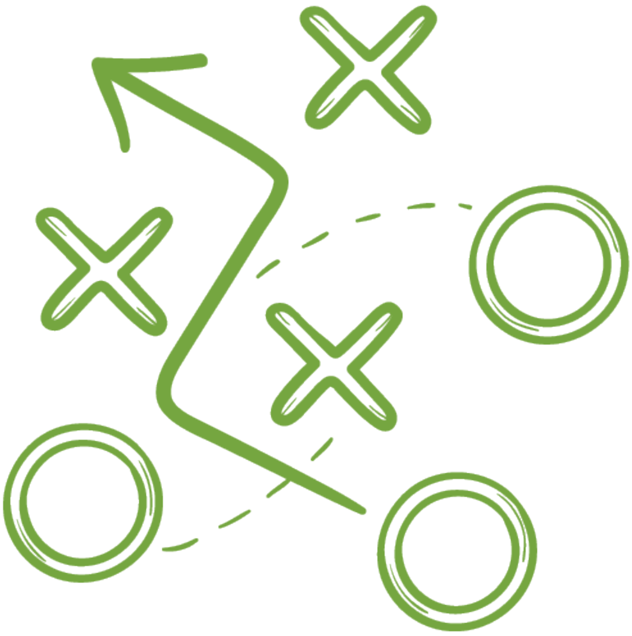
# Building Blocks for Reopening

## Practical Relationship Management Tools and Strategies



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## About Spektrix

This is a large print version designed for readers in North America. Please contact us at hello@spektrix.com if you're looking for the UK and Ireland version, or if you require further help to access this document.

# Introduction

## Why CRM, Why This Guide, and Why Now?

The performing arts industry exists to connect audiences to a shared experience. But the meaning of connection has changed drastically during this uncertain time. Both Covid-19 and a renewed focus on equity have prompted arts organizations to rethink how they build relationships with their audiences as they look toward reopening.

That is where CRM comes in. At its core, Customer Relationship Management is using the information you hold about your patrons and donors to foster a connection with them, ultimately building a more loyal audience, selling more tickets and growing earned and contributed revenue. Given today's challenges, CRM is key to reopening successfully and operating sustainably in the future.

This guide takes arts administrative professionals through CRM strategies for bringing audiences and donors back to live events, and growing those relationships after reopening. Our advice applies regardless of what CRM system you use or what your role is. This guide is designed to be used practically over time rather than read end-to-end (though you can do that too). It's set up for you to easily find actionable steps to meet your organization's needs leading up to reopening, during it, and long after. Most of all, this guide is meant to be used starting today. No matter what stage of reopening you are in, there is immediate value to honing your CRM strategies now so you can maximize their return when you're back on sale and beyond.

In parallel to CRM system principles such as segmentation and loyalty, this guide touches on areas that form part of your wider CRM strategies, including: Equity, Diversity and Inclusion; customer-friendly policies, and digital data capture. We link to additional resources that can be explored to support your work in these areas.

We do not focus on operational or safety measures, one-to-one communications with major donors or stakeholders, or go into software specifics. However, Spektrix users will find additional resources on implementing these strategies linked throughout. To learn more about Spektrix and how we come to our advice, go to More About Spektrix and This Guide.

Read Getting the Most from this Guide for how to best navigate it based on your needs and move forward on your path to reopening.

# Getting The Most From This Guide

## Navigation

This is a practical field guide designed so you can open up to any section and find the most relevant resources for your organization's specific reopening timeline. You can start using it now, work through it in any order and dip in and out of it throughout your different phases of reopening.

## Links

You will find links throughout to help make connections between each Objective, the four phases of reopening and the Building Blocks that support them. Each Objective and Building Block links back to the table of contents at the end so you can easily navigate back to your chosen path through the guide.

## Sections

### Objectives

The first section of this guide focuses on three major objectives that have the greatest impact on the industry's recovery:

Bring Audiences Back
Attract New Audiences
Maintain and Grow Loyalty

Each objective includes strategies you may want to consider for each of the following phases on the way to reopening and beyond:

The interim period
Preparing to go on sale
Going on sale
Reopening and beyond

### Building Blocks

The second section focuses on specific CRM tactics that can help you achieve the overarching objectives. These building blocks are step-by-step, actionable and useful both now and long after reopening. This section also includes an Extension Building Block that gives suggestions on tying Digital Data Capture and Conversion into a successful CRM strategy.

## Additional Resources

**Worksheets:** Exercises in document form that help you put these strategies into practice.

**Automate it:** Tips for using your CRM system to streamline tasks so you can focus on relationship building and other work best handled by humans.

**Test it:** Guidance for building simple but effective continual improvement into your strategies.

**Industry experts:** Context and guidance from arts industry specialists.

**Additional resources:** Case studies, templates and support tools for users of all CRM systems.

**Spektrix resources:** Guidance for Spektrix users to implement each strategy.

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# Part 1: Objectives

## Objective

### Bring Audiences Back

People who regularly attended live performance events prior to lockdown are missing those visits. They're looking forward to recapturing the buzz of the crowd, the sense of occasion and the proximity to the artists, venues and organizations they love. However, bringing that audience back will not be as simple as hanging out the open sign and putting events back on sale.

This section explores the strategies you can use to inspire your audience to return and reassure them that it's safe to do so. If you're interested in building further loyalty, or in attracting new audience members, you can find guidance in the other Objectives.

### Phases of reopening

#### The interim period

Keep your relationships warm through targeted communications and storytelling.

#### Preparing to go on sale

Build confidence and anticipation with an audience-centered review of your policy and practice.

### Going on sale

Promote buying early with the flexibility to respond to changed audience priorities.

### Reopening and beyond

Refine your insights and deepen relationships with your audience through continual testing and improvement.

**Building Blocks:**

- Essential Segmentation Models
- Continual Improvement Plan
- Digital Data Capture and Conversion

## The Interim Period

Spending time now on segmentation, communication and data capture will pay dividends once events are back on sale. By reviewing your plans and placing your audience at the center of your strategy, you'll find that even light-touch communications can build on patrons' proven eagerness to return.

### Capture information

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While your audiences are exclusively online, it's more important than ever to make sure you're capturing information about their behaviors and interests. A brief exploration of your analytics can tell you how they're using your site, what they're interested in, and flag up any links or journeys which don't work. Develop a Digital Data Capture and Conversion Plan to get as much information as possible about how people are engaging with your website and social media channels.

**Segment for success**

Target your communications to specific sections of your audience to sow the seeds for deeper relationships in the future. Use our building block to create a Buying- or Relationship-based Segmentation Model, or to find information on other models and contact details from experts who can help you implement them.

Use the Key Messages Worksheet to develop a communications strategy for each segment.

**Open rates on segmented emails outperform unsegmented mailings by 56%**

**Click to open rates on segmented emails outperform unsegmented mailings by 100%**

(Spektrix Insights Report 2019)

## Tell your story

In the absence of live events, build a new set of stories centered around your organization, your team and your artists. The goal of your communications at this stage is to keep audiences connected with your work and eagerly anticipating your reopening announcement. Don't go silent simply because you aren't selling.

Create stories with relevance to each of your segments. Decide which segment might be interested in your latest innovation, and which would prefer to be reminded of the joys of productions past. Take them on virtual backstage tours, engage with online conversations or give them opportunities to learn; your content needn't be glossy, time consuming or expensively produced.

Be creative, be specific about the unique story of your organization and remember the primary goal is to connect and engage.

## Automate it

With a segmentation model set up in your CRM system and an integrated email system, it's easy to create tailored emails which automatically draw in the most relevant content for each individual. Use dynamic content - a section or block of text which appears differently for each segment - to add even more personalized content. Include a message of thanks to donors, remind people of their most recent visit, or talk to them about their favorite artform.

**Test it**

With your segmentation models in place, it’s important that you regularly test how well they’re working, and identify how different types of content or messaging are received by your audience. Measure the impact of communications and use this data to test your assumptions about each segment and its interests. If open or click rates are low, try out different content types or adjust your segments and test until results improve.

## Preparing to Go On Sale

**Building Blocks:**

- Creating Customer-Friendly Policies
- A Pricing Model with Flexibility
- Motivations and Incentives Plan
- Digital Data Capture and Conversion

Early sales bring in much-needed income, build demand and create conversation. For your audience, they’re a commitment to your organization and perhaps a much-anticipated event in the calendar after a long pause. Before you go on sale, make sure you're ready to capitalize on the excitement of your return and inspire people to buy straight away.

**Build audience confidence**

Revisit your refund and exchange policies and ensure that they're visible, accessible and actively promoted to help your audience members feel confident in buying tickets again. They're likely to be more conscious than ever of the potential for cancellation, and will be motivated by the assurance that your policies are fair and flexible.

