



**Creative
Manitoba**

Strengthening Manitoba's arts and creative industries

MARKETING

Taking the Should out of “They Should Come”

Please welcome:

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WINNIPEG
NEW MUSIC
FESTIVAL

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NEW MUSIC
FESTIVAL

CENTRE FOR THE
PERFORMING ARTS

Marketing: An Art & Science

- Fundamental purpose is to link the organization with its market
- Marketing tools are intended to meet the objectives of both the organization and the consumer
- The manager must:
 - Acquire as much knowledge as possible about the market and the benefits sought by its various segments
 - Develop and position a brand for the organization

Source: Francois Colbert



Marketing: Definitions

SEGMENT: Sub-group of consumers based on shared characteristics (i.e. 50+ Women; Arts enthusiasts)

CHANNEL: Medium to advertise (i.e. TV, Facebook, Print)

DEMOGRAPHIC: A segment of a population defined by age, gender, ethnicity and location

PSYCHOGRAPHIC: A segment of a population defined by interests, values, opinions, attitudes and lifestyle



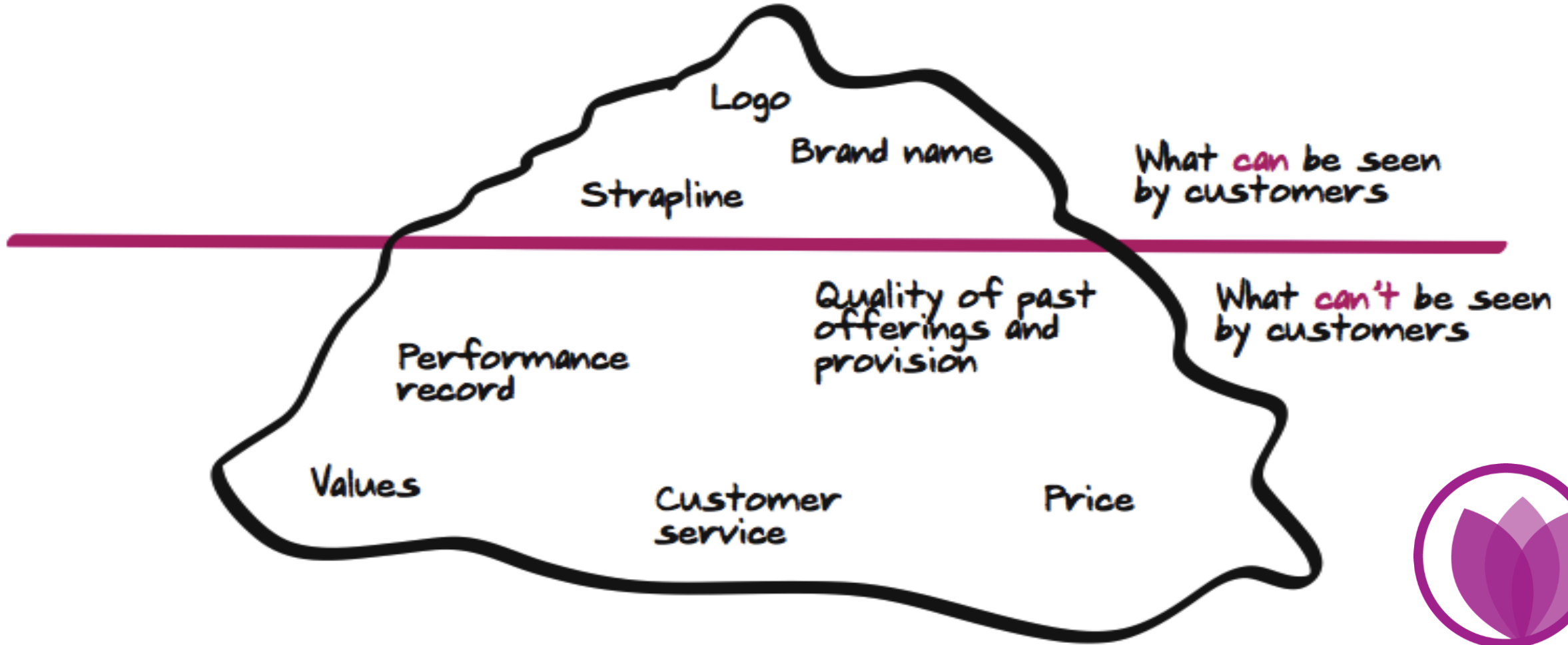
Marketing: The Audience Advocate

The Marketer needs to be the voice of the audience

- What experience are you building for them?
- How will they respond?
- Why should they care?
- Can we sell what is being put on the table?



