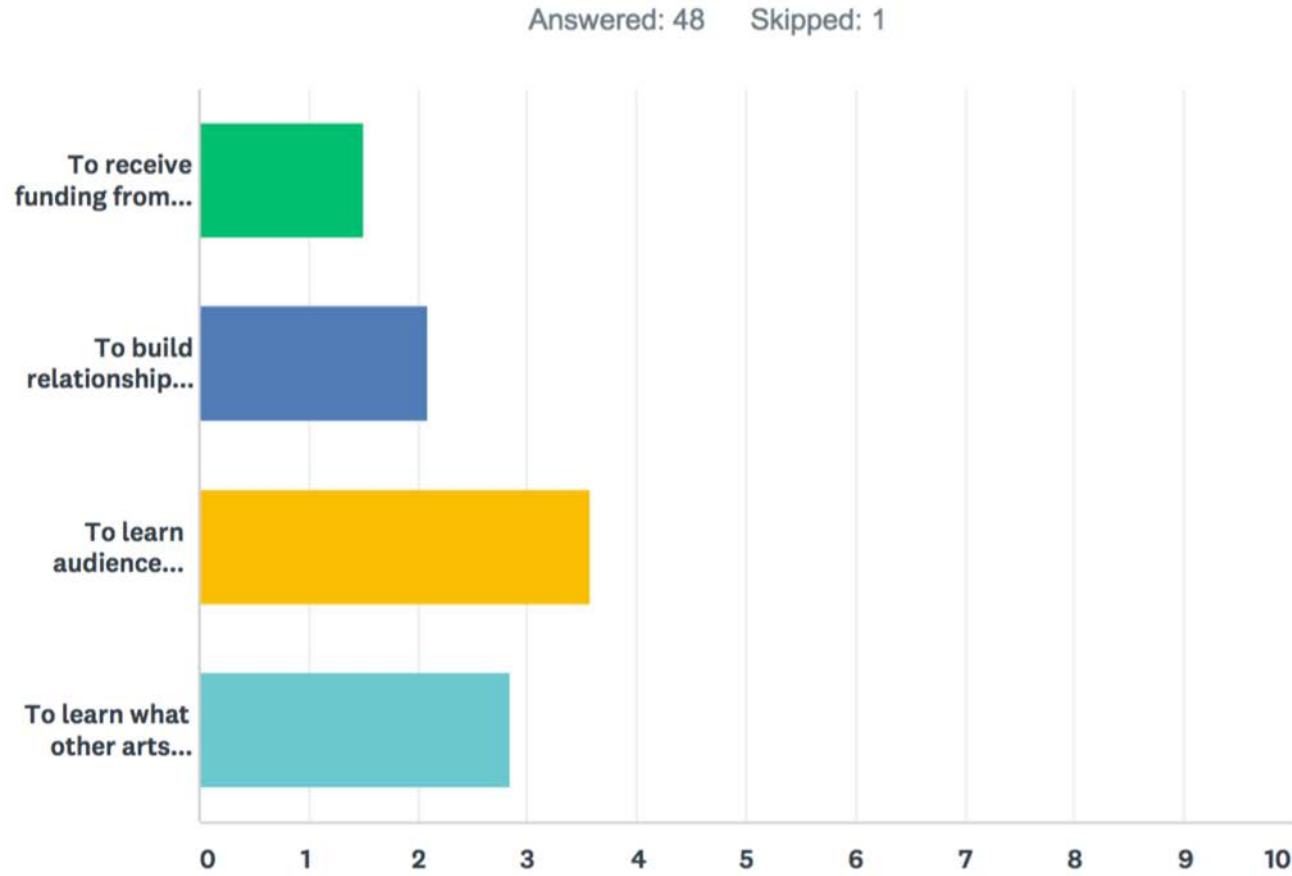
18.) How many people from your organization usually attend Roundtable meetings?



19.) Below are several reasons you might participate in the Roundtable. Please rank them in order of importance to you from 1 (most important) to 4 (least important).

	1	2	3	4	N/A	TOTAL	SCORE
To receive funding from the Arthur M. Blank Family Foundation	2.08% 1	12.50% 6	16.67% 8	64.58% 31	4.17% 2	48	1.50
To build relationships with staff in other arts organizations	4.17% 2	16.67% 8	60.42% 29	16.67% 8	2.08% 1	48	2.09
To learn audience building strategies and tips from experts and consultants	72.92% 35	16.67% 8	6.25% 3	4.17% 2	0.00% 0	48	3.58
To learn what other arts organizations are doing to build their audiences	20.83% 10	54.17% 26	14.58% 7	10.42% 5	0.00% 0	48	2.85

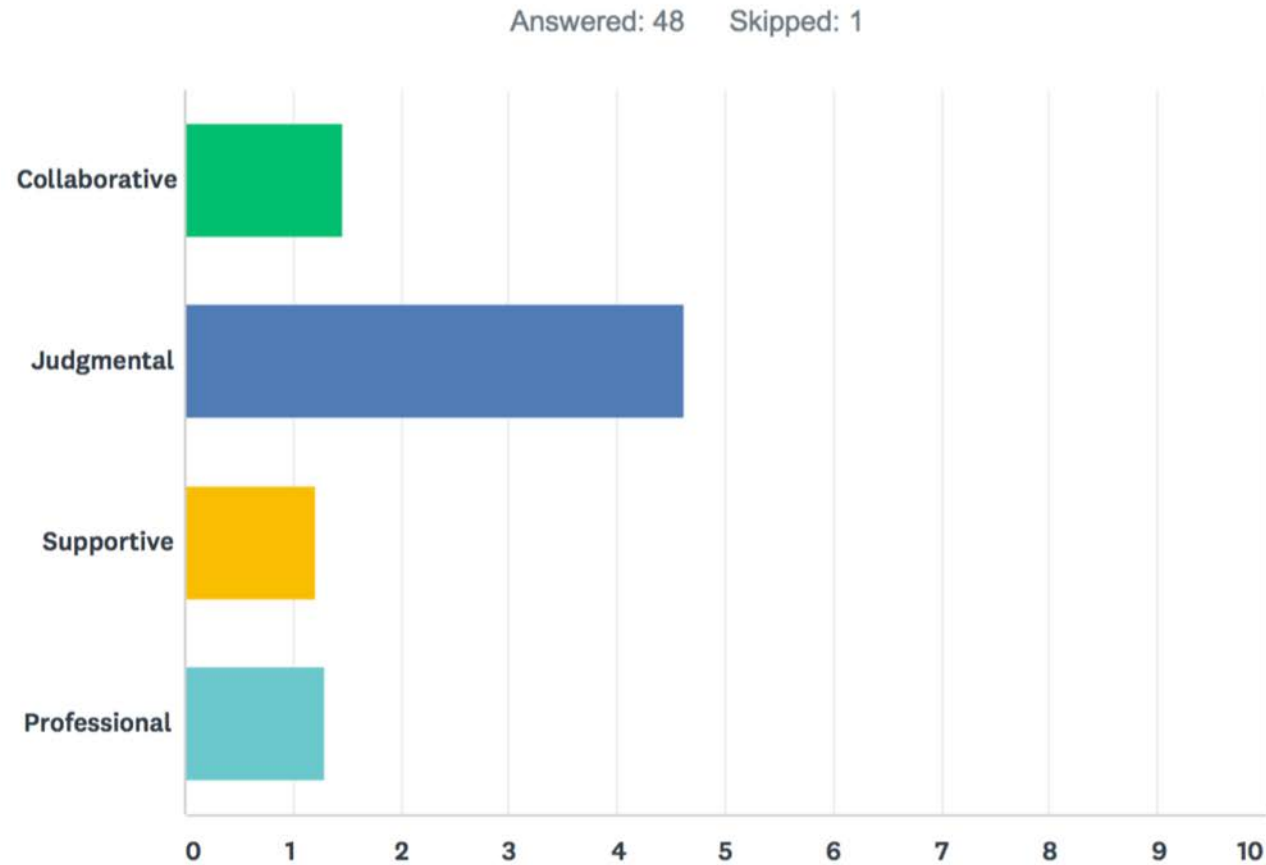
19.) Below are several reasons you might participate in the Roundtable. Please rank them in order of importance to you from 1 (most important) to 4 (least important).



20.) How well do each of the following words and phrases describe the environment at Roundtable meetings?

	DESCRIBES PERFECTLY	(NO LABEL)	(NO LABEL)	(NO LABEL)	DOES NOT DESCRIBE AT ALL	TOTAL	WEIGHTED AVERAGE
Collaborative	62.50% 30	29.17% 14	8.33% 4	0.00% 0	0.00% 0	48	1.46
Judgmental	0.00% 0	4.26% 2	4.26% 2	17.02% 8	74.47% 35	47	4.62
Supportive	80.85% 38	17.02% 8	2.13% 1	0.00% 0	0.00% 0	47	1.21
Professional	75.00% 36	20.83% 10	4.17% 2	0.00% 0	0.00% 0	48	1.29

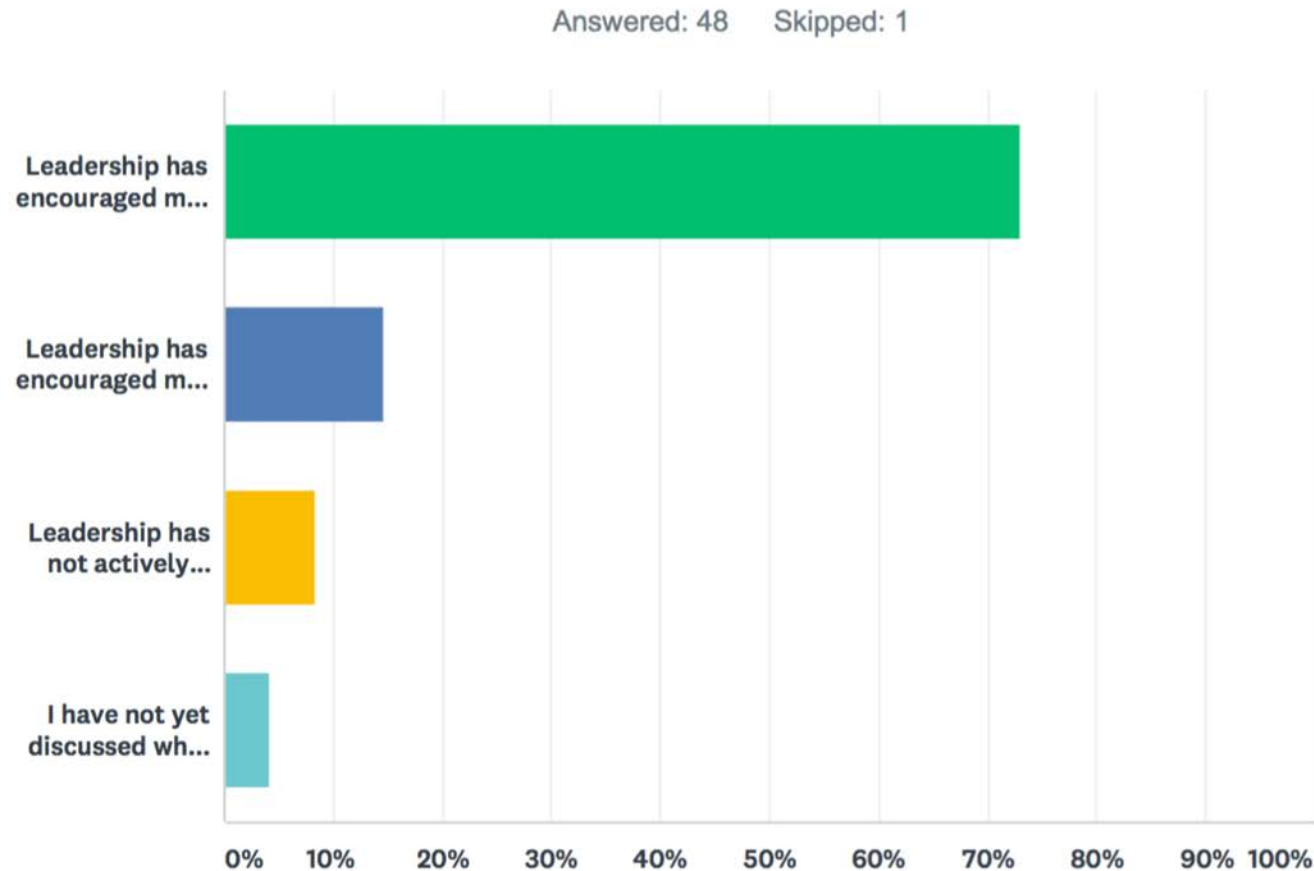
20.) How well do each of the following words and phrases describe the environment at Roundtable meetings?