Make it clear what will happen to patrons' payments if you have to cancel an event or if they're unable to attend. During the initial wave of cancelled events, some examples of unfriendly policies and communications (in ticketing as well as travel and other sectors) received widespread criticism and damaged public trust. Place your policies center stage, using plain English and clear examples, to rebuild that trust and strengthen relationships with your audience.

A flexible in-house refund policy helps you build strong relationships with your audience. Responding in a timely, helpful manner when patrons reach out to you creates valuable moments of interaction and mutual support.

**Generate excitement**

Some audience members will buy as soon as tickets go on sale, while others may wait to see how things develop over time. Think about the motivations and barriers for each segment, and create incentives and communications in response to their particular interests or concerns. Generate audience excitement about buying early by planning incentives and calls to action within your campaigns.

Generate audience excitement about booking early by planning incentives and calls to action within your campaigns.

Use the **Key Messages Worksheet** to develop a communications strategy for each of your segments, then create campaigns designed around your audiences' priorities.

- **Remove barriers**. Promote your refund policies, pricing, and any safety measures you've put in place.
- **Maximize revenue** and reward early bookers by creating a Pricing Model with Flexibility. Make it clear that there's no benefit in waiting to buy.

- **Encourage buying early**. Build on the excitement of the first visit back with limited or time-sensitive upsells like premium seats or pre-ordered drinks.

- **Bring audiences back again (and again)** with offers and season passes to build long-term commitment. Consider a time-limited offer for people who agreed to receive ticket refunds as credit, encouraging them to redeem that value soon after events go back on sale.

### Automate it

Build automated email programs to send a series of communications based on readers' actions: if they open a link to an online event, it's easy to follow up with additional detail, similar events or calls to action.

### Test it

It may prove more difficult than ever to accurately forecast sales in a changed cultural landscape. Create a process which allows you to respond to demand, and be prepared to make changes after you go on sale. Identify the information you need most, such as daily sales by price, and schedule reports to run regularly so you'll always have the latest figures at hand.

## Going On Sale

**Building Blocks:**

- Essential Segmentation Models
- Continual Improvement Plan
- Digital Data Capture and Conversion

Your reopening announcement and onsale should be a time of maximum excitement for you and your patrons. Arts audiences have shown a deep commitment to the sector, but their behavior and motivations may be altered by their absence. Continually gauge the feelings of your audience and adjust the tone and content of your communications as you begin to identify what works best.

### Preparation and flexibility

Your preparatory work as you were Preparing to Go On Sale should leave you ready to assuage concerns and capitalize on the excitement of the moment. Your policies, segmentation models, pricing, incentives and communication plans will all be primed to encourage buying early , and now is the time to put them to use.

From the moment you launch your campaigns, flexibility becomes key. Suppressed demand may lead to quick sell outs, or uncertainty may delay sales. There are many potential reasons why people might not purchase tickets or return immediately, and your work will be to identify and respond to their behaviors.

**Continual improvement**

Measure and respond to audience behaviors. Monitor engagement, communications and sales closely, and adjust your plan as often as required. Just as you tested your storytelling communications during the Interim Period, use analytics from your CRM system, website and email program to test and refine your messaging.

- **Monitor website data** to see which pages or events are of the most interest, and how visitor demographics match your segmentation.

- **Track links** in your email and social media campaigns to discover which get the most engagement from each group and measure these against your KPIs.

- **Adapt messaging** based on A/B testing or set up automated email programs which adapt to the clicks, purchases or other actions taken by readers.

Once you understand what different audience members respond to, use the Continual Improvement plan building block to keep testing and refining messaging to overcome those behaviors. If someone frequently visits your site but doesn't buy, potential barriers may include price or uncertainty. Use the building block to test your assumptions and continually improve your targeting based on what you learn.

Involve your whole team, especially sales and front of house staff who are speaking directly to audience members, in capturing the themes and attitudes they hear. If your testing identifies new, distinct groups within your audiences, extend your segmentation models to consider the needs of these individuals.

## Reopening and Beyond

**Building Blocks:**

- Motivations and Incentives Plan
- Continual Improvement Plan

With live events back underway, you will hopefully see a stream of income from ticket revenue. Some regular attendees may be settling back into old habits, while others may build a new relationship with live events.

Turn those first steps into increased revenue or loyalty by continuing to communicate with patrons once they've purchased or attended. Incentivize repeat visits by promoting season passes or discounts across multiple events, or guarantee income from secondary spend by reducing the price of drinks or merchandise when they're purchased in advance.

By continuing to deliver, adapt and refine your plans for segmentation, communication, pricing and incentives, you should be working effectively to Bring Audiences Back, now or in the near future.

**In 2018, 24% of customers were frequent buyers, attending more than once during the year.**
(Spektrix Insights Report 2019)

Communications to previous attendees are vital, but they should only form one of your core objectives. Develop parallel models to Maintain and Grow Loyalty and Attract New Audiences to build a sustainable future audience for your work.

# Objective

## Attract New Audiences

New audiences bring energy, diversity and sustainable income streams to your organization. Now more than ever, they’re a vital source of future revenue at a time when previous audience members may not return as quickly or as often as before.

Many cultural organizations are using this time to reflect on their organization-wide mission, ambition, and how they fit into a changing world. Priorities, budgets and expectations are all open to review as the sector adapts to the lasting global impact of events in 2020.

Successfully Attracting New Audiences requires a very different approach from that needed to Bring Audiences Back or Maintain and Grow Loyalty. By default, new audiences are not in your CRM system, and may not be connected to your existing digital or community networks. Yet it’s still possible to take a data-led approach to new audience development, and doing so will make efficient use of your resources while maximizing the impact of your campaigns.

## Phases of reopening

### The interim period

Define your new audience objectives and prepare to build your database by developing partnerships, connecting digital channels and creating clear invitations to opt in.

### Preparing to go on sale

Set yourself up for success by making comprehensive plans for advertising, incentives and evaluation before you go on sale.

### Going on sale

Learn more about your new audience by continually testing and refining plans across your organization.

### Reopening and beyond

Delight your new audiences and capitalize on your investment by turning them into loyal champions for your organization.

**Building Blocks:**

- Motivations and Incentives Plan
- Continual Improvement Plan
- Digital Data Capture and Conversion

## The Interim Period

Redefine your priorities to meet the changed needs of your organization and audience, and set yourself up to maximize the potential of every digital touchpoint.

**Set targets in line with your ambition and budgets**

Taken at face value, 'new audiences' could mean everybody not currently in your CRM system. Whatever the size of your database, that's too broad a goal to be useful. Look at your organization's ambition and budget to define and prioritize your new audience targets. Those will look different for every organization, but some possibilities include:

- Selling more tickets overall
- Increasing audiences for a specific genre or activity
- Building an audience which better reflects the diversity of the community you serve
- Any combination or variant of these

Attracting new audiences can be both costly and time consuming, particularly if you're targeting audiences whose behaviors and interests are very different to your existing attendees. Consider the potential costs and benefits of each new audience target to identify the most urgent areas of focus.

- Calculate the costs of not doing the work. If your target is to increase sales for all or part of your program, how will income be affected if those tickets remain unsold?

- If you're aiming to diversify your audience, define why you're doing so and what the benefits are. These could include increased revenue, improved relations with your community and/or success in meeting artistic, charitable or social impact goals.

**Capture data**

Data is valuable. Take time to create robust data collection processes as a first step toward understanding and engaging with new audiences. As well as contact details and marketing consent, find out more about your target audience's interests and behaviors to guide your communications with them.

Potential buyers may be protective of their own data, and unwilling to give it up for nothing. Offer low-cost incentives to encourage sign ups: reserve content, welcome offers or prizes for those who join your mailing list.

If you're running online events, ask people to reserve tickets (even if they're free) to collect contact and interest data. Make sure a mailing list signup form is prominently positioned on your website, and promote incentives through your website and social media channels to encourage people to join your lists. Use Google Analytics to find out how your website's being used, and place prominent calls to action on the most-visited pages. If you can open your physical space, extend these calls to action to your visitors using hashtags and signup prompts linked to your public wifi.

Beyond your own site, build partnerships with organizations you know your target audiences engage with, and set up promotions or data sharing activity - with customers’ consent - to boost both your audiences. Design incentives, discount codes or prizes that are relevant to the people you’re trying to reach, and make them valuable enough to be worth their time.

### Automate it

Set up online mailing list signup forms to integrate new contact data directly with your CRM and email systems. Send an automatic signup invitation to anyone who logs in to your building’s public wifi, to collect visitor data consistently with minimal ongoing effort on your part.

### Test it

Create a [Continual Improvement plan] to record the impact of each incentive or approach. Identify the routes that are working well and compare this to the effort or cost involved. If something requires considerable budget or staff time and achieves little response, adapt it or focus your efforts elsewhere.