Your Brand Promise



Customer Journey

- First hear about the show
- Go to website to look for details
- Call box office to find seats
- Come to show
- Welcome at the door
- Lobby experience
- Go into show: seats, other audience members, performance
- Intermission: drinks, food, what's on offer, displays, interactive,
- Return to hall
- Post: meet the artists, stay, leave, go have something to eat, see it in social media



I hadn't been to the Orchestra since I was a kid, so I bought 2 tickets for a Mozart concert

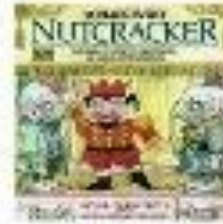
That day, work got completely crazy so I couldn't make it.



I tried calling the orchestra to exchange the tickets, but I was told my only option was to "donate" them!



I decided to give it another shot 3 months later when my favorite composer, Tchaikovsky, was playing



Parking was a nightmare. It took us 25 minutes to find a spot!



By then, it was too late to have dinner. I was starving at intermission but the bar was super crowded, didn't have any food and a drink was \$12!



The musicians played very well but I knew nothing about two of the pieces played



Imagine my surprise when 3 days later the orchestra called me to ask if I wanted to buy a subscription. I told them no and then 3 weeks later they called for a donation!



Though I don't think I am ever going back, they continue to flood me with mail, phone calls and emails. What a drag!



The Marketing Mix



Product

Product Design (a concert, show, installation, etc.)

Product Range (series, exhibition schedule)

- Content, People, Location, Time

Branding

- Description, Look & Feel

The Ticket or Package

- Rights & Benefits



Price

Strategy

- exclusivity, introduction, pillar

Tactics

- price by channel, price over-time

Price Setting

- what will the market sustain? price-sensitivity

Discounting and Premiums

- Early-bird, dynamic pricing, bums in seats

Payment Terms

- method, credit, pre-pay, GCs



Place

Where are you selling the product?

- At venue (box office)
- Resellers (McNally Robinson)
- Online
- Phone
- Mail, pick-up, mobile, print-at-home
- Inventory management



Promotion

Promotional Mix

- advertising, PR, direct marketing, promos

Message Strategy

- the 5 W's

Channel Strategy

- how will you reach them?

Frequency

- How often?



Marketing vs. Artistic

When balanced perfectly the constructive conflict between what a marketer can sell and what an artistic team dreams up builds products that are extremely fulfilling for both audience and organization.



Marketing vs. Artistic

The marketer is the voice of the public at the artistic planning table

An artistic planning team that does not heed the experienced arts marketer's input and concerns is asking for disaster



Building Balance

- The strategic or business plan is the place where marketing is connected with all other departments
- The organization signs on to goals that intersect and are mutually reinforcing
- Artistic wants bigger audiences and marketing wants product that can achieve that goal



A Marketing Culture

- Align the interest of mission-based departments
- Involve marketing staff early
- You must know the needs of your audience
- Share results
- Ensure production knows how audience is responding often and early
- Celebrate success!



Patrons Today

- Greater demand from the public for engagement and involvement
- People want to learn something new
- People want to socialize
- People are seeking transformative experiences
- REMEMBER: We are public organizations, serving and presenting for our public.