21.) Which statement best describes how other staff leaders and board members in your organization have responded to the Audience Building Roundtable? (Select one.)

ANSWER CHOICES	RESPONSES	
Leadership has encouraged me to apply things I am learning in the Roundtable to my work	72.92%	35
Leadership has encouraged me to apply what I am learning in the Roundtable and has offered financial support	14.58%	7
Leadership has not actively encouraged me to apply what I am learning in the Roundtable	8.33%	4
I have not yet discussed what I am learning in the Roundtable with leadership in my organization	4.17%	2
TOTAL		48

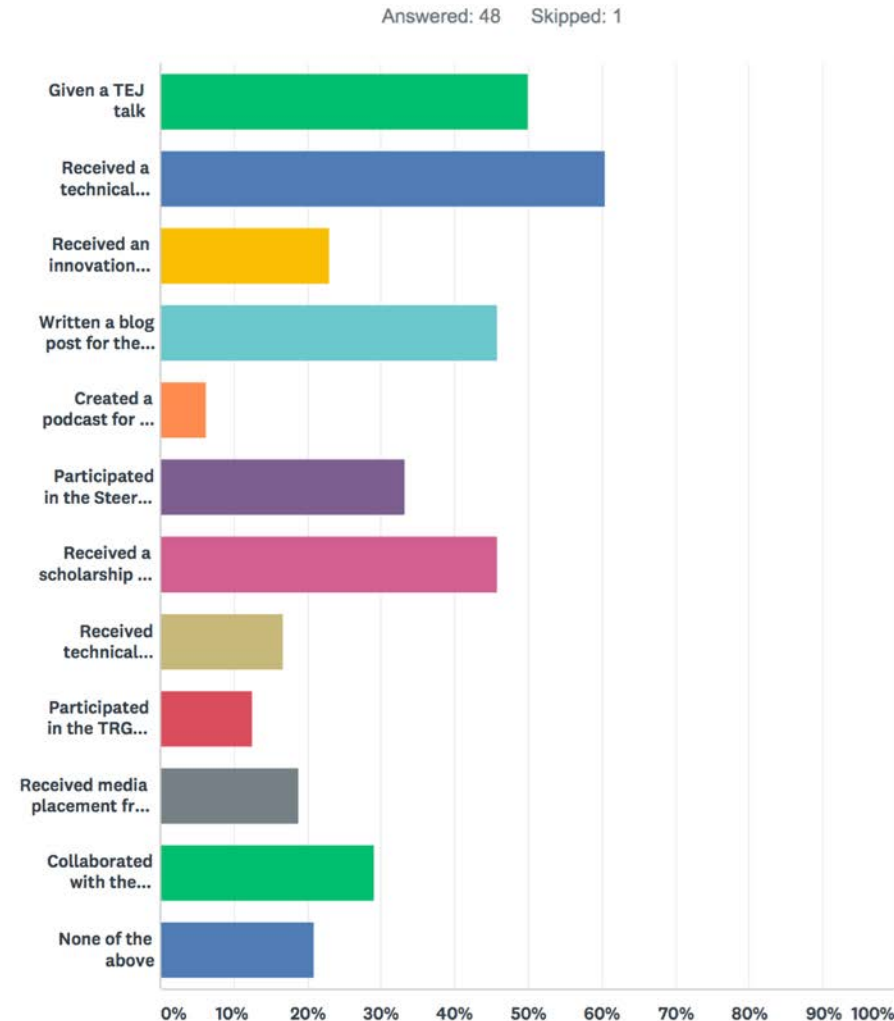
21.) Which statement best describes how other staff leaders and board members in your organization have responded to the Audience Building Roundtable? (Select one.)



22.) Which of the following have you or your organization done as part of the Roundtable? (check all that apply)

ANSWER CHOICES	RESPONSES	
Given a TEJ talk	50.00%	24
Received a technical assistance grant up to \$10,000	60.42%	29
Received an innovation grant as part of the Roundtable (over \$10,000)	22.92%	11
Written a blog post for the Roundtable website	45.83%	22
Created a podcast for the Roundtable website	6.25%	3
Participated in the Steering Committee	33.33%	16
Received a scholarship to attend a marketing conference	45.83%	22

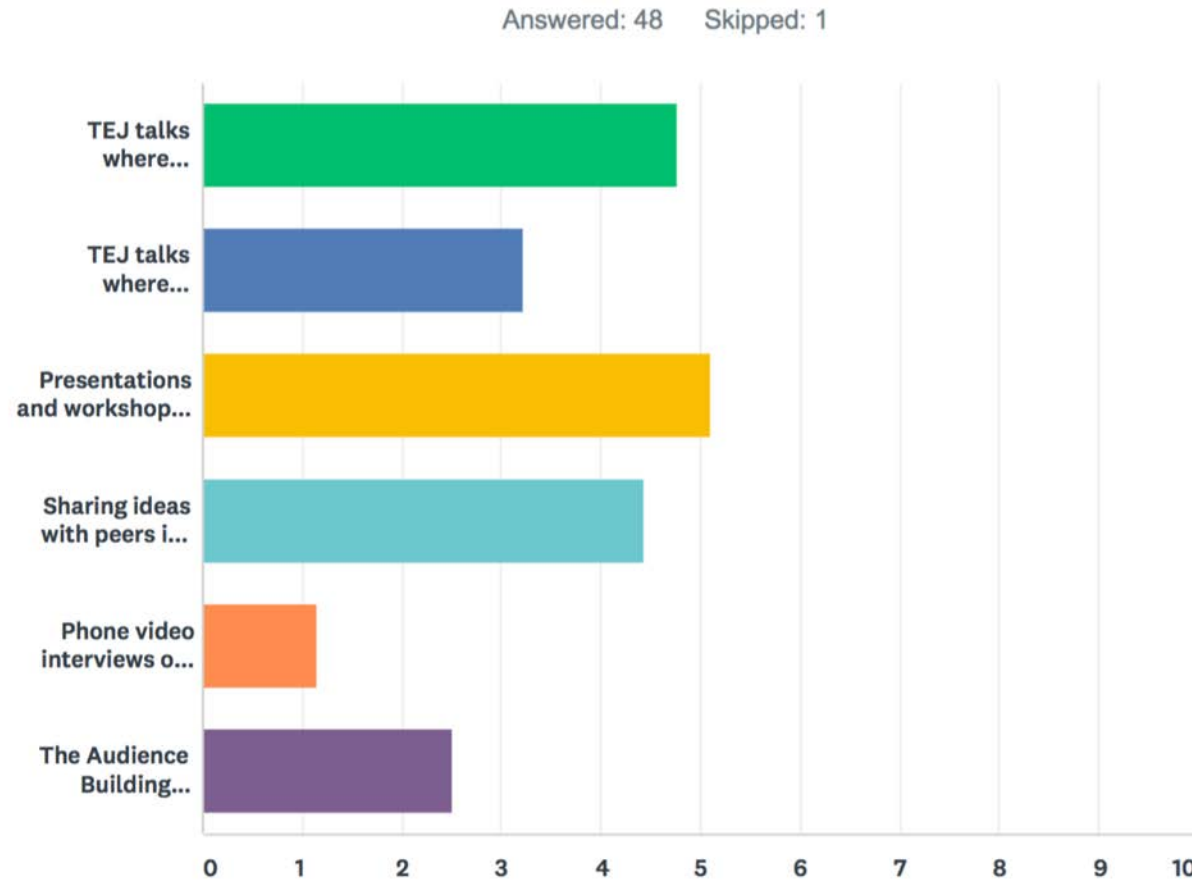
22.) Which of the following have you or your organization done as part of the Roundtable? (check all that apply)



23.) Please rank how effective each of the following Roundtable activities is in reinforcing what you are learning about audience development (1=most effective, 6=least effective).

	1	2	3	4	5	6	N/A	TOTAL	SCORE
TEJ talks where organizations similar to my own present their efforts to grow audiences	29.17% 14	31.25% 15	16.67% 8	16.67% 8	0.00% 0	0.00% 0	6.25% 3	48	4.78
TEJ talks where organizations different from my own present their efforts to grow audiences	2.08% 1	6.25% 3	33.33% 16	25.00% 12	22.92% 11	4.17% 2	6.25% 3	48	3.22
Presentations and workshops from outside consultants	47.92% 23	22.92% 11	16.67% 8	10.42% 5	0.00% 0	0.00% 0	2.08% 1	48	5.11
Sharing ideas with peers in table discussions	18.75% 9	33.33% 16	22.92% 11	16.67% 8	6.25% 3	0.00% 0	2.08% 1	48	4.43
Phone video interviews of audience development captured at Roundtable meetings	0.00% 0	0.00% 0	2.08% 1	0.00% 0	6.25% 3	77.08% 37	14.58% 7	48	1.15
The Audience Building Roundtable website (www.audiencebuildingroundtable.org)	0.00% 0	4.17% 2	6.25% 3	27.08% 13	58.33% 28	2.08% 1	2.08% 1	48	2.51