**Building Blocks:**

- Motivations and Incentives Plan
- Continual Improvement Plan
- Digital Data Capture and Conversion

## Preparing to Go On Sale

Develop comprehensive plans to promote your activity, incentivize attendance and monitor impact, so you're ready to start drawing in new audiences from the first day of reopening.

### Incentives and advertising

Prepare yourself to encourage bookings and monitor the success of your strategies with an Incentives Plan designed around your target audience. At this point you're unlikely to have detailed data about new audiences' motivations, so avoid making assumptions - offer a range of incentives and monitor their success to gradually learn what works.

> **Example:** Promote three alternative campaigns to the same target group: a ticket discount, a price band upgrade or a package bundling a ticket with a drink and snacks. Monitor overall uptake of each offer, track the revenue generated and remove or adapt those which aren't working.

Consider different channels for Digital Data Capture and Conversion to tell people what you do, demonstrate your relevance to them and turn interest into sales with enticing incentives and a clear call to action. Cast your net wide across a broad range of formats and media, then gradually refine your approach. Potential advertising channels include:

- Digital - Google and social media advertising, listings platforms
- Local area promotion through flyers and posters, billboards and public transit advertising
- Partnerships with local organizations, similar attractions, ticket agencies and more

## Test it

Further develop your Continual Improvement plan to measure every aspect of your campaigns, keeping new audience targets at their center.

- Create tracking links connecting your website and ticketing system to measure referrals from paid digital advertising
- Schedule regular reports in your CRM system and Google analytics to track the impact of each approach

- Create distinct promotion codes or campaign URLs for each medium so you understand how audiences reach your site
- If you're targeting a specific group, define targeted measures of success. Track not only which promotion codes are being used but also who's using them, and adapt your approach if they're not reaching the right people.

**Building Block:**

- Continual Improvement Plan

## Going On Sale

Look back at the ambitions you identified in the Interim Period and use those priorities to inform a methodical approach to new audience development: learning what works, testing your assumptions and exploring new methods. Success at this early stage may mean you've gained a better understanding of your target audience and how to reach them, rather than immediate ticket sales.

Be ready to evaluate and make improvements as you go. Schedule reports to provide regular snapshots of success, make continual improvements and measure their impact. You'll gradually develop a better understanding of your target audience, allowing you to build up layers of information using the **Key Messages worksheet** to record their motivations, barriers and engagement routes. Test your assumptions at every stage, and view incremental change as a small but positive step toward your ultimate objectives.

**Building Block:**

- Essential Segmentation Models
- Loyalty Plan
- Integrated Emails
- Continual Improvement Plan
- Digital Data Capture and Conversion

## Reopening and Beyond

Create experiences to delight your new audience members, turning them into champions of your organization and extending your reach among their networks. Build on successes and learn from failures to keep using resources effectively and to ease new audiences into a second and third visit.

A customer's loyalty journey begins as soon as they engage with your organization. Even before they visit, they might sign up to a mailing list, follow you online or view digital content. Extend your Relationship-Based Segmentation Model and Loyalty Plan to include these very early stages and create accessible touchpoints to nudge them into closer engagement.

Once a new audience member has purchased a ticket, automate email campaigns to provide vital information about their visit and inspiring clips to engage them with the event or artform they're coming to see. After the event, follow up with further communications to thank them for their visit and invite feedback.

Continually monitor the impact of your investment in new audiences on your organization's ambitions. Ensure that your time and budget resources are being used as effectively as possible, by continuing to test and refine each aspect of your campaigns to maximize revenue, increase efficiency and extend reach with your ambitions in mind.

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# Objective

## Maintain and Grow Loyalty

Loyalty can mean many different things to audiences, donors and organizations. Your circumstances, business model and nonprofit status will all influence your approach, but whatever it may look like, there are powerful arguments for every cultural organization to invest resources to Maintain and Grow Loyalty.

One of the first and most cost-effective steps to building loyalty and increasing sales is to Bring Audiences Back. Having worked hard to turn a potential attendee into a New Audience member, it's vital to keep them engaged. But return ticket buying is just the first step in a loyalty journey which may combine numerous approaches, including memberships, donations, incentives and personalized communications.

The arts industry saw an extraordinary outpouring of generosity in spring 2020. Using the Spektrix Ticket Converter Tool, 60% of those asked converted the value of tickets for cancelled events into donations or credit notes to support the organizations they love. As well as the financial benefits, those gifts now give communications teams a better indication than ever of who their loyal patrons are and the types of messaging they respond to.

Credit holders and donors, as well as existing members and ticket buyers, have all invested their money or time, indicating interest in the work you do. Creating a Loyalty Plan to capitalize on this sentiment and invite patrons to become even more closely engaged with your work will be a vital step toward a sustainable future.

## Phases of reopening

### The interim period

Keep relationships warm and plan for the future by understanding your Relationship-based segments and steps in your Loyalty Plan.

### Preparing to go on sale

Place loyal supporters at the center of your planning with incentives designed to capitalize on their excitement.

### Going on sale

Make the most of your onsale with prompts in the booking pathway and impactful communications.

### Reopening and beyond

Promote next steps in the loyalty journey with an excellent experience on event day, and continued communications with attendees and supporters.

**Building Blocks:**

- Essential Segmentation Models
- Loyalty Plan
- Integrated Emails
- Continual Improvement Plan

## The Interim Period

Prepare to develop ever deeper relationships by understanding the different segments of your audience, where they are on their loyalty journey and what might motivate them to take a next step. Keep existing supporters close with personalized thank-you messaging and ongoing invitations to further engagement.

### Building Relationship-based segments and a Loyalty Plan

Rebuild your understanding of booking and loyalty behaviors by creating or reviewing a Relationship-Based Segmentation Model and Loyalty Plan. Typical patterns have been upended by this year's events, making it the perfect time to update your approach to loyalty or to make it a key part of your strategy if you haven't done so before.

Use your CRM system to identify new types of loyalty behaviors and how these fit with your existing audience knowledge.

**Example:** Many people have shown their support for your organization by accepting account credit as an alternative to refunds, or by donating the value of cancelled tickets. Create a new segment to identify these supporters and include thank-you messages or updates on your activity to demonstrate the value of their gifts.

If you use automatic rules to segment people in your CRM system, adjust your timeframe settings to keep people in active Relationship-based segments for longer. If "regular attendance" usually means two visits in 12 months, extend it to 18 or 24. By continuing to communicate actively with your regulars, they'll be eager to book or resume their membership again as soon as they're able to do so.

**Understand supporters' motivations**

Understanding the motivations of new and existing audience segments will prepare you to encourage further loyalty. Create a Continual Improvement Plan to measure the impact of each message and communication medium.

Replace assumptions with data-led decision making, based on quantitative reports and direct conversations with supporters. If you're unable to offer members their usual benefits, it's easy to assume that you should extend their membership period in order to keep them engaged. However, many organizations have seen membership numbers increasing during closures, and found that members are motivated more by the chance to help the organization survive than they are by the benefits provided. Try out different options, and ask your supporters directly, to find out what's right for you.

Use your CRM system reports or surveying tools to find out:

- **What motivated people to accept account credit rather than a cash refund?** If you learn that all or part of your audience did so because of their love for your venue, target that segment with a membership campaign.

- **What is motivating members' behavior right now?** Are they more interested in receiving benefits or in supporting the organization? Would they prefer access to "behind the scenes" insight or more tangible benefits? Have recent events temporarily or permanently changed their relationship with your organization?

- **Identify donors who gave for the first time** when events were cancelled this spring. What Buying-based segments do they belong to? Find out what they value about your organization, and what can be done to encourage them to continue giving.

- **How can you keep regular attendees interested?** What do they value in your activity or communications while they can't attend?

- **Do your ticket buyers feel they have a relationship with your organization?** If they're just attending for a one-off performance, what messages, benefits or incentives would change that perception?

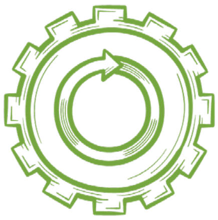
**Engage with your most loyal supporters**

Keep your most loyal supporters engaged by using research findings to plan relevant, personalized content. Identify touchpoints and automate them where possible to preserve staff time for more personal interactions and planning.

Get creative with the resources available while your usual "thank you" benefits are off limits. Share a video message from your artistic director, or a "behind the scenes" tour of your venue led by front of house staff. Your supporters will feel included in your journey, and may be inspired to give again if they understand the challenges of maintaining your building, staff team or artistic identity while your doors are closed.

