The Comeback Collection
4 Sessions to Reignite Revenue and Relationships
We Teach & Learn.

- Consulting
- Facilitating & Teaching
- Community Networks
- Data Center Services
- Consulting
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’”
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)?
• 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.

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

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

**Renewal Totals**

<table>
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<tr>
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**Acquisition Totals**

<table>
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<th>Renewal / Acq 1 / Acq 2</th>
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<th>Revenue</th>
<th>Expense</th>
<th>Cost-of-Sale</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY19 Subs</td>
<td>39,139</td>
<td>506</td>
<td>1.3%</td>
<td>$188,212</td>
<td>$49,919</td>
<td>26.52%</td>
</tr>
</tbody>
</table>
• 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.

Sub/Don Crossover = \[
\frac{\text{Subscribers who Donate}}{\text{All Subscribers}}
\]
• 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!