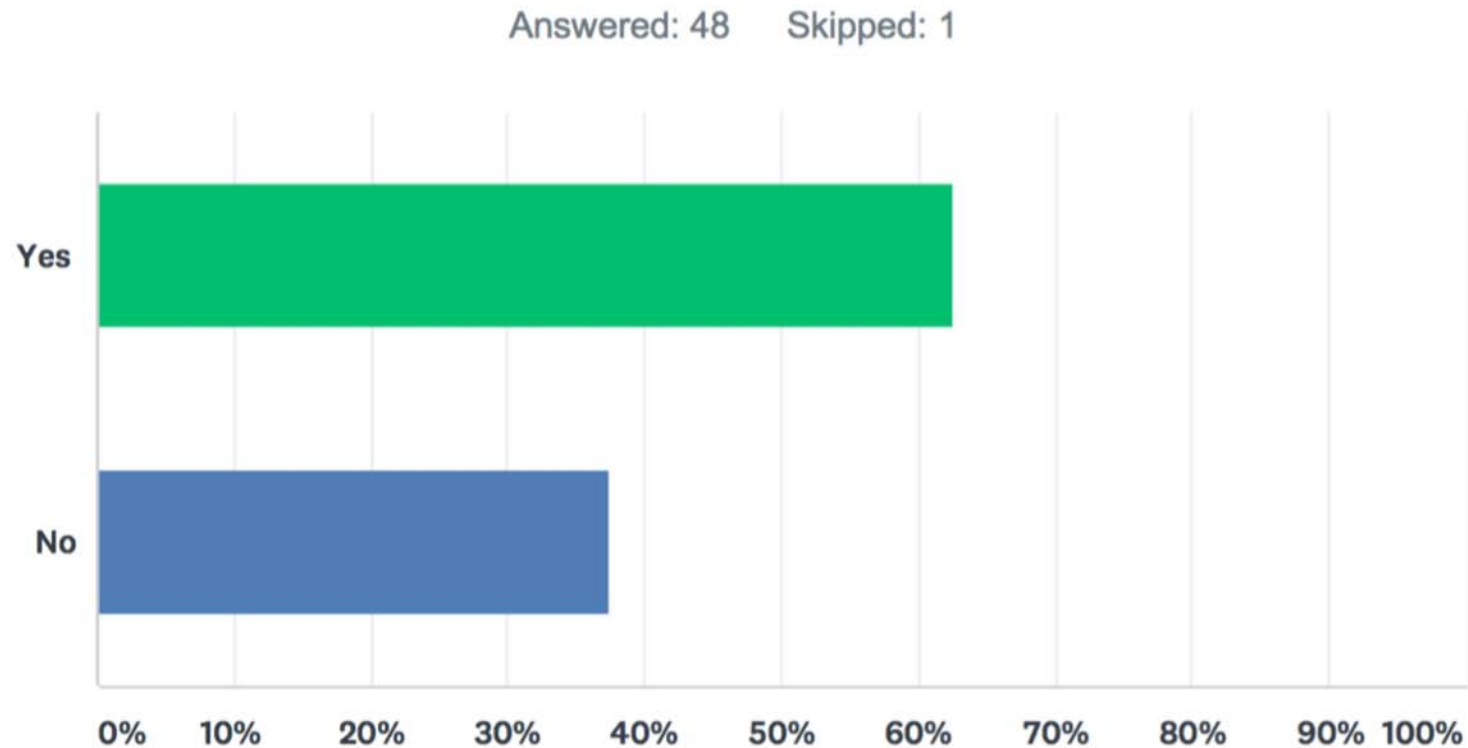
23.) Please rank how effective each of the following Roundtable activities is in reinforcing what you are learning about audience development (1=most effective, 6=least effective)



24.) Does your organization have staff fully or partially dedicated to collecting and/or analyzing data?

ANSWER CHOICES	RESPONSES	
Yes	62.50%	30
No	37.50%	18
TOTAL		48

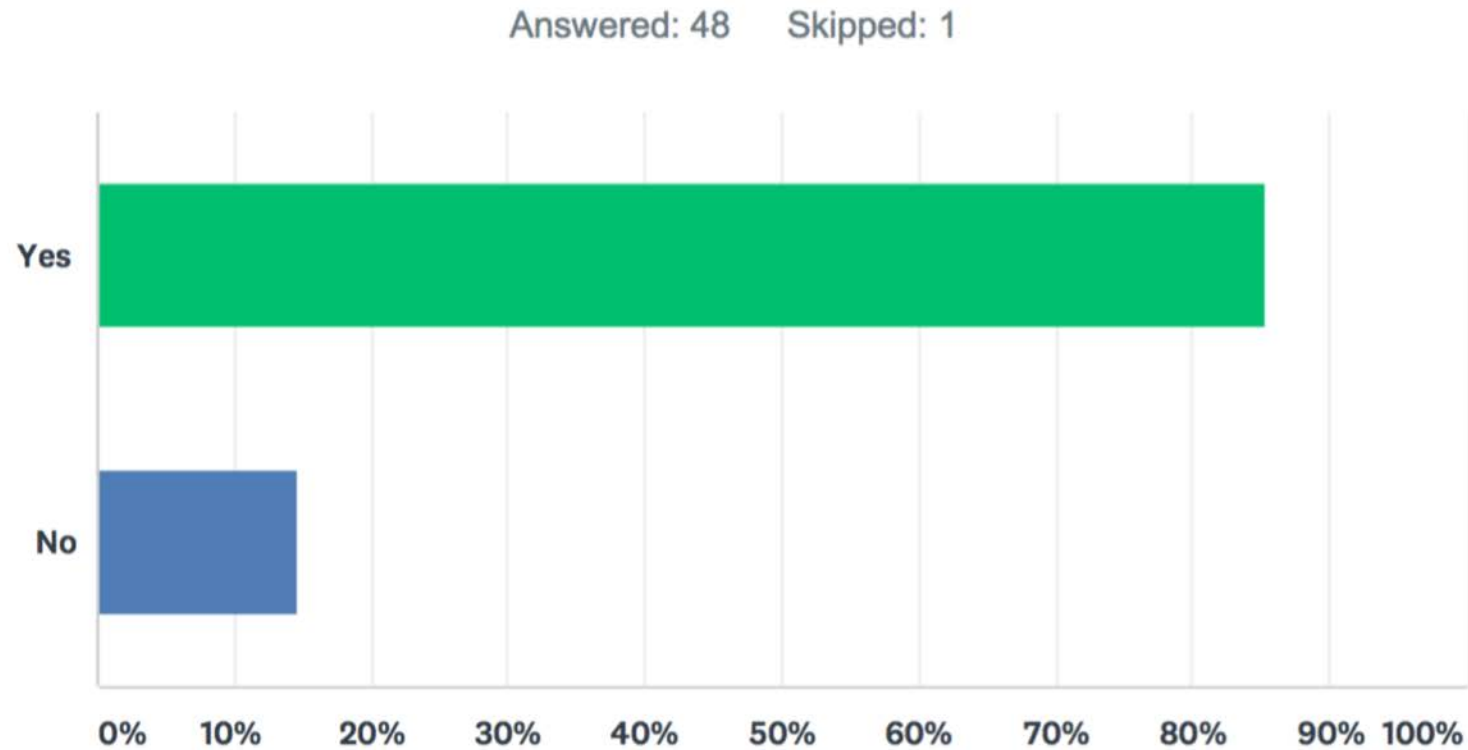
24.) Does your organization have staff fully or partially dedicated to collecting and/or analyzing data?



25.) In 2017, did your organization make a meaningful investment to develop or engage audiences?

ANSWER CHOICES	RESPONSES	
Yes	85.42%	41
No	14.58%	7
TOTAL		48

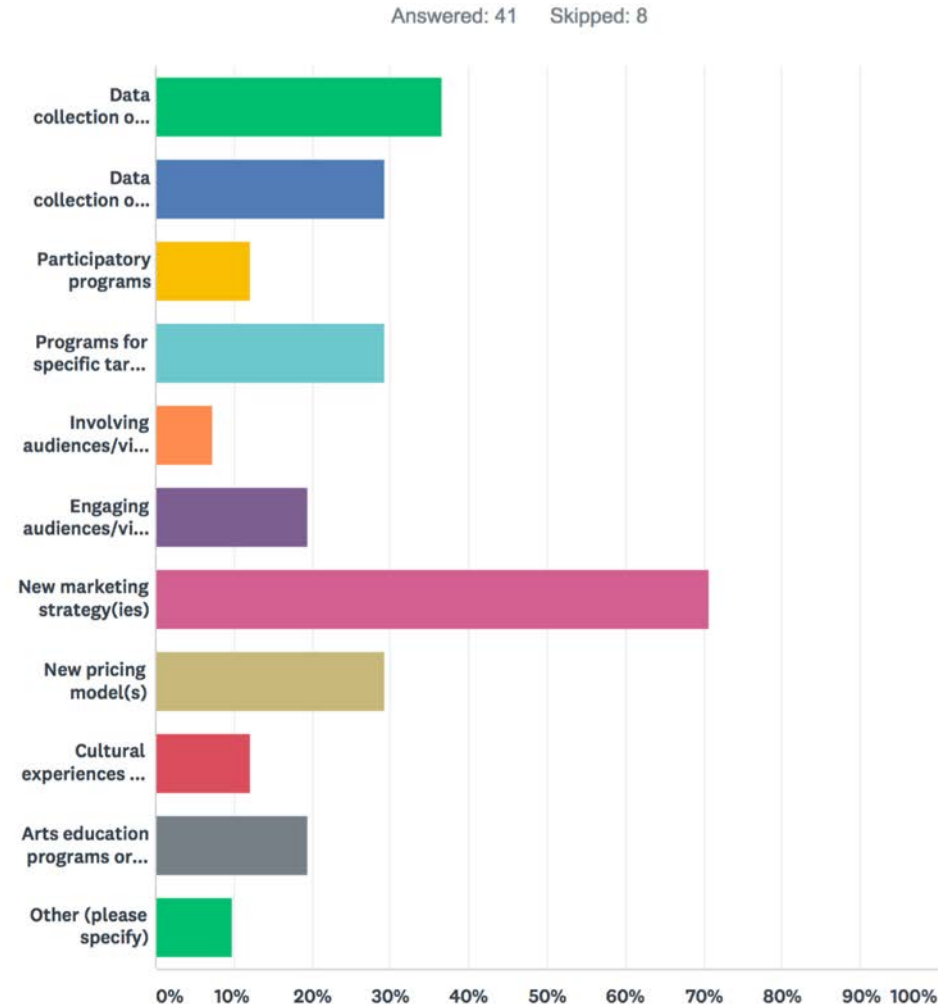
25.) In 2017, did your organization make a meaningful investment to develop or engage audiences?



26.) On the previous page you said your organization made a meaningful investment to develop or engage audiences in 2017. Where was that investment targeted? (Select the most significant investments, up to 3.)