Continue to make the ask! Don't stop encouraging loyalty just because your doors are closed. Send targeted email solicitations, and make sure your website's working for you:

fill your empty event calendar page with information on your charitable activity, creative process or people. Make compelling cases for support and create clear links for people to donate or join as members. Offer a range of giving options or membership tiers to ensure every potential supporter can give at a level they can afford.



**Automate it**

Use dynamic content blocks to add personalized messaging to your Integrated Emails, or build automated email programs to nudge patrons into ever-closer relationships with your work. Combine different types of segmentation to create highly customized content acknowledging both their artistic interests and their history of support.

> **Example:** A member of your audience attends
>
> Mainstream events twice a year. When events were cancelled in March, they donated the value of their tickets, which was their first gift to your organization. They'll receive email messaging tailored to the Mainstream buying segment, including dynamic content blocks based on their segmentation as a New Donor.

## Preparing to Go On Sale

**Building Blocks:**

- Essential Segmentation Models
- Motivations and Incentives Plan
- Loyalty Plan

Reopening should feel like an exciting time for loyal supporters whose contributions have helped you weather the storm. Place them at the center of your planning as you finalize your reopening program, creating campaigns to reward loyalty, encourage early booking and, when the time's right, to move them into the next stage of their loyalty journey.

### Turn incentives into new invitations to support

Use the Relationship-Based Segmentation Model and key messaging developed during the Interim Period to plan relevant next steps for each segment. At the same time as offering incentives, benefits or other privileges to thank them for their support, invite them to commit further to their relationship with you.

- Offer credit holders a free 3-month membership as a thank you, and automate a reminder email inviting them to renew at full price later.
- Invite new donors to an opening event usually reserved for supporters at a higher tier, following

up with an invitation to join that higher level more permanently.
- Plan a membership drive to target regular ticket-buyers, highlighting compelling benefits associated with your program announcement. Demand may be intensified by limited auditorium capacity, adding value to priority booking periods or reserved seating areas.

Develop a Motivations and Incentives Plan tailored to each segment's interests and the next steps you want them to take. Choose incentives which are low-cost and simple to automate.

- Set up multibuy offers to encourage repeat attendance, and consider enhanced discounts for members.
- Provide a time-limited offer to credit holders to encourage them to spend their credit early.
- Benefits don't always need to be tangible. Promote philanthropic giving with options to donate tickets to young people or essential workers, fund mental health or community programs, or boost core artistic budgets.
- Provide a dedicated phone line or email address for top-tier supporters.

## Automate it

When asking for donations within the online booking journey, set up your system to automatically adapt suggested donation amounts based on the patron's purchasing or giving history. If someone has given before, ask for an amount in line with, or slightly more than, their previous gift, and invite them to support a similar cause. If they haven't previously given, offer a range of causes and suggest an amount based on a proportion of their basket value. Automate thank-you emails to reach donors soon after they've made a gift.

## Test it

Run reports to find out which communication timings, formats and price levels have proven most successful, and use this data to develop a series of campaign plans for every stage of the loyalty journey. If time's limited, analyze the cost of each campaign type against potential benefits, and prioritize areas where you can maximize impact with the resources you have.

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## Going On Sale

**Building Blocks:**

- Essential Segmentation Models
- Motivations and Incentives Plan
- Loyalty Plan

A successful onsale will reward loyalty, prioritize early booking, and take advantage of automation and low-cost strategies to bring much needed income into your organization.

### Make loyalty valuable and visible

You've invested considerable time and creativity to create a comprehensive Loyalty Plan and Motivations and Incentives Plan. Now it's time to communicate what you have to offer as widely as possible.

Highlight the benefits you're offering to credit holders, members, donors and others, demonstrating how much you appreciate their support. Make sure existing supporters know exactly how to access their rewards, and tell others how they can enjoy the same benefits by joining before events go on sale.

Reinforce messaging about your mission, the artistic quality of your work, or the importance of your organization to the local area in terms of economic and/or community value. If you’re a nonprofit, remind people about your charitable objectives.

> **Example:** If you’re giving a proportion of tickets to
>
> essential workers, the story of your generosity may help to increase donations in the purchase path during your onsale.

**The booking pathway**

When you’re ready to go on sale:

- Offer priority booking or access to reserved seating areas to your most loyal patrons, using customer segments in your CRM system to manage booking privileges. Consider devoting a priority booking day to each of your Relationship segments in turn.
- Create offers and incentives triggered by patrons’ segmentation, such as a 25% discount for *credit holders* who book for a specific event, or before a fixed deadline.
- Trigger multibuy and upselling prompts to encourage patrons to add more events and/or merchandise to their basket.
- Encourage donations within the booking pathway.

Ensure everyone on your patron services team is confident explaining your range of offers and opportunities to patrons buying by telephone or in person. Coach them in upselling or asking for donations so they can advocate for the value of your organization and its case for support - donations and merchandise sales made in person are of consistently higher value than those made online (Spektrix Insights Report 2019).

**Test it**

Schedule reports to give you regular updates on how each of your incentives is performing. If they're not being used at the level you expected, adapt and test again using the Continual Improvement Plan building block.

## Reopening and Beyond

| **Building Blocks:** |
| --- |
| • Loyalty Plan<br>• Integrated Emails<br>• Continual Improvement Plan<br>• Digital Data Capture and Conversion |

Lay the groundwork to move every relationship to the next level. Once your loyal attendees are ready to return, prepare increasingly personalized experiences to demonstrate your appreciation. Meanwhile, keep encouraging first-time attendees and irregular bookers to increase their visit frequency or commit to their first donation.

**An excellent experience**

Loyal audiences may make assumptions based on past visits, and taking time to inform them of any changes will help to guarantee an excellent experience on the day. Create separate pre-event emails for different segments, thinking about the distinct needs of first-time and regular buyers, longstanding and new members or donors.

Make that excellent experience even more personal for supporters who were there for you when times were hard. Flag supporters in your CRM system so you can easily report on when they're attending and where they're sitting, leave notes or small gifts on their seats to show your gratitude, or brief staff to welcome them in person.

**Continue your communications**

Once your program's back underway, create automated email campaigns for each of your Relationship-based segments.

- If they've recently taken another step in their loyalty journey, thank them again, welcome them to any new membership groups, and give them plenty of opportunities to enjoy their benefits.

- If they're static, prompt them to take the next step with clear calls to action. Invite them to make a one-off donation, incentivize a repeat visit, or encourage them to join your membership program at a higher level.
- If you've offered complimentary memberships, extensions or upgrades to certain segments, remember to include them in all associated benefits and prompt them to renew at full price when your gifted period expires.

Reconnect with former previously loyal attendees by setting up an automated lapsed booker campaign. Focus on audiences who haven't visited since your reopening, using tools in the Continual Improvement plan building block to identify what's stopping them from booking, and test campaigns to Bring Audiences Back.

Find potential supporters by identifying patterns of behavior among your existing donors. Run reports in your CRM system identifying the booking and giving history of existing members and donors. Create another list of people whose habits are similar, and include them in a membership campaign. Consider parallel campaigns on social media to connect with other potential members based on similar online behaviors and networks.

The journey toward reopening is a unique opportunity to capture public generosity and cement that loyalty into your relationships for years to come. Treat your loyal segments well, constantly encourage others to join them, and ensure your loyalty programs evolve as your knowledge of your audience segments grows.

## Partner Contribution

### Loyalty Matters

By Brad Carlin, Senior Consultant, TRG Arts

**The Results Group for the Arts (TRG Arts) is a data-driven consulting firm that teaches arts and cultural professionals an audience-based approach to increasing sustainable revenue. TRG Arts believes in the transformative power of arts and culture, and that positive and profound change in the business model of arts organizations can lead to artistic innovation and the ability to better inspire entire communities.**

What does loyalty look like at your organization? To oversimplify, audience loyalty can be understood through a few key traits of our buyers' transactions: recency, frequency, and monetary value. Despite painfully difficult times, many organizations have been able to retain a majority of ticket revenue impacted by performances: for example, the Spektrix Ticket Converter retained 60% of revenue processed through it. As difficult a situation as this is, consider how much worse it could have been without the loyalty of audiences.

Even in an unparalleled crisis, organizations that invest in building relationships with loyal audiences are best placed to weather the storm. Donation data from 105 organizations in North America and the UK (66 in NA and 39 in UK) showed that the most loyal ticket buyers also made the most donations in the first six months of 2020 compared to 2019. To date in 2020, the proportion of gifts coming from "Super Active" buyers (those with a history of 10+ transactions and at least one within 18 months) has increased.

The same study has shown that the impact of donation growth from loyal audience members has been more significant on *smaller* organizations. In the UK the 10 organizations with the lowest recorded figures for gifts in 2019 saw an average increase of 445% in 2020 donation revenue.

