

The Comeback Collection

4 Sessions to Reignite Revenue and Relationships



TRANSFORMING LIVES
THROUGH *the* ARTS



We Teach & Learn.



Part 1

Re-igniting SALES

Segment

Empathize

Simplify

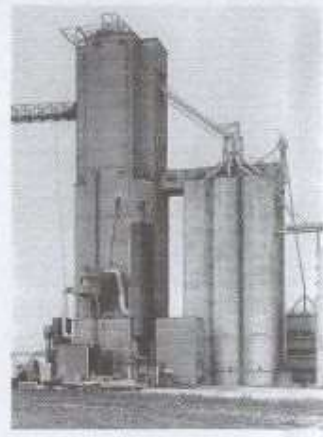
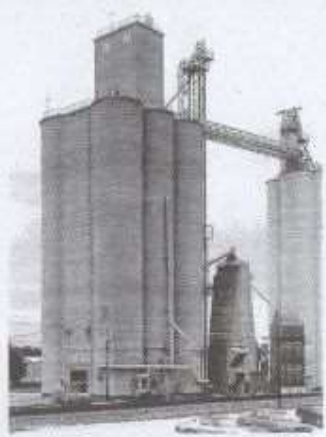
Experiment

Part 2

SILO BUSTING

- **Change:** Where do you need new approaches?
- **New Perspectives:** Where can you change your thinking (and goal setting) to keep PATRONS at the center?
- **2021 Action:** Make your commitments now to the changes you want to see.





JUST Cause

Simon Sinek

“The Infinite Game”

ORIGINAL STORY

The image features the words "ORIGINAL" and "STORY" stacked vertically in a bold, white, sans-serif font. The letters are rendered with a 3D effect, having a red shadow cast to the right and slightly downwards. The background is solid black, punctuated by several jagged, yellow lightning bolts that appear to emanate from behind the text. At the bottom left and bottom right corners, there are small, blue, stylized figures that look like tiny characters or creatures.



Your JUST CAUSE

With your eyes on the horizon...

Set incremental institutional goals for THIS YEAR.

- **Relationships.** Internally and externally, what will success look like?
- **Revenue.** From whom and when?
- **Audience.** Who are they? Who will come back?
- **Learning.** What skills / tools / conversations do we need to advance toward those goals?
- **Stop doing.** What do we need to STOP (because it isn't working, or isn't aligned with our Just Cause)?



PERCENT OF DATABASE THAT IS ACTIVE

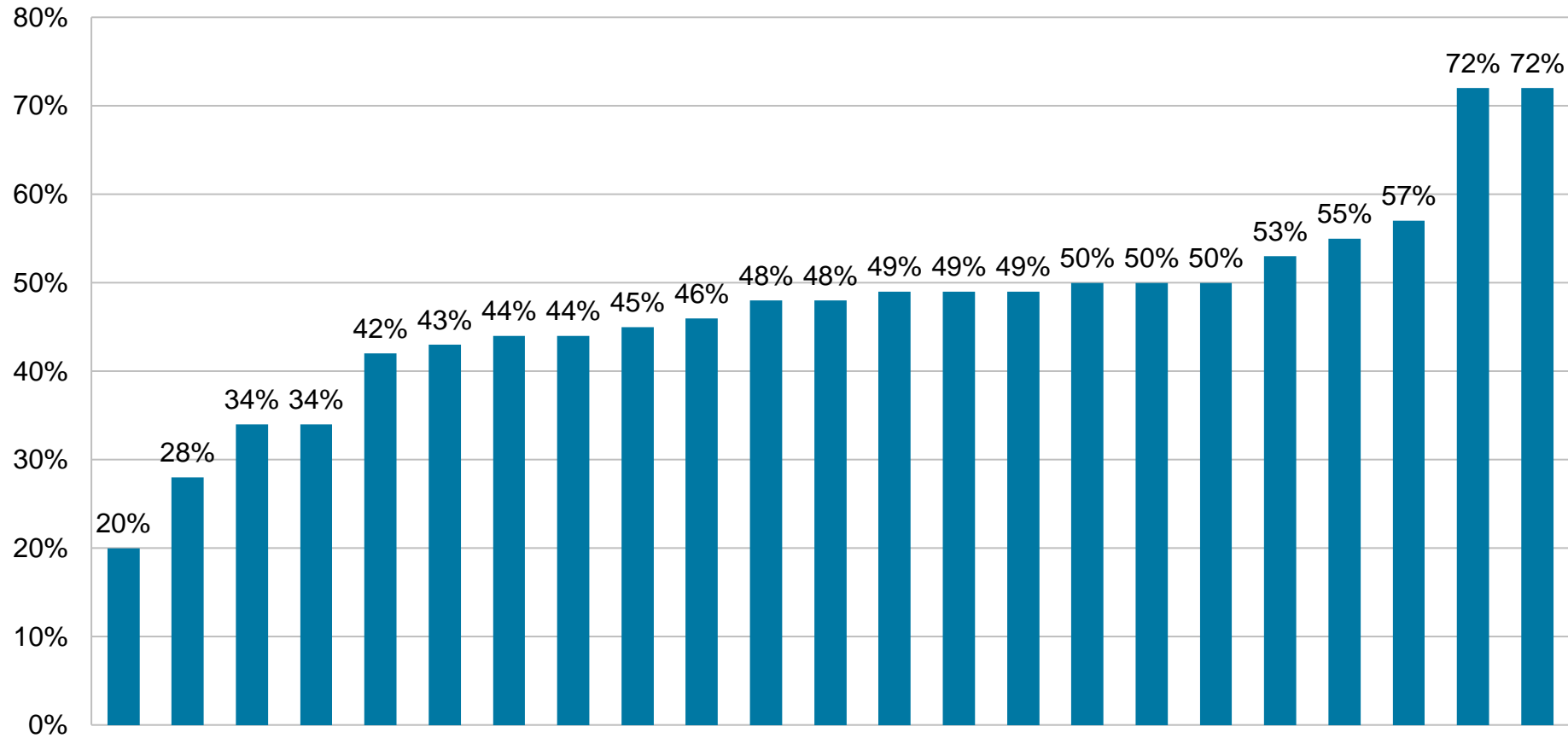
1

- Quick measure of churn.
 - How sticky are your patrons? (We want REALLY sticky patrons.)
- Inform campaign investment.
 - High percentage? Invest in **acquisition** and retention.
 - Low percentage? Invest in **reactivation** and retention.