ANSWER CHOICES	RESPONSES	
Data collection on audience/visitor preferences/behaviors to inform programs	36.59%	15
Data collection on audiences/visitors to inform fundraising	29.27%	12
Participatory programs	12.20%	5
Programs for specific target audiences / visitor segments	29.27%	12
Involving audiences/visitors in program planning	7.32%	3
Engaging audiences/visitors through technology	19.51%	8
New marketing strategy(ies)	70.73%	29
New pricing model(s)	29.27%	12

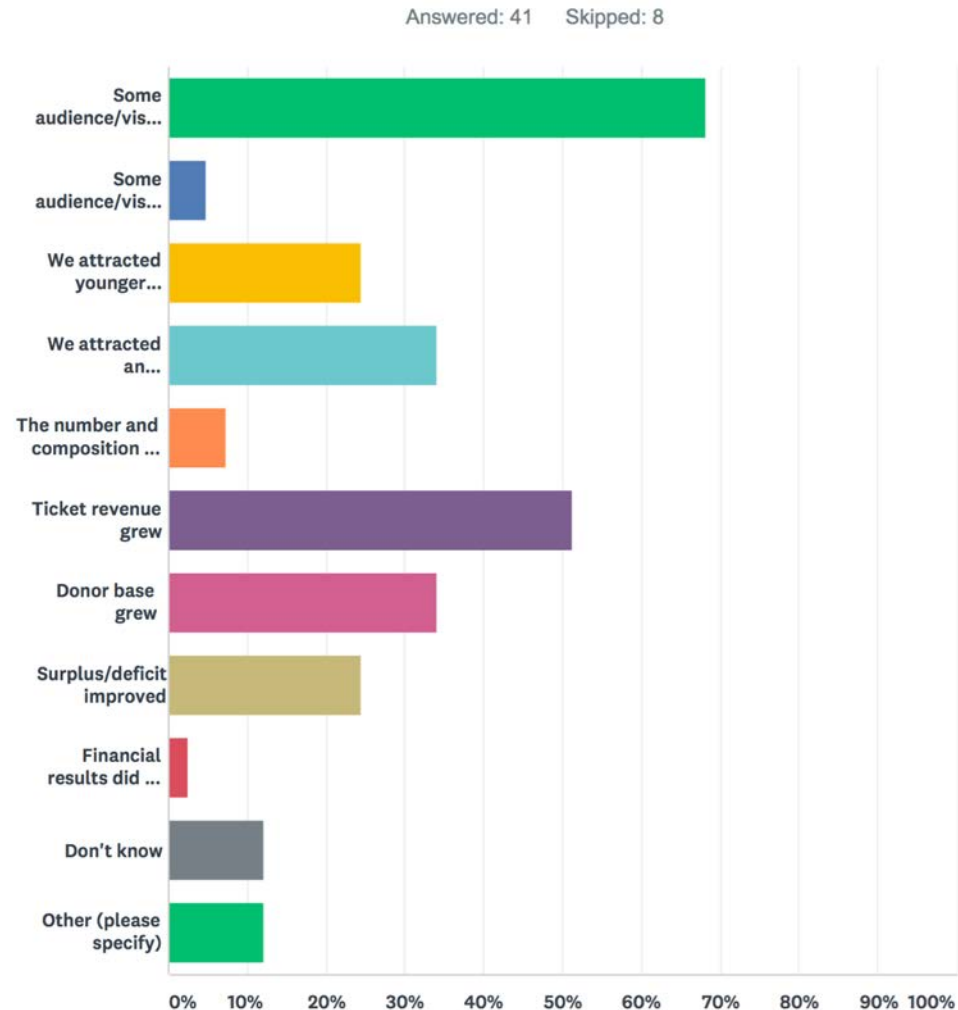
26.) On the previous page you said your organization made a meaningful investment to develop or engage audiences in 2017. Where was that investment targeted? (Select the most significant investments, up to 3.)



27.) What was the impact of that investment to develop or engage audiences? (Select all that apply.)

ANSWER CHOICES	RESPONSES	
Some audience/visitor segments grew	68.29%	28
Some audience/visitor segments decreased	4.88%	2
We attracted younger audiences/visitors	24.39%	10
We attracted an audience/visitor segment that is more representative of our community	34.15%	14
The number and composition of audiences/visitors has not changed	7.32%	3
Ticket revenue grew	51.22%	21
Donor base grew	34.15%	14
Surplus/deficit improved	24.39%	10
Financial results did not improve	2.44%	1

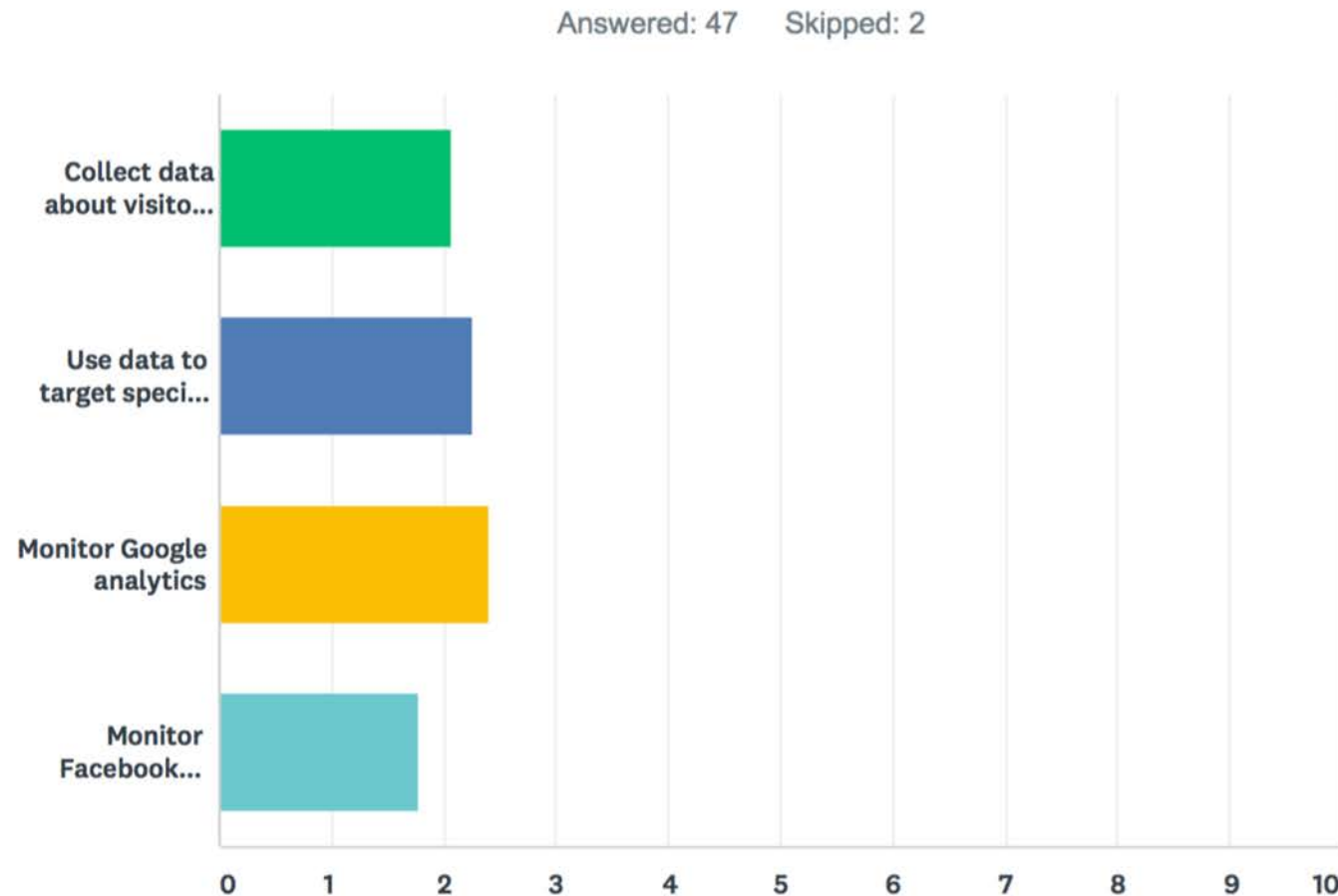
27.) What was the impact of that investment to develop or engage audiences? (Select all that apply.)



28.) How often does your organization do each of the following at the PRESENT time?

	MORE THAN ONCE A MONTH	ABOUT ONCE A MONTH	SEVERAL TIMES EACH YEAR	RARELY	NEVER	N/A/DON'T KNOW	TOTAL	WEIGHTED AVERAGE
Collect data about visitors to your organization	42.55% 20	17.02% 8	27.66% 13	10.64% 5	0.00% 0	2.13% 1	47	2.07
Use data to target specific programs or messages to particular audience segments	38.30% 18	10.64% 5	34.04% 16	14.89% 7	0.00% 0	2.13% 1	47	2.26
Monitor Google analytics	36.17% 17	21.28% 10	6.38% 3	21.28% 10	8.51% 4	6.38% 3	47	2.41
Monitor Facebook analytics	51.06% 24	31.91% 15	10.64% 5	2.13% 1	4.26% 2	0.00% 0	47	1.77

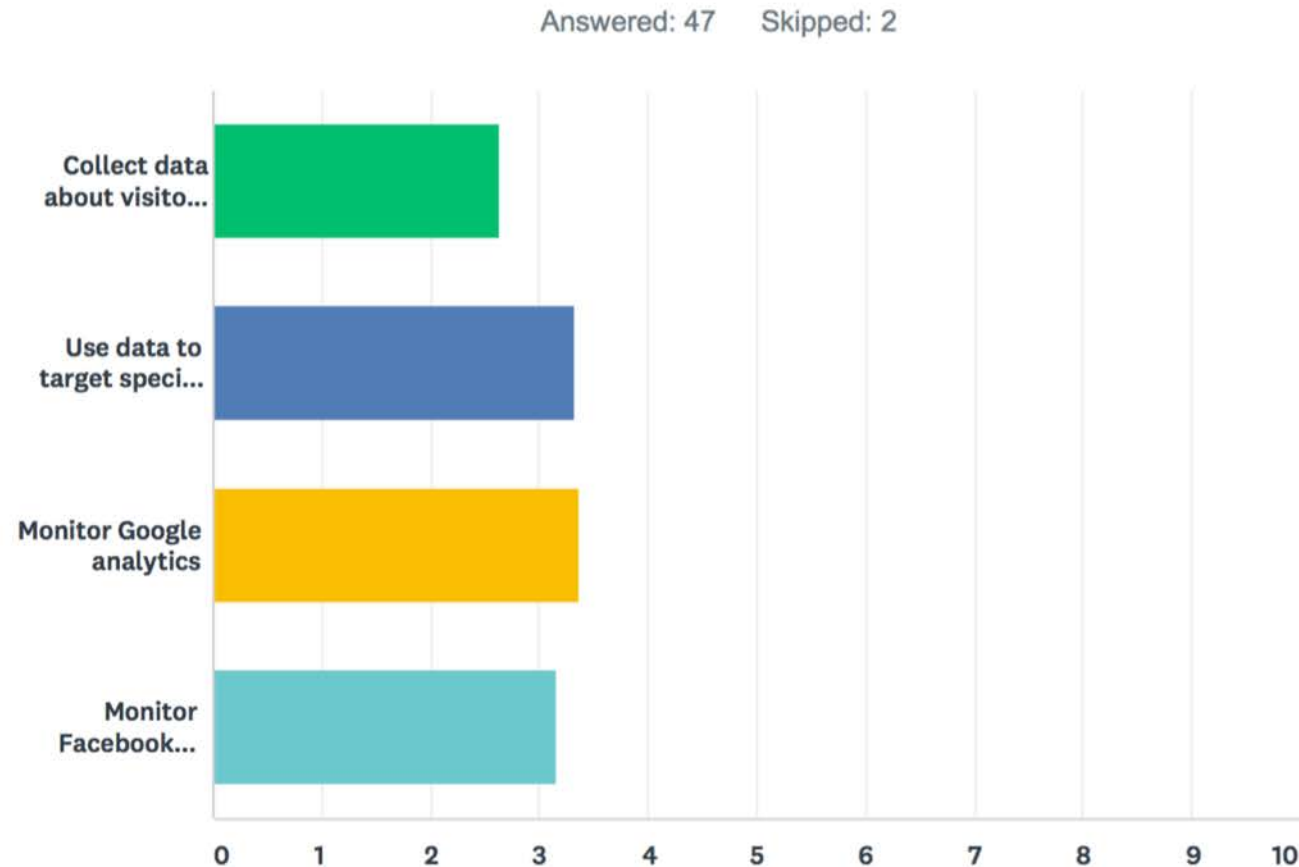
28.) How often does your organization do each of the following at the PRESENT time?