As organizations turn their attention to plan for re-opening, it is critical that they **document**, **acknowledge** and **value** the investment made by thousands of arts audiences despite the most challenging circumstances in decades.

Here are three practical steps organizations can begin taking today to maintain and grow loyalty.

**Document**

Organizations should document and track how audiences respond to cancellations and postponements and build corresponding segments in their database to ensure they can communicate directly and personally with audiences. Without detailed records, organizations will struggle to craft effective strategies and messages to appropriately recognize audiences' investments and invite them to return.

### Acknowledge

Design ways to acknowledge the support audiences have provided throughout closures and after reopening. Consider special digital content that speaks directly to donors or those with credits on their accounts. As you plan for reopening, anticipate how you might acknowledge these special audience segments: receptions or events, signage, commemorative pins or ribbons to help staff and other audiences recognize and personally thank those who supported the organization in its time of need.

### Value

Loyalty is a two-way street. Audiences, loyal and infrequent, have demonstrated the value they place on your organization and now is the time to show them that you value that loyalty. Consider extending donor and/or member benefits for a year or more to those who converted their ticket value into donations. Plan for advance booking windows, discount offers, seat upgrades, or value-added incentives for the key segments that helped keep the organization afloat. With each offer or announced incentive, remind the audience member why they are special – demonstrate the reciprocity and the value of loyalty. The best way audience loyalty can continue to grow and build after gestures of support like donating tickets or keeping funds as account credit, is if those audience members return or otherwise engage with our art (ideally within 18 months).

Organizations that invest and focus on maintaining and growing that loyalty will be the ones that thrive after this storm, and be best positioned to weather new challenges ahead.

# Part 2: Building Blocks

## Building Block

### Essential Segmentation Models

**This section will cover:**

- The benefits of segmentation
- Types of segmentation models
- Steps for creating basic Buying and Relationship-based segmentation models to get you started
- KPIs and benchmarks for measuring whether your segmentation model is working for you and how to optimize it

#### What is segmentation and why is it important?

**Segmentation** is the art and science of grouping individuals in your database based on similarities in order to create personalized, relevant communications that speak to patrons' specific needs and interests. Segmentation is equally essential for marketing campaigns and one-to-many donor communications.

It's also undeniably effective. The 2019 Spektrix Insights Report found that highly segmented emails were opened 56% more often and clicked through more than twice as often as emails sent to larger segments.

Yet the report also found that, across the arts industry, only 3% of emails sent in 2018 went to groups that were smaller than 10% of an organization's opted-in database. This points to an opportunity for arts organizations to target their communications and better connect with their patrons when they need them most.

## Types of segmentation

The most common segmentation models are based on grouping individuals by **geography, demographics, behavior, attitudes** or **psychology** — or some combination of these factors.

## Segmentation models for your organization

### Existing approaches

Your may already have a segmentation approach that works well for your organization's needs. To test the effectiveness of your approach, you can monitor your email open and click-through rates and ultimately, your sales and fundraising performance. This may also be a good time to appraise whether your segmentation models are equitable and inclusive and ensure they don't rely on stereotype or bias.

### A new or updated approach

If you have not yet implemented a segmentation model or your analysis shows you could improve your approach; or if recent events call for a new strategy, here are some options for updating or building a new model. Whatever method you choose, the goal is to have a model that enables you to send patrons targeted messages that meet your organization's goals.

- **Update your current model** using our Continual Improvement Plan building block.
- **Take note from the experts:** Industry segmentation experts offer tips on which models to use, ranging from psychographic to behavioral to demographic; to combinations of each.
- **Create simple yet effective segmentation models** from scratch using data about audience and donor behavior which is already available in your CRM system.

## Buying-Based Segmentation Model

**Industry Expert: Total Audience Model**

Katy Raines, Indigo Ltd.

Indigo Ltd. provides marketing, fundraising and data consultancy to the cultural sector, helping organizations to better understand their audiences and improve their work. Partner and Co-founder Katy Raines is regarded as one of the UK's leading consultants on CRM and segmentation for the arts, and as such has developed and led research and implementation programs for large and middle-scale organizations throughout the UK.

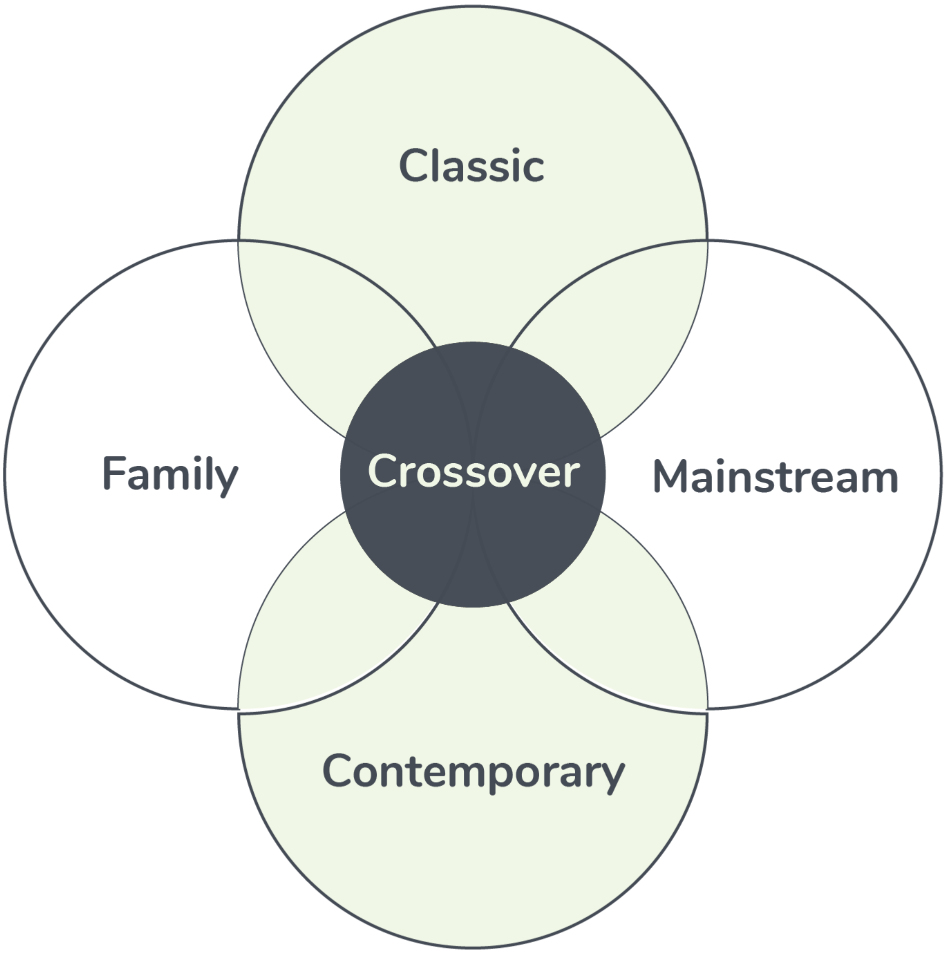
" We think a segmentation model should be simple to implement, easy to understand, and applicable to your entire audience. To ensure it is used consistently for the best possible results, automate the segmentation of individuals in your CRM system and to use that to inform what communications, offers, and fundraising appeals an individual receives." -Katy Raines, Indigo Ltd.

One easy way to segment the patrons in your audience is by their buying history, which we're illustrating using the Total Audience™ model created by Indigo Ltd. This model is quick to implement and easy to build on. You can pair these segments with other audience behaviors or with Relationship-based segments, which we'll cover next.

The Total Audience model segments individuals by their buying history based on five main categories:

1. **Family:** Patrons who attend shows geared toward children and families. Their attendance is occasional and socially motivated: They come for a family treat.
2. **Classic:** Patrons who choose established art forms like classical music, opera, ballet, fine art and classical drama. They are artistically led but take fewer risks.
3. **Mainstream:** Audience members who want a good night out. They tend to choose rock and pop performances, comedies or musicals.
4. **Contemporary:** Patrons who want to experience new works of art and like taking risks. They enjoy dance, devised theater and new writing.
5. **Crossovers:** People who attend a range of programming and like "a little bit of everything." This segment is small but powerful: Usually only 5-10% of buyers, Crossovers are likely frequent and loyal attenders.

**Diagram: Total Audience Model**




**How to build your Buying-based segmentation model**

To build your own Buying-based segmentation model, follow the steps below. To illustrate each step, we're using examples from the Total Audience model.

1. Decide the buying criteria you want to segment on.
   **Example:** Event type

2. Categorize the items you are selling by your buying criteria. Find the categories that make sense for your organization by looking at purchasing history from previous years.

    **Example:** Family, classic, mainstream, contemporary

3. Label each of your events with where they fall into your criteria. Do this with current and previous events in your database for at least the past two years. Categorize new events as part of their setup going forward.