$$\text{ACTIVE DATABASE} = \frac{\text{Households w/ activity the last 2 years}}{\text{All HHs from the last 6 years}}$$

% of Active Patrons

Recent Client Examples



RESPONSE RATES

2

- Who is accepting your invitations?
 - For donation, tickets, volunteerism, membership, return visits, surveys, auditions, etc.
- Track it **BY SEGMENT**.
 - Stick with some “standard” segmentation so you can track yesses over time.
- Experiment.
 - Change invitations if the response rates aren’t right.

$$\text{RESPONSE RATE} = \frac{\text{Households that said YES}}{\text{Total Households Invited}}$$

Client Example: Performing Arts

Segment	Renewal / Acq 1 / Acq 2	# Households	# of responders (HHs)	Response Rate	Revenue	Expense	Cost-of-Sale
FY19 Subs	<i>Renewal</i>	2,235	1,528	68.4%	\$ 610,671	\$ 4,625	0.76%
FY18 Sub (Reactivation; Lapsed 1 Year)	<i>Reactivation</i>	935	105	11.2%	\$ 34,299	\$ 1,708	4.98%
FY18 CYO (Reactivation; Lapsed 1 Year)	<i>Reactivation</i>	109	11	10.1%	\$ 4,523	\$ 244	5.39%
FY19 MSTB	<i>Acq 1</i>	2,390	87	3.6%	\$ 30,142	\$ 3,016	10.01%
FY19 1-Time STB	<i>Acq 1</i>	15,257	121	0.8%	\$ 43,881	\$ 14,107	32.15%
FY18 MSTB	<i>Acq 1</i>	1,525	28	1.8%	\$ 11,453	\$ 2,626	22.93%
FY17 MSTB	<i>Acq 1</i>	1,402	9	0.6%	\$ 2,716	\$ 1,114	41.03%
FY17 SUB	<i>Acq 1</i>	548	10	1.8%	\$ 3,207	\$ 816	25.43%
FY17 CYO	<i>Acq 1</i>	114	4	3.5%	\$ 1,583	\$ 570	36.02%
FY16 SUB (no CYO/3B)	<i>Acq 1</i>	536	5	0.9%	\$ 1,181	\$ 511	43.31%
Donor Non-Sub	<i>Acq 1</i>	708	4	0.6%	\$ 2,348	\$ 744	31.69%
FY18 1-Time STB	<i>Acq 2</i>	14,146	42	0.3%	\$ 19,935	\$ 22,252	111.62%
FY16 CYO	<i>Acq 2</i>	314	1	0.3%	\$ 542	\$ 502	92.67%
FY16 MSTB	<i>Acq 2</i>	1,155	1	0.1%	\$ 210	\$ 1,708	813.42%
Other			78	0.0%	\$ 32,192		0
TOTALS		41,374	2,034	4.9%	\$ 798,883	\$ 54,545	6.83%
Renewal Totals		2,235	1,528	68.4%	\$ 610,671	\$ 4,625	0.76%
Acquisition Totals		39,139	506	1.3%	\$ 188,212	\$ 49,919	26.52%

SUBSCRIBERS / MEMBERS WHO ALSO DONATE

3

- People who buy tickets AND donate are less likely to ghost you.
- Low?
 - Marketing and Development need to team up to build a campaign JUST FOR these folks.
 - Focus on retention.
- High?
 - Build the pipeline.
 - Focus on donor / package upgrades.

$$\text{Sub/Don Crossover} = \frac{\text{Subscribers who Donate}}{\text{All Subscribers}}$$

**DONORS
WHO ALSO
SUBSCRIBE /
JOIN
MEMBERSHIP**

4

- Donors who don't participate in programming aren't (usually) your advocates.
 - Get them involved!
- Listen to them and then build the right invitation for programmatic participation.
- Build development stewardship tactics into marketing asks.

$$\text{Don/Sub Crossover} = \frac{\text{Donors who Subscribe}}{\text{All Donors}}$$

Net Promoter Score

5

- Prime listening tool.
- Segment.
 - **Simply:** Ticket buyers vs donors
 - **With more nuance:** New to file vs returning vs subscriber vs donor
- Opens conversations INTERNALLY and directly with patrons.
 - Elisa said your concessions were terrible and she'd NEVER come back? Call her.
 - Marco said it was the single best performance he'd ever seen? REACH OUT.

$$\text{NPS} = \% \text{ Promoters} - \% \text{ Detractors}$$

On a scale of 1 – 10, how likely are you to recommend us to a friend or colleague?

What is the primary reason for your score?

Is there anything we could have done to make your experience more exceptional?

To support your **silo-busting**:

- Set goals from your baseline.
- Share the data.
- Let your **BUDGETS** reflect your goals.
- Listen and learn.

Let's talk: Making it work...

First: Reflect & Prepare

- Based on our conversation today, where do you see hurdles on the silo-busting horizon?

Then: Breakout Rooms

- Help each other solve for these impediments!
- Person with the nearest birthday starts.

Office Hours!