29.) Think back to the time before your organization began participating in the Roundtable. How often did your organization do each of the following?

	MORE THAN ONCE A MONTH	ABOUT ONCE A MONTH	SEVERAL TIMES EACH YEAR	RARELY	NEVER	N/A/DON'T KNOW	TOTAL	WEIGHTED AVERAGE
Collect data about visitors to your organization	29.79% 14	2.13% 1	34.04% 16	17.02% 8	6.38% 3	10.64% 5	47	2.64
Use data to target specific programs or messages to particular audience segments	12.77% 6	10.64% 5	17.02% 8	29.79% 14	17.02% 8	12.77% 6	47	3.32
Monitor Google analytics	14.89% 7	8.51% 4	14.89% 7	21.28% 10	23.40% 11	17.02% 8	47	3.36
Monitor Facebook analytics	19.15% 9	8.51% 4	19.15% 9	21.28% 10	19.15% 9	12.77% 6	47	3.15

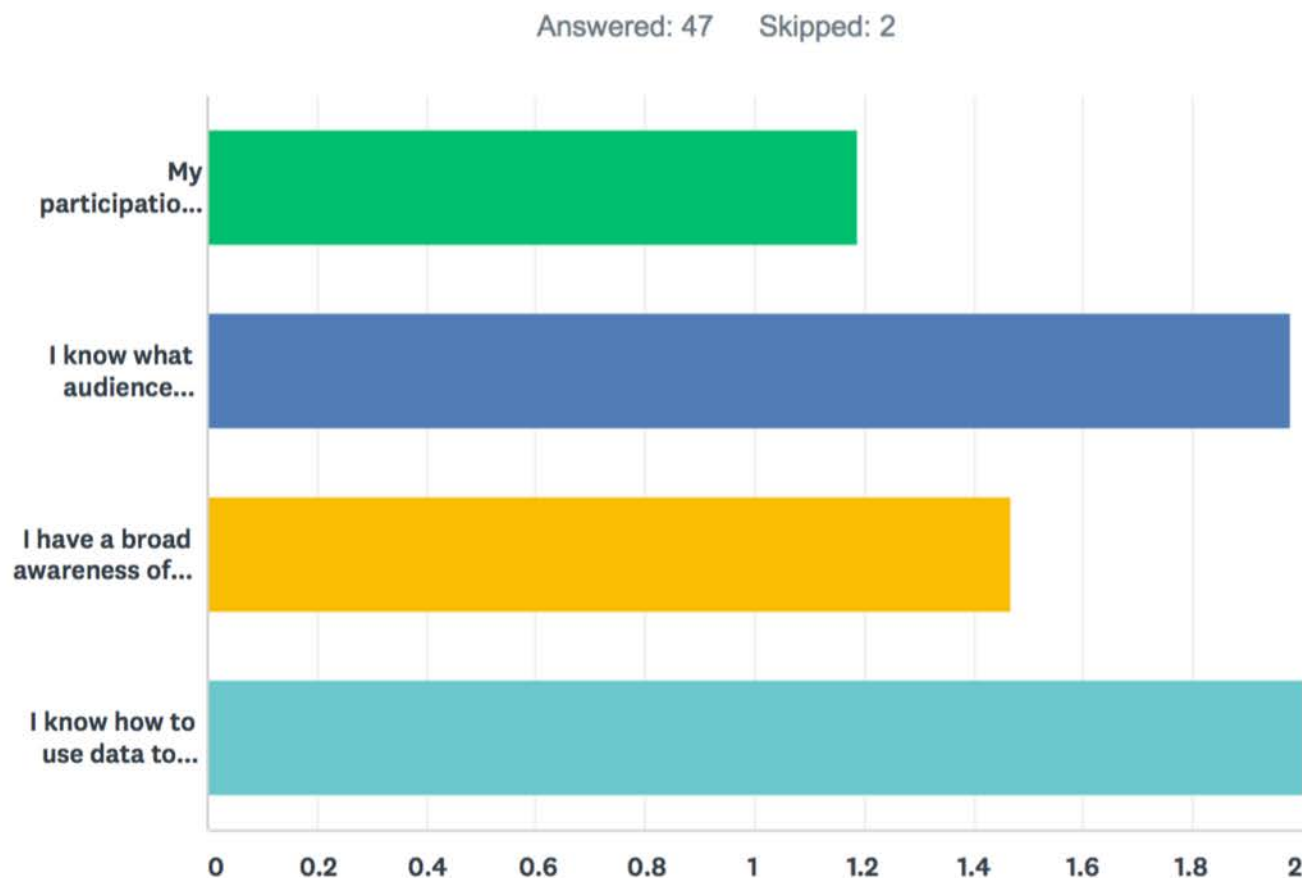
29.) Think back to the time before your organization began participating in the Roundtable. How often did your organization do each of the following?



30.) Please indicate how much you agree that each of the following statements describes you TODAY.

	AGREE STRONGLY	AGREE SOMEWHAT	NEITHER AGREE NOR DISAGREE	DISAGREE SOMEWHAT	DISAGREE STRONGLY	N/A	TOTAL	WEIGHTED AVERAGE
My participation in the Roundtable has been worth the time I have spent	87.23% 41	8.51% 4	2.13% 1	2.13% 1	0.00% 0	0.00% 0	47	1.19
I know what audience members are looking for from our organization	21.28% 10	61.70% 29	14.89% 7	2.13% 1	0.00% 0	0.00% 0	47	1.98
I have a broad awareness of strategies that can be used to build audiences	59.57% 28	36.17% 17	2.13% 1	2.13% 1	0.00% 0	0.00% 0	47	1.47
I know how to use data to retain and grow my audience	27.66% 13	55.32% 26	8.51% 4	6.38% 3	2.13% 1	0.00% 0	47	2.00

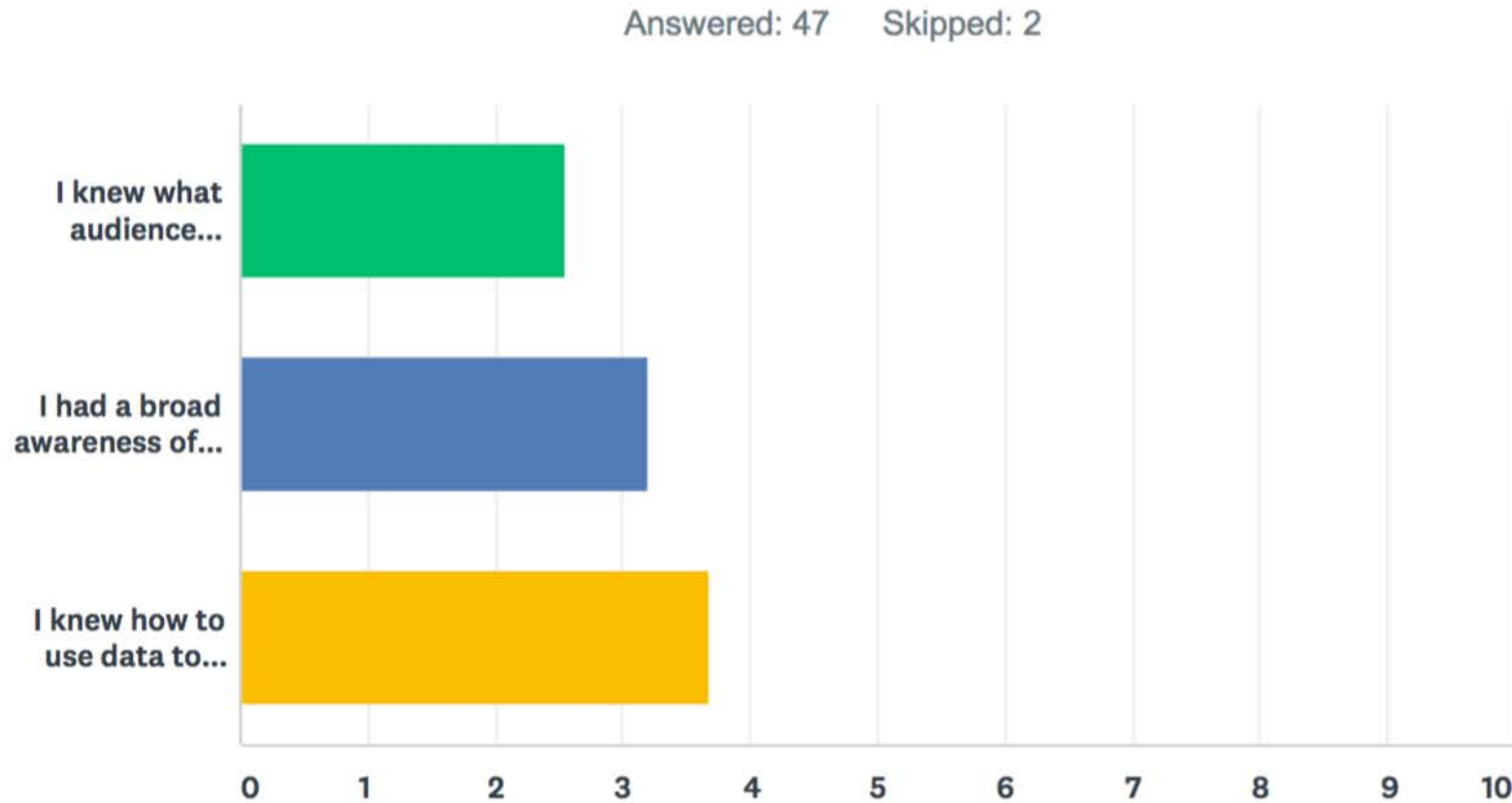
30.) Please indicate how much you agree that each of the following statements describes you TODAY.



31.) Please indicate how much you agree that each of the following statements describes you BEFORE you began participating in the Roundtable.