    **Example**: Labelling your annual holiday shows for the past two years with a family tag in your system. Include canceled events in your labelling because they still give you valuable data about what patrons are interested in.

4. Agree the criteria for any attendee to be assigned to an audience segment, based on the events they have attended in the past. Ideally, you should be able to segment a patron after just one purchase.

    **Example:** When a patron purchases a ticket for a show tagged as contemporary, they are added to the contemporary audience segment.

5. Use your CRM system to apply labels to patrons' records based on the criteria they meet. This should mean that anyone who purchased a ticket during your defined timeframe is now in a segment. Consider setting automatic rules to update a patron's segment if their buying behavior changes in the future.

**Example:** Creating a contemporary buyer label that applies to patrons with at least one contemporary event purchase over the past two years, and which is applied automatically going forward.

6. Set a date to review and refine your segmentation. Find guidance in our Continual Improvement plan building block.

## Relationship-Based Segmentation Model

Another way to segment your audience is based on their total engagement with your organization. Relationship-based segmentation can help you encourage loyalty and bring your audiences back again and again. It also helps you inspire patrons to spend more and engage philanthropically with your organization.

Whatever your business model, encouraging loyalty pays off: The industry knows that it costs up to 25 times more to sell to a new customer than to engage one who has already been through the door (consult the 2019 Spektrix Insights Report for more on this).

Our Loyalty Plan building block gets into specifics on building loyalty. Here, we'll focus on using loyalty to craft relationship-based segmentation models that help you communicate different messages and offers to patrons based on their relationship with you.

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## Relationship-based segmentation models for your organization

### Existing approaches

You may already have a Relationship-based segmentation model that works for your organization. We recommend that you regularly evaluate how this existing segmentation model is helping you engage audiences. Use our Continual Improvement Plan building block to regularly evaluate and hone your existing model. This is especially important in times of change, when audience and donor behaviors are likely to shift substantially.

## How to build your Relationship-based segmentation model

To build a simple but effective Relationship-based segmentation model, start by thinking about three variables: relationship depth, longevity and recency. These factors can help you target your communications while remaining simple enough to execute efficiently.

We've provided some segments below as a starting point, but as every organization is different, your own segment categories may differ.

**Note:** We're only covering mass communications segments in this guide. Spektrix users looking for advice on one-to-one communications with major donors can find that here.

1. Decide the ***relationship criteria*** you want to segment on and create categories for each segment.

    **Examples:**

    - **One-time ticket buyer:** Patrons attending for the first time.
    - **Regular ticket buyer:** Patrons who have a habit of attending, but have not engaged with a loyalty program. We recommend defining this segment as current if they have attended two or more times in an 18-month period.
    - **Subscriber or benefit-led member:** Patrons who have joined a loyalty program primarily for its benefits, e.g. to see a full season at a package rate, or to use behind-the-scenes membership benefits actively.
    - **Philanthropic member or donor:** Patrons who have donated in response to a primarily philanthropic ask; for example, donating the value of their canceled tickets with no promise of benefits in exchange. This may be a new segment for some organizations.

**Note:** Use the Continual Improvement building block to categorize members or donors as *benefit-led* or *philanthropic.*

- **Credit holder (new segment):** Instead of asking for refunds following Covid-19 event cancellations, many patrons chose to convert ticket value into credit held by the organization. This new segment is showing loyalty beyond a single event and is useful to keep track of for the future.

2. Decide on your timelines: For each segment, define how long a patron qualifies as new to the segment, current to the segment and when they lapse out of the segment.
3. Use your CRM system to apply labels to identify what behaviors qualify them for each segment.

   Example: Someone who has purchased a subscription within the last 18 months qualifies as a *subscriber* and is automatically labelled as such.
4. Set a date to review and refine your segmentation. Find guidance in our Continual Improvement building block.

**Essential Segmentation Models: Additional resources**

Use the Segmentation Models Worksheet to build your own Buying-based segmentation in your CRM system.

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Spektrix Users: The following Support Center articles will help you implement this advice in your system:

- Customer Lists
- Global and Local Segments
- Attributes
- Tags and Auto Tags
- Customer List Schedules
- Reports
- FAQ - How to make a Crossover Analysis Report
- The Spektrix Benchmark Report
- Benchmarking to the Spektrix Insights Report

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# Building Block

## Creating Customer-Friendly Policies

**This section will cover:**

- What it means to have customer-friendly policies
- Covid-specific needs for flexible booking options
- Steps for updating your refund and exchange policy

### What are customer-friendly policies?

The way that arts organizations communicate about their refund policies, exchange options and any add-on fees are all integral parts of building a relationship with your audience. These policies are present at key moments: the exciting first ticket purchase and the beginning of your relationship, or the stressful last-minute cancellation that could be the end of it. To build lasting audience connections, it is critical to make those policies as clear and customer-friendly as possible, extending the positive experience you offer in your organization into patrons' online experience.

### Covid considerations

Arts organizations have historically held strict refund and exchange policies in an effort to protect their houses from last-minute, hard-to-sell empty seats. Many organizations have long wanted to provide more flexible policies, but have struggled to do so for many reasons, not least due to the complexity of producer/presenter agreements.

However, the Coronavirus has heightened consumer uncertainty when it comes to committing to their purchases. Industries like travel and hospitality that rely on advanced bookings are meeting these expectations with generous exchange policies in order to win back customers. New data shows that ticket buyers are also expecting more flexible refund and exchange options accounting for unexpected circumstances that prevent them from attending.

62% of patrons are more likely to book if they can receive a full refund if the event is cancelled by the venue or promoter.

44% of patrons are more likely to book if they can credit their tickets if they or someone in their party is unwell or unable to attend.

(Source: Indigo Ltd.'s After the Interval survey of audience attitudes, based on 137,000+ audience responses from 317 organizations.)

These trends show a renewed call for arts organizations to revisit how they communicate refunds and exchanges with patrons, making sure they meet their flexibility needs when they can and are transparent when they cannot. Covid-19 also brings new urgency for presenters and producers to work together to put customer-friendly policies first upon reopening.

**How to build customer-friendly policies:**

1. Build in flexibility:

    - Offer credit or exchanges, free of charge and available up to the start of the event, for anyone who is unable to attend for any reason.
    - If you are constrained from doing this by agreements with presenters or producers, now may be the time to revisit these. If you're able to collaborate with presenters to find a new way of sharing the risk of canceled tickets, everyone can benefit from increased consumer confidence.
    - Process refunds and exchanges on the phone or by email. Human touchpoints allow you to support patrons who reach out to you and reduce the chance of people taking advantage of your flexibility.
    - Empower your patron services team to use their discretion to support patrons' enquiries on a case-by-case basis.
    - If appropriate for your business model, invite full or partial donations in place of ticket refunds or credits. Let patrons know they can support you by converting their ticket purchase into a donation and that any amount helps.

- Make no-fee e-tickets the default delivery method. E-tickets limit box office lines, enable contact-free scanning and allow you to reissue tickets easily if event details change. Encourage contact-free methods whenever possible, but keep will-call or mailed tickets available as an option for those who cannot access the technology for print-at-home or e-tickets.

- Choose clear and accessible language for your policy. Go over your terms and find opportunities to rephrase any language that could cause confusion for your audience.

- If you use add-on fees, make sure your refund and exchange policies related to fees are as transparent as possible. If you have not previously communicated whether a fee is refundable, consider doing so now. Evaluate how to communicate in any situations where fees are waived, e.g. as a member benefit.

2. Share it internally:

- Make sure your whole customer-facing team understands the policy and how it will be implemented.

- Upskill your patron services team to ask for donations, exchanges or account credits over refunds. Key to this is that they understand the specific financial challenges your organization is facing and that they have the language to make the ask confidently. Use the Asking for Donations Worksheet to help you with this.

3. Share it externally:

- Put your policy front and center as part of your communications plan. Make it easy to find on your website and when people are buying tickets by creating a booking FAQ page clearly linked from checkout.

- Use different media or formats to highlight key messages and reassure patrons at every point of the booking process.

After initial closures in March, 60% of people using the Spektrix Ticket Converter Tool returned at least some of the value of canceled tickets to the organisation as credit or donations. (Source: Spektrix blog.)

Organizations that train front-line staff on asking for donations has led to up to a 5-times increase in phone or in-person donation rates. (Source: Spektrix Insights Report)

**Creating Customer-Friendly Policies: Additional resources**

Use our Asking for Donations Worksheet to upskill your patron services team in asking for credit or donations over refunds.