Key Segments

- Arts patrons are not a demographic (ie. age group), they are a psychographic (shared interest and value group)
- Arts Psychographic segments cut across different demographic groups (young & urban vs. empty-nesters)
- A key attribute is post-secondary education



Key Segments

- Time & Money
- Youth have time but no money
- Parents & Families have no time and may be tight on money
- Double-Income, No Kids & Empty-nesters have time & money and are looking for new brand experiences affiliations



Key Segments

30+ University-Educated Double-income no kids

- have time
- have money
- looking for entertainment options beyond the club



Key Segments

55+ University-educated Empty-nesters

- just got their time back
- think of themselves as young
- looking for new entertainment options



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Wants and Needs

- meet friends
- do something with partner
- have a glass of wine
- surprise and delight
- have a story to tell



Competition

- Netflix, Hulu, Crave, HBO
- Big budget shows
- Other arts (collaborative competition)
- Ourselves
- Travel
- Location



Getting in the Top 3

- Active attendees have many things on their lists
- A lot going on in Winnipeg
- 10% of the population that is arts positive
- At WSO, if we got 1% of Winnipeg population to attend we considered it an unmitigated success



Audience Profiles

- Demo
- Habits
- Needs
- Motivations
- Preferred media channels



Audience Profiles

MARIA

- Retired teacher
- Widow
- Kids have left town
- WAG member & volunteer
- Winnipeg Free Press, CTV & CBC News, PBS, Macleans



Audience Profiles

LUCA

- Architect
- Divorced, teenage kids
- Large art library and jazz collection
- Has been to all the great museums and concert halls of the world
- CBC, The Globe and Mail, The New Yorker, Twitter



Audience Profiles

RENEE

- Entrepreneur
- No partner, no kids
- RWB Young Patron
- U of M Biz School graduate
- Axios, BuzzFeed, Instagram, Facebook, The Guardian



Audience Profiles

- What are your target segments?
- Where do you have the most opportunity?



Channel Strategy

- What are the right channels to connect with your target segments
- The smaller your org., the more targeted you need to be
- Traditional media vs. Digital



Advertising Definitions

Reach: number of unique individuals reached

Frequency: how often each individual reached

Impressions: total number of times viewed (reach x frequency)

Run of Schedule/Paper: station or publication schedules the ad where it fits

GRP: gross rating points (% of population reach x frequency of reach)



Advertising Definitions

CPM: cost per thousand impressions (KPI for an awareness campaign)

CTR: click through rate or number of clicks per 100 impressions (KPI for traffic campaigns)

CPC: cost per click (KPI for traffic campaigns)

CPA: cost per acquisition or cost per person who completes an action such as newsletter signup or ticket purchase (KPI for action campaigns)



Digital and Social Channel Strategy Calendar

		Q1			Q2			Q3			Q4		
		SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG
Annual Goals and Strategies													
Goals	What are the goals for each quarter? Featuring an event? Driving public engagement? Supporting a communications message?												
Strategies	What will you do to achieve the goals? Do you need to create new channel strategies? Do you need to develop any specific content?												
Timeline Notes	Are there any external events you need to be aware of? (ie. reporting periods)												
Events	What events need to be accounted for in the social calendar? (ie. special events, press releases)												
Channel Strategies													
Website	Tie content strategy in owned spaces to Channel Strategy. Who is the target audience? How should the content be presented?												
Email													
Facebook													
Twitter													
Youtube													
Other													
Measurement and Reporting													
Measurement	What metrics will be used to evaluate success? Who is in charge of collecting and reporting?												
Reporting	Roll monthly reports up into quarterly reports suitable for all stakeholders. What trends are emerging? Who needs to know?												

Building Traction

Single Channel Frequency vs. Cross-Channel Frequency

Consider:

- you see an ad in Facebook 5 times in one week
- you see an ad in Facebook, get the message in your inbox, receive a postcard, see a concert poster, and hear about it on the radio



The On-Sale Notice

One of the most powerful opportunities to build buzz

- Free PR when you announce important shows
- Build excitement with email and social media announce
- Consider advertising the on sale date to drive demand for best seats on that date
- Give subscribers & elist exclusive early access



The Sell-Out

Creating energy that infuses future shows

- A sell-out is a game-changer
- It allows you to drive ticket prices and advance sales
- Consider your venue size? Is it appropriate for the audience you can draw?
- Can you pack the vernissage?
- Media picks-up on a sell-out regardless of size of audience



Discussion

What are you getting ready to sell right now?

What's your biggest question?

What are you going to change after today?