	AGREE STRONGLY	AGREE SOMEWHAT	NEITHER AGREE NOR DISAGREE	DISAGREE SOMEWHAT	DISAGREE STRONGLY	N/A	TOTAL	WEIGHTED AVERAGE
I knew what audience members were looking for from our organization	4.26% 2	53.19% 25	23.40% 11	10.64% 5	4.26% 2	4.26% 2	47	2.56
I had a broad awareness of strategies that can be used to build audiences	4.26% 2	29.79% 14	19.15% 9	23.40% 11	17.02% 8	6.38% 3	47	3.20
I knew how to use data to retain and grow my audience	0.00% 0	21.28% 10	14.89% 7	31.91% 15	27.66% 13	4.26% 2	47	3.69

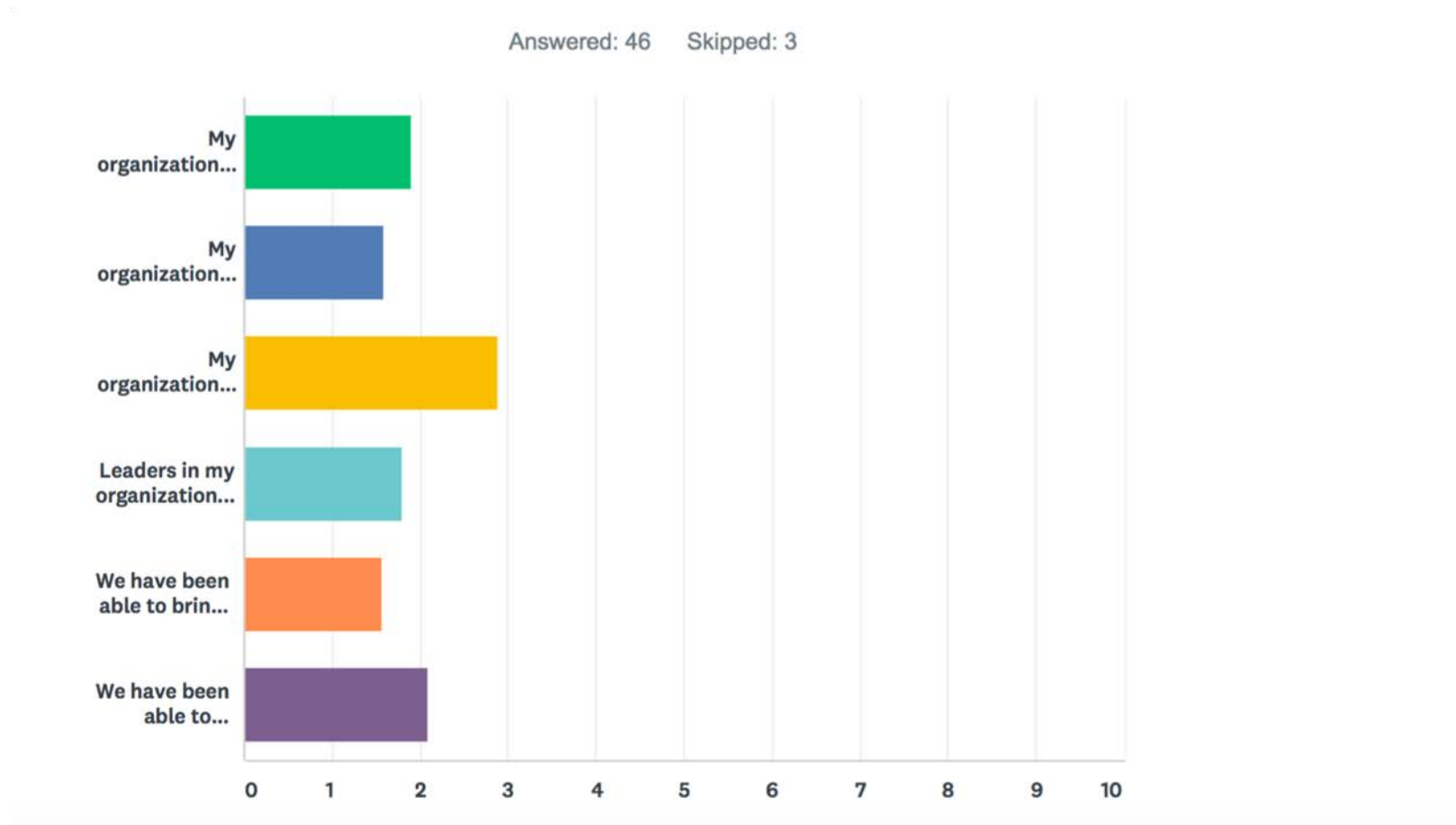
31.) Please indicate how much you agree that each of the following statements describes you BEFORE you began participating in the Roundtable.



32.) Please indicate how much you agree that each of the following statements describes your organization TODAY.

	AGREE STRONGLY	AGREE SOMEWHAT	NEITHER AGREE NOR DISAGREE	DISAGREE SOMEWHAT	DISAGREE STRONGLY	DON'T KNOW/PREFER NOT TO SAY	TOTAL	WEIGHTED AVERAGE
My organization ensures that our audience data is as accurate and complete as possible	32.61% 15	54.35% 25	4.35% 2	6.52% 3	2.17% 1	0.00% 0	46	1.9
My organization experiments with new ways to grow its audience	56.52% 26	32.61% 15	6.52% 3	4.35% 2	0.00% 0	0.00% 0	46	1.5
My organization allocates sufficient resources (budget and staff time) to audience development	6.52% 3	41.30% 19	13.04% 6	26.09% 12	8.70% 4	4.35% 2	46	2.8
Leaders in my organization speak often about how to cultivate deeper relationships with audience	52.17% 24	30.43% 14	6.52% 3	6.52% 3	4.35% 2	0.00% 0	46	1.8
We have been able to bring new audience members to our organization	56.52% 26	34.78% 16	4.35% 2	4.35% 2	0.00% 0	0.00% 0	46	1.5
We have been able to increase audience loyalty so that people return multiple times	23.91% 11	43.48% 20	19.57% 9	6.52% 3	0.00% 0	6.52% 3	46	2.0

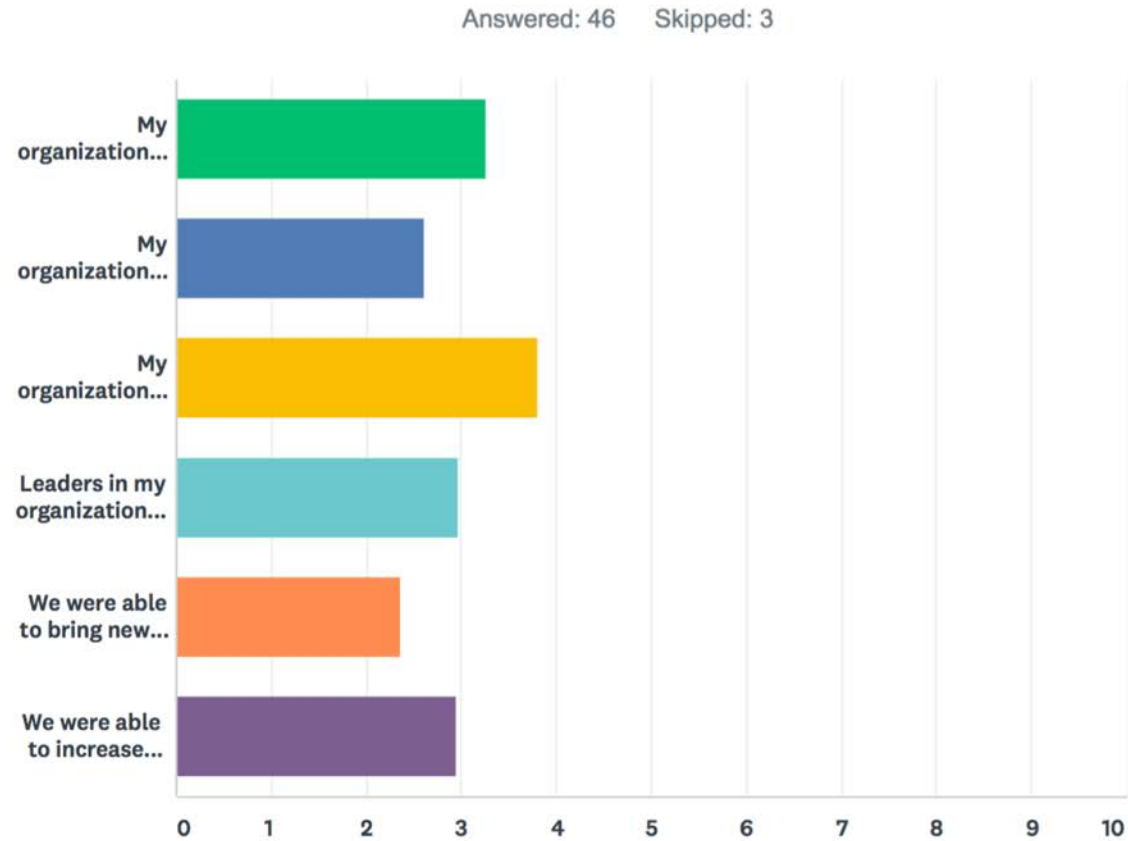
32.) Please indicate how much you agree that each of the following statements describes your organization TODAY.



33.) Please indicate how much you agree that each of the following describes your organization BEFORE you began participating in the Roundtable.

	AGREE STRONGLY	AGREE SOMEWHAT	NEITHER AGREE NOR DISAGREE	DISAGREE SOMEWHAT	DISAGREE STRONGLY	DON'T KNOW/PREFER NOT TO SAY	TOTAL	WEIGHTED AVERAGE
My organization ensured that our audience data was as accurate and complete as possible	8.70% 4	28.26% 13	8.70% 4	28.26% 13	21.74% 10	4.35% 2	46	3.2
My organization experimented with new ways to grow its audience	17.39% 8	28.26% 13	28.26% 13	17.39% 8	4.35% 2	4.35% 2	46	2.6
My organization allocated sufficient resources (budget and staff time) to audience development	0.00% 0	17.39% 8	15.22% 7	26.09% 12	32.61% 15	8.70% 4	46	3.8
Leaders in my organization spoke often about how to cultivate deeper relationships with audience members	8.70% 4	32.61% 15	17.39% 8	17.39% 8	15.22% 7	8.70% 4	46	2.9
We were able to bring new audience members to our organization	8.70% 4	50.00% 23	21.74% 10	6.52% 3	2.17% 1	10.87% 5	46	2.3
We were able to increase audience loyalty so that people returned multiple times	6.52% 3	23.91% 11	34.78% 16	15.22% 7	8.70% 4	10.87% 5	46	2.9

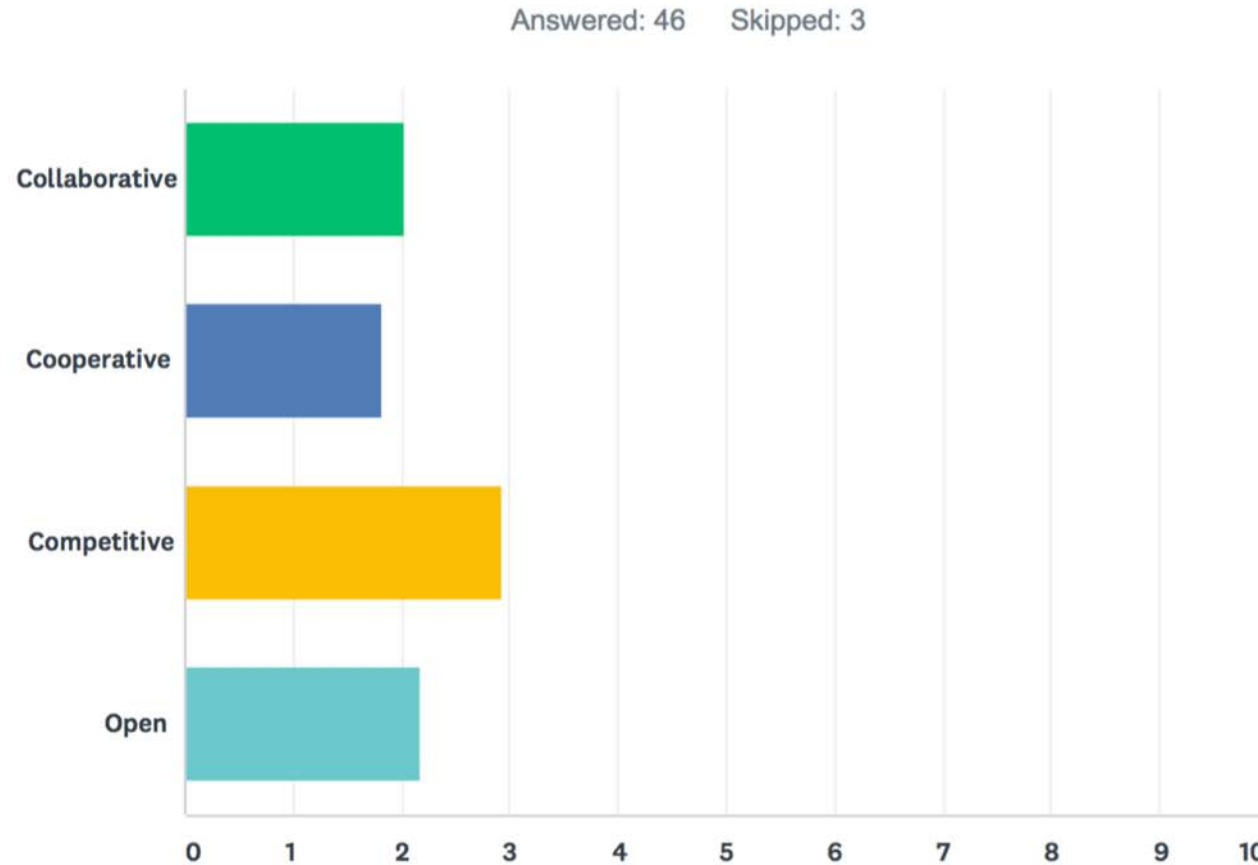
33.) Please indicate how much you agree that each of the following describes your organization BEFORE you began participating in the Roundtable.