Spektrix Users: The following Support Center articles will help you implement this advice in your system:

- Ticket Donations
- Donations and Funds
- FAQ - How does Spektrix deal with Credit
- Print at Home / E-tickets
- Understanding the Ongoing Impact of Cancellations

**This section will cover:**

- The benefits of a flexible pricing model
- Guiding principles for flexible pricing
- Steps for creating your first dynamic pricing model and for monitoring sales
- Use cases and examples of flexible pricing in practice

# A Pricing Model with Flexibility

## What is flexible pricing and why is it important?

Setting prices in response to demand can bring benefits to both organizations and audiences. It's a practice that's commonly used in other sectors, from booking train tickets early to enjoy the best prices, to paying extra for flexibility when confirming a hotel. While it's not yet as widely adopted in the cultural sector, flexible pricing has shown a positive impact on booking patterns, revenue and staff capacity for the organizations that implement it.

When tickets go on sale at a fixed or highest price, it's impossible to increase overall income potential and easy to reduce it. Last minute offers, inflexible policy *(link to policy section)* and lack of fees at the door all work to deter early buyers.

Choosing the right fixed pricing model for each event relies on accurate forecasting and assumptions about audience behaviors. With a flexible, popularity-based pricing model, it's possible to accelerate slow sales and maximize the potential of the most popular events.

**How to build your flexible pricing model**

There are three guiding principles for dynamic pricing:

- **Be transparent.** Advertise maximum and minimum pricing, and make your policy explicit in your terms and conditions.
- **Involve everybody.** Make sure your whole sales and front of house teams understand your model and can explain it to audiences if they're asked.
- **Never go lower.** Once a ticket is on sale, its price should only go up - that's key to driving early sales and maintaining trust with your ticket buyers.

The steps below are based on an auditorium with unallocated seating, ticketed in a single price band. Use this model as it stands or adapt it to your own organization.

1. Use the popularity-based pricing calculator to help set a median ticket price for each event. This will be roughly equivalent to the single price you might have set if you weren't working flexibly.

2. Complete the **Flexible Pricing Worksheet** for each event to set out your median, minimum and maximum ticket prices. Define the points at which you plan to increase prices, and use data from similar events to set targets for each month, week or day of the sales cycle.
    - If an event is unlikely to reach capacity and you anticipate running $10 offers at the end of the sales cycle, start with those $10 tickets now.
    - If you're targeting a sell out, reduce prices by a smaller amount or plan to raise prices sooner.
    - Aim high with your maximum prices. If prices never rise that high then every audience member will feel they've saved. If an event sells quickly, you'll benefit fully from its success.
3. Agree how to list flexible prices and ensure this is reflected in your policies. Give audiences a clear indication of the minimum and maximum they might pay. This shows your early buyers how much they're saving, and ensures late buyers aren't put off by higher price tiers.
4. Once you're on sale, run or schedule regular reports for each event - at least once a week for steady sellers, as much as once an hour for high-demand events. Add your sales figures to the worksheet and use the Traffic Light column to quickly flag slow and fast sellers, then gradually increase prices to reflect demand.
5. As well as overall capacity, compare tickets sold with your target sales at that date. If you've sold 60% three weeks from the event date, but you'd hoped to sell 80%

by that point, you might keep prices lower; if you're ahead of target, increase them by a larger margin. By working dynamically, rather than advertising fixed dates for price increases, you give yourself the flexibility to assess each situation based on data, marketing activity and revised forecasting.

6. If you're working with multiple price tiers, you have still more flexibility. Adjust the overall pricing model, individual price tiers or reallocate seats to higher-priced zones. Make sure you offer a range of prices until you're at 80-90% of capacity, then adjust so the last seat to sell is at your highest price point. Check that your full range of promotions and accessible tickets is available at every stage.
7. Create a Continual Improvement Plan to gradually increase the accuracy and detail of your forecasting and maximize ticket revenue. Consider the following KPIs:
    - Average ticket price
    - Timing of sales: days before each event
    - Booking patterns and ticket price over time
    - Overall revenue and capacity sold

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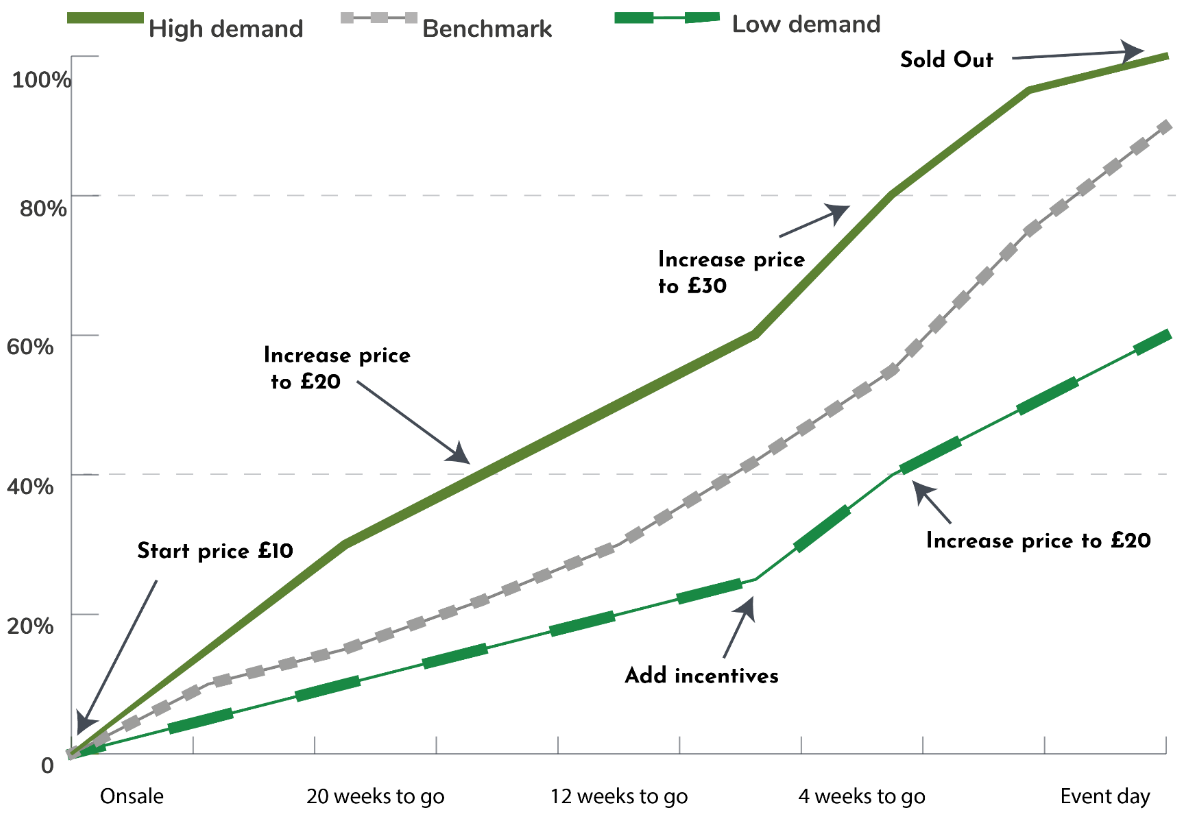
## Flexible Pricing Diagram: An example

This chart shows how, with flexible pricing, your team could:

- Increase overall ticket income
- Respond to below-target sales
- Reward early buyers
- Improve audience communications and upselling as the event approaches.



**Expert tip: Flexible pricing**

JCA Arts Marketing works with cultural organizations to help them grow attendance and engagement. They have helped hundreds of organizations increase earned revenue through optimized pricing. Jamie Alexander, Senior Manager at JCA Arts Marketing, gives her top tip for maximizing revenue through flexible pricing.

"When using a flexible pricing strategy, it's important to spot demand early. If you wait until ticket sales reach a certain capacity threshold, you could be leaving money on the table. Instead, consider increasing prices at any point in the sales cycle when sales are stronger than comparator performances. The earlier you raise prices, the more money you'll make in support of your mission!"

## A Pricing Model with Flexibility: Additional resources

Use the Popularity-Based Pricing Calculator and Traffic Light Report to set and monitor pricing for your organization's events.

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Here's a list of industry experts who can help you develop your pricing strategies:

**Industry pricing experts:**

- Analytix: Prediction solution for decision makers
- Digonex: Dynamic pricing solutions
- J CA Inc: Pricing consulting and software solutions
- Robert Sweibel Arts & Culture Consulting: Firm that specializes in revenue generation
- TixTrack: Inventory management software
- TRG Arts: Data-driven consulting firm
- Vatic: Dynamic pricing software

Spektrix Users: The following Support Center articles will help you implement this advice in your system:

- Ticket Types
- Price Lists
- Introduction to Seating Plan Overlays
- Price Band Overlays
- Best Available Seating
- Benchmarking to the Spektrix Insights Report

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# Building Block

## Motivations and Incentives Plan

**This section will cover:**

- Why a proactive incentives plan is preferable to last-minute offers
- How to create an incentives plan
- How to align incentives with each segment's motivations
- Promoting your incentives

### What is a Motivations and Incentives Plan and why is it important?

Carefully targeted incentives can drive audiences to buy earlier, attend more often, choose higher price bands, make donations or purchase add-ons. By creating an incentives plan at the beginning of your campaign, you can make sure you're selecting the right incentives to support your audience development and organizational priorities.

Incentives planning starts with your financial or strategic objectives, and then identifies the motivations driving each segment of your audience. Only at that point is it time to consider the different incentive types available within your CRM system, how these match to audience motivations, and how you'll communicate them to target groups.

Incentives don't have to mean discounts. Special events, presales and reserved seating areas all add value and drive demand. Align your Motivations and Incentives plan with your Pricing Model with Flexibility and Loyalty Plan to create a holistic approach which is far more than a drive to fill empty seats.

### How to build a motivations and incentives plan

As you consider the motivations and incentives which are right for your audience, use the **Motivations and Incentives workflow** and Worksheet to inspire and record your decisions.

1. Decide which of your organizational priorities to focus on first. You may choose to build a Motivations and Incentives plan to bring *first-time attendees* to a one-off event, to encourage returning audiences to buy early or to promote your membership scheme. Use the **Motivations and Incentives Workflow** to consider different priorities and the Incentives Plan Worksheet to record your decisions.
2. Decide who you're targeting. Promote your membership scheme to people who attended three or more times within the last 18 months, or encourage regulars who usually wait until the week of an event to buy early. If you're targeting people from more than one group, such as Family and Classic attendees, consider each of them separately - their motivations may well be very different.

3. Use your CRM system, website and social media analytics to benchmark audience behavior.

   Example: If your goal is to incentivize *family* audiences to buy earlier, run reports identifying how many days before an event, on average, they buy at present.
4. Set targets. Agree on what you're trying to achieve and when you'll review your success. Record your decisions in the Incentives Plan Worksheet and schedule reports or calendar reminders.
5. Identify the motivations which influence this segment's behaviors. For example: is your *family* segment simply looking for the best price, or might they be moved by opportunities to invest more in a special occasion with family-friendly souvenirs? Use the **Motivations and Incentives Workflow** to consider different possibilities.
6. Decide what type of incentive aligns best with these motivations. Consider:
   - **Financial incentives:** discounts and offers
   - **Experiential incentives:** opportunities to enhance the overall experience
   - **Altruistic incentives:** opportunities to contribute to your organization or wider community
7. Consider setting limits for each incentive, and make them visible to potential buyers to create a sense of urgency.

   Example: Only the first 200 patrons who purchase tickets to your anniversary show receive a limited edition souvenir. You may also wish to reserve a small area of the auditorium as premium seating for members, place a time limit on offers or advertise great deals or opportunities as first come, first served.

8. Set up your CRM system to automatically apply and suggest offers to relevant customers. Make sure they're as simple to administer and track as possible.
9. Use our Key Messages Worksheet to create a simple campaign plan for each incentive, ensuring that what you're offering each segment doesn't conflict with other incentives or with your Pricing Plan. Consider how you'll talk about each incentive, and what media you'll use to reach the target audience.

    Example: If you're encouraging existing attendees to come more often, promote multibuy savings in your brochure and website. If you're reaching out to a new audience group, look for suggestions in our **Digital Data Capture and Conversion Extension Block**.

10. If there are costs associated with your campaign, budget for the activity. Ensure the financial or strategic benefits of each incentive outweigh the costs in the immediate or longer term.
11. Create a Continual Improvement plan to regularly evaluate your incentives. If they're not meeting targets, or if they're costing you more than they're worth, alter your campaigns, adjust discount levels or test alternative types of incentive. Consider the following KPIs:

- Timing of purchase: days before event
- Number of events in a transaction
- Season passes or multibuy offers sold
- Overall revenue and capacity sold
- Attendance by first-time attendees or specific audience segments

## Motivations and Incentives Workflow

### 1. What do you want to achieve?

- **Build loyalty among existing and potential members**

  Encourage your most loyal customers to engage more deeply with your organization

- **Develop new audiences**

  Reach underrepresented groups or promote new programming strands

- **Incentivize early booking**

  Improve your forecasts and budgeting

- **Contribute to your community**

  Thank essential workers or volunteers, or increase the accessibility of your work

- **Promote repeat attendance**

  Get people to keep coming back to similar events

- **Thank donors**

  Show your appreciation and encourage further loyalty

- **Fill seats**

  Increase attendance at low-demand events

**2. What motivates your target audience?**

- **Financial motivations**
  - Discounted tickets for individual bookers
  - Discounted tickets for groups
  - Discounted add-ons: drinks, food, merchandise, parking, etc.
- **Experiential motivations**
  - Opportunities to "make a night of it" to guarantee a special occasion
  - Opportunities to delve deeper into your organization or artform
- **Altruistic motivations**
  - Opportunities to contribute to your organization
  - Opportunities to contribute to your community

**3. What incentives match those motivations?**

- **Financial incentives**
  - Multibuy offers
  - Targeted event offers

  - Season passes
  - Discounted catering or merchandise
  - Free tickets
  - Tickets in return for a donation
- **Experiential incentives**
  - Organization-focused add-ons: Pre-event talks, Q&As, special program content
  - Donor or membership events
  - Artist-focused add-ons: Meet and greets, merchandise
  - "Make a night of it:" Reserved tables, pre-booked drinks or dining, premium seating
- **Altruistic incentives**
  - Mystery shopping invitations or focus groups to improve audience experience
  - Funding tickets or opportunities for others

**4. How will you tell people about these incentives?**

  - Individual invitations
  - Flag at Box Office for prompts from team
  - Work with arts or community organizations where these connections already exist
  - Work with arts organizations with similar programming

  - Promote in your own print materials
  - Promote on your own website
  - Promote via targeted media or networks
  - Work with outreach department
  - Prompt in online booking pathway
  - Coach sales teams to ask or upsell
  - Digital advertising campaigns
  - Mainstream press and media
  - Seasonal giving or gift campaigns

## Motivations and Incentives Plan: Additional resources

Use the Incentives Plan Worksheet to determine which motivations and incentives are right for your audience.

Spektrix Users: The following Support Center articles will help you implement this advice in your system:

- Offers
- Memberships
- Priority Booking
- Customer List Builder
- Global and Local Segments
- Tags and Auto Tags
- Reports

# Building Block

## Loyalty Plan

**This section will cover:**

- The benefits of creating a Loyalty Plan
- How loyalty has changed during Covid-19
- How to build a Loyalty Plan
- Measuring the success of your Loyalty Plan

### What is a Loyalty Plan and why is it important?

A Loyalty Plan maps out the trajectory that an audience member takes between first discovering your organization all the way through to becoming a sustaining supporter. Having the steps clearly mapped out can help you understand how to communicate with patrons according to their existing relationship with your organization, or their Relationship-based segment. Creating personalized touchpoints keeps patrons not just coming back, but investing more in your organization, moving them into more loyal segments over time.

Your engagement activities for each relationship segment should be predefined, and ideally automated, wherever possible. This ensures that patrons are moved from one relationship segment to the next based on timely communications in response to their actions.

## Covid considerations

The meaning of patron loyalty has shifted with Covid-related closures. Without live events, patrons are engaging with organizations in different ways: watching digital content, taking classes online, and showing their support via donations or converting previous tickets into credits. Members are signing up or renewing their memberships without any events on the schedule - supporting organizations without expecting immediate benefits as they normally might.

Because of this, organizations can no longer use event attendance alone to determine how loyal their patrons are. Take this into consideration when building or revisiting your loyalty plan by examining all the ways your patrons currently engage with your organization.

## How to build a loyalty plan

Follow along by recording each step in your Loyalty Plan Worksheet.

Note: These steps illustrate a simple loyalty plan with clear boundaries between each segment and a single "next step" for each one. You may find that taking a more fluid approach to segmentation and next steps is better for your organization. If so, use this as a starting point and add more complexity as needed. As people approach higher levels of loyalty (e.g. donors), it is often helpful to create personalized communications plans. We won't cover that in this guide, but Spektrix users can refer to these resources for advice.

1. **Define your relationship segments.** Use your

   Relationship-based segmentation model to outline the different levels of loyalty patrons have with your organization. When an individual falls into more than one segment, create a rule to define which segment is most important to your relationship with the individual.

   Example: One-time ticket buyer, regular ticket buyer, subscriber/benefit-led member, philanthropic member or donor, credit-holder. In this example, a credit-holder who is also a regular ticket buyer is segmented as a regular ticket buyer because that relationship shows the greatest loyalty to