34.) How well would you say each of the following words describes relationships among arts organizations as a whole in Atlanta TODAY, in general?

	DESCRIBES VERY WELL	(NO LABEL)	(NO LABEL)	(NO LABEL)	DOES NOT DESCRIBE AT ALL	TOTAL	WEIGHTED AVERAGE
Collaborative	30.43% 14	39.13% 18	28.26% 13	2.17% 1	0.00% 0	46	2.02
Cooperative	34.78% 16	47.83% 22	17.39% 8	0.00% 0	0.00% 0	46	1.83
Competitive	8.70% 4	30.43% 14	32.61% 15	15.22% 7	13.04% 6	46	2.93
Open	23.91% 11	41.30% 19	30.43% 14	2.17% 1	2.17% 1	46	2.17

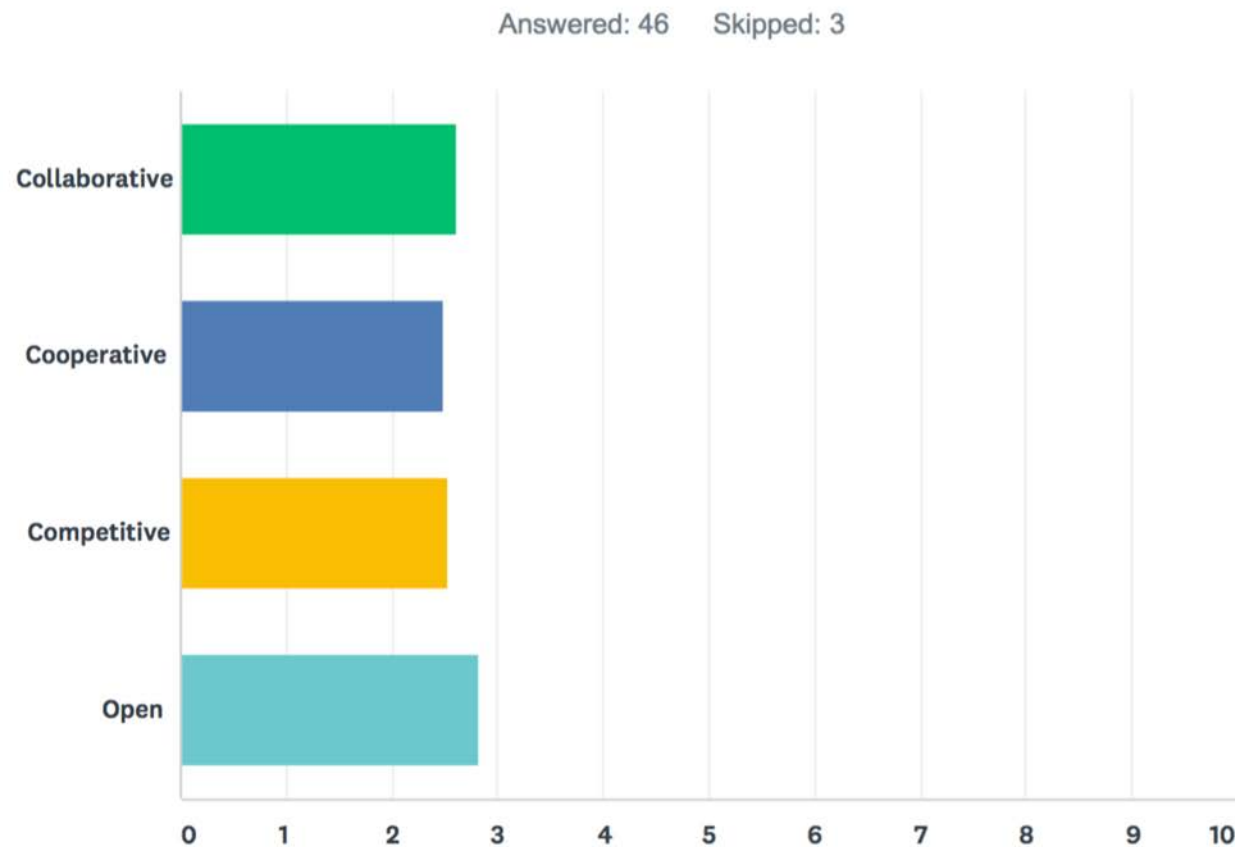
34.) How well would you say each of the following words describes relationships among arts organizations as a whole in Atlanta TODAY, in general?



35.) Think back to the time BEFORE you participated in the Roundtable. How well does each of the following words describe relationships among arts organizations as a whole in Atlanta at that time?

	DESCRIBES VERY WELL	(NO LABEL)	(NO LABEL)	(NO LABEL)	DOES NOT DESCRIBE AT ALL	TOTAL	WEIGHTED AVERAGE
Collaborative	15.22% 7	28.26% 13	39.13% 18	15.22% 7	2.17% 1	46	2.61
Cooperative	17.39% 8	32.61% 15	34.78% 16	13.04% 6	2.17% 1	46	2.50
Competitive	23.91% 11	32.61% 15	19.57% 9	13.04% 6	10.87% 5	46	2.54
Open	10.87% 5	23.91% 11	41.30% 19	19.57% 9	4.35% 2	46	2.83

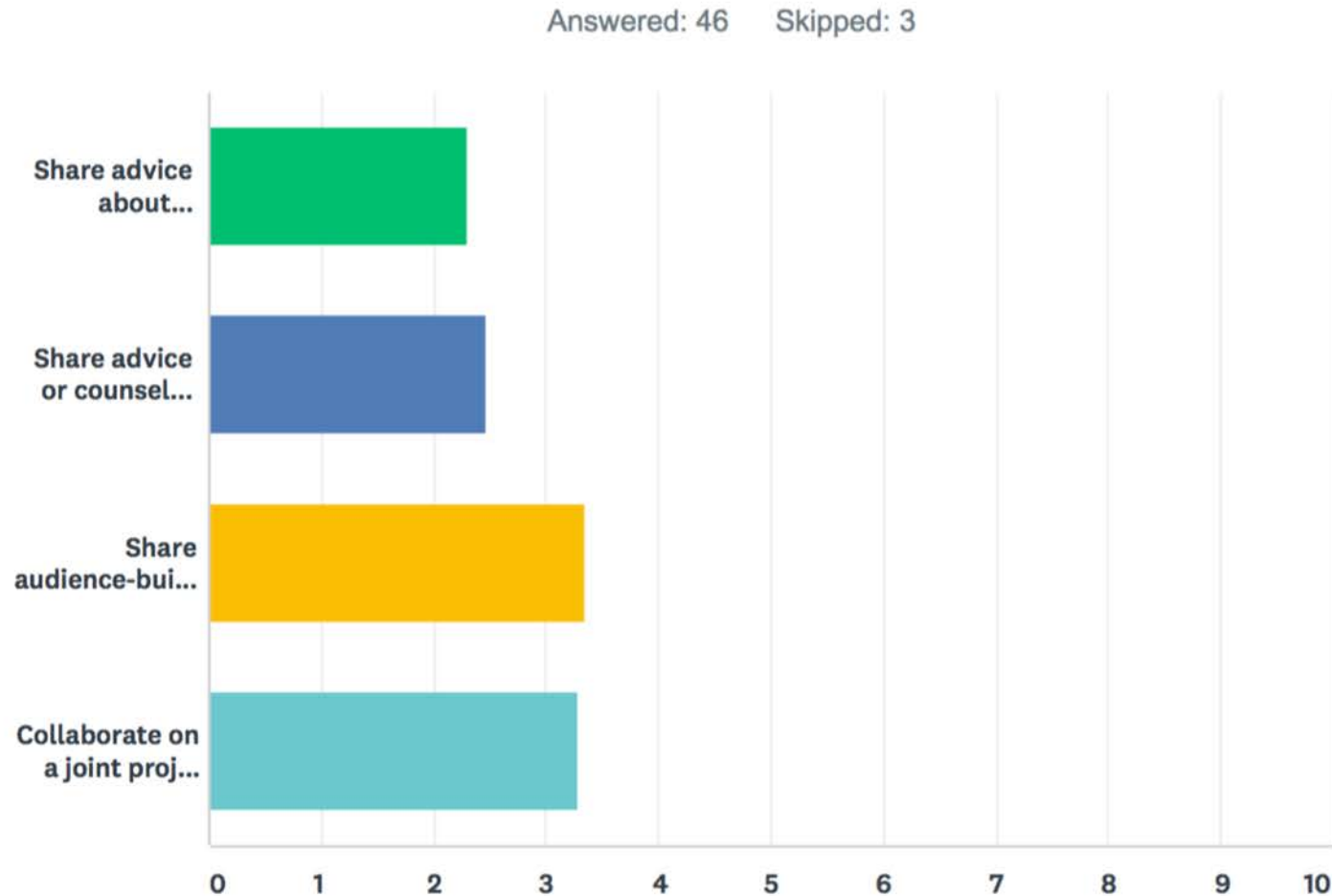
35.) Think back to the time BEFORE you participated in the Roundtable. How well does each of the following words describe relationships among arts organizations as a whole in Atlanta at that time?



36.) How often do you do each of the following with staff members of other arts organizations at the PRESENT time (at Roundtable meetings or elsewhere)?

	MORE THAN ONCE A MONTH	ABOUT ONCE A MONTH	SEVERAL TIMES EACH YEAR	RARELY	NEVER	N/A	TOTAL	WEIGHTED AVERAGE
Share advice about audience-building strategies	13.04% 6	47.83% 22	34.78% 16	4.35% 2	0.00% 0	0.00% 0	46	2.30
Share advice or counsel about other work-related issues (e.g., board relationships, development)	13.04% 6	39.13% 18	36.96% 17	10.87% 5	0.00% 0	0.00% 0	46	2.46
Share audience-building resources, such as mailing lists or e-mail blasts	2.17% 1	19.57% 9	32.61% 15	32.61% 15	13.04% 6	0.00% 0	46	3.35
Collaborate on a joint project to grow audiences	6.52% 3	13.04% 6	36.96% 17	32.61% 15	10.87% 5	0.00% 0	46	3.28

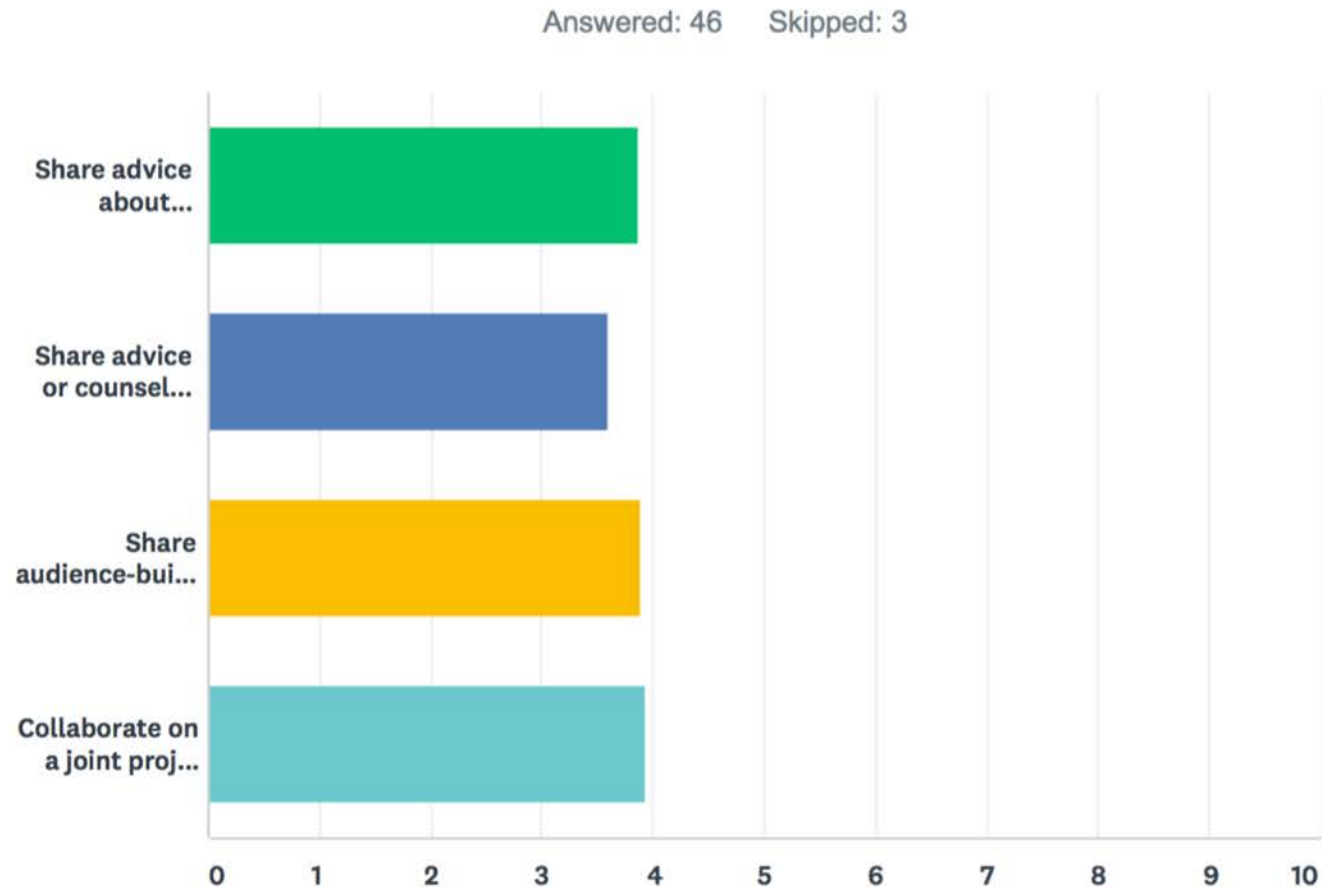
36.) How often do you do each of the following with staff members of other arts organizations at the PRESENT time (at Roundtable meetings or elsewhere)?



37.) Think back to the time BEFORE you began participating in the Roundtable. How often did you do each of the following with staff members of other arts organizations?

	MORE THAN ONCE A MONTH	ABOUT ONCE A MONTH	SEVERAL TIMES EACH YEAR	RARELY	NEVER	N/A	TOTAL	WEIGHTED AVERAGE
Share advice about audience-building strategies	0.00% 0	4.35% 2	21.74% 10	52.17% 24	17.39% 8	4.35% 2	46	3.86
Share advice or counsel about other work-related issues (e.g., board relationships, development)	2.17% 1	6.52% 3	32.61% 15	41.30% 19	13.04% 6	4.35% 2	46	3.59
Share audience-building resources, such as mailing lists or e-mail blasts	2.17% 1	6.52% 3	23.91% 11	30.43% 14	32.61% 15	4.35% 2	46	3.89
Collaborate on a joint project to grow audiences	0.00% 0	6.52% 3	17.39% 8	45.65% 21	23.91% 11	6.52% 3	46	3.93

37.) Think back to the time BEFORE you began participating in the Roundtable. How often did you do each of the following with staff members of other arts organizations?



*Question 38 is qualitative and
can be found in the qualitative
responses report*

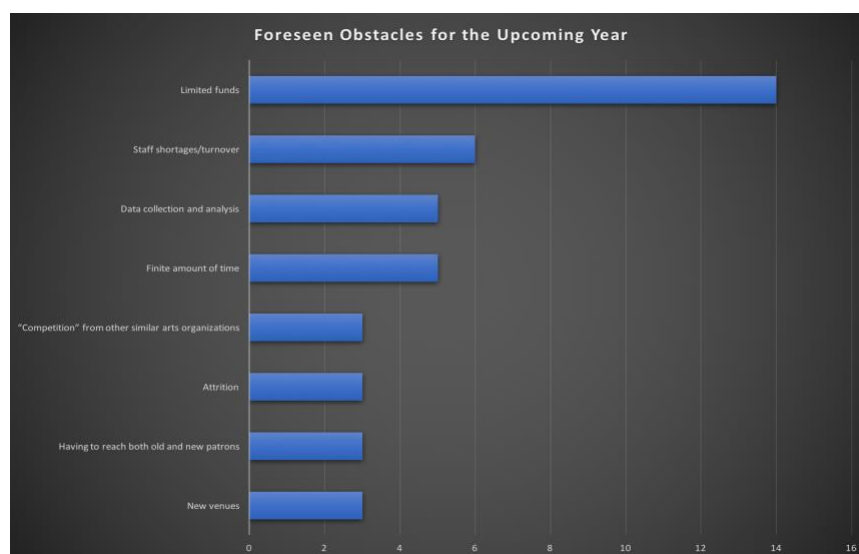
Audience Building Roundtable: January 2018 Survey Results Evaluation- Qualitative Responses (n=47)*

Question 5- Looking back at 2017, are there specific threats or obstacles your organization overcame in your audience building journey? If so, describe the issue and how you succeeded.

Obstacles	Solutions
Lack of audience building knowledge/failure to prioritize audience building	Worked closely with Spitfire, Sara Leonard, and TRG consultants to implement their suggested strategies (as well as those that were presented at ABR meetings)
Poor system for data collection or analysis	Implemented new strategies for data collection and analysis; hired new staff members to focus on data
New venues	Used segmentation to keep in touch with patrons while moving, and invited them to special events in their new venue
Audience discontent, especially as result of the artistic vision of new leadership	Held town halls and talk backs; formed relationships with audience members who might like the new programming
Lapsed patrons/attrition	Generated excitement by sending strategic mailings and emails; hired new dedicated staff to focus on renewals; implemented variable pricing models

Question 6- When you imagine how your audience building journey will unfold over the next year, what are the biggest threats or obstacles you foresee?

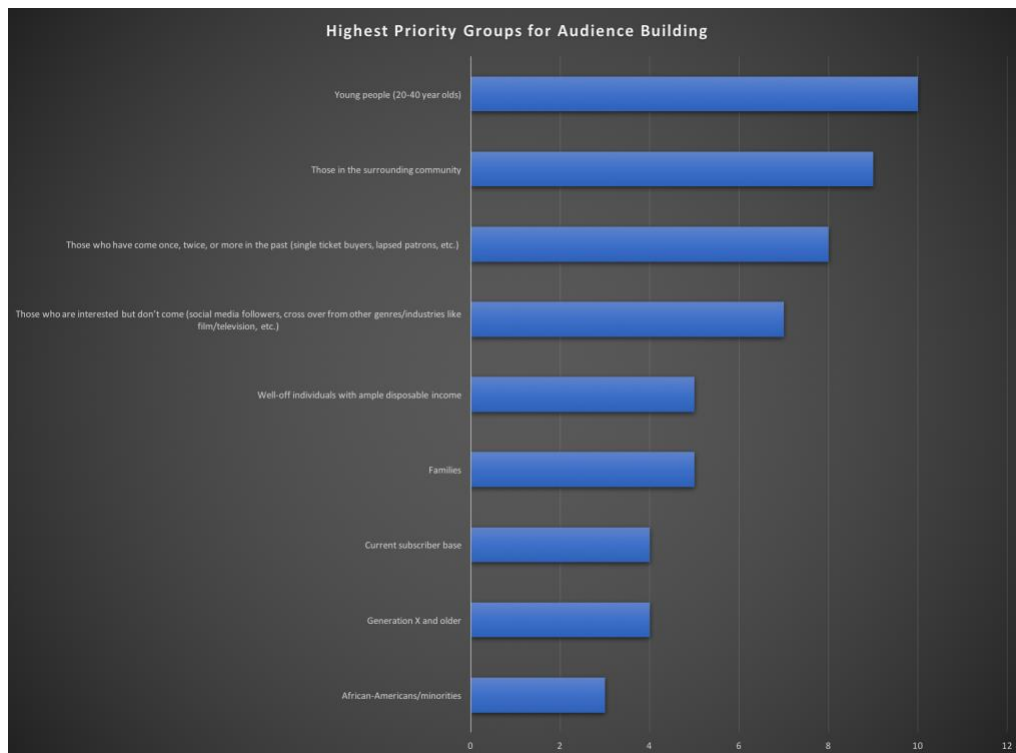
Obstacles	Number of Responses
Limited funds	14
Staff shortages/turnover	6
Finite amount of time	5
Data collection and analysis	5
New venues	3
Having to reach both old and new patrons	3
Attrition	3
"Competition" from other similar arts organizations	3



* Only responses that appeared at least 3 times in the survey results were included

Question 7- Describe the group of potential customers that is your highest priority for audience building.

Group	Number of Responses
Young people (20-40 year olds)	10
Those in the surrounding community	9
Those who have come once, twice, or more in the past (single ticket buyers, lapsed patrons, etc.)	8
Those who are interested but don't come (social media followers, cross over from other genres/industries like film/television, etc.)	7
Families	5
Well-off individuals with ample disposable income	5
Generation X and older	4
Current subscriber base	4
African-Americans/minorities	3



Question 38- Do you have any other comments?

Key Themes
ABR is a valuable professional development opportunity, especially for young staff members
Organizational shifts and lack of resources can make it difficult to fully activate lessons from ABR
Inter-organizational learning and networking are valuable aspects of ABR
ABR challenges each organization to better define and meet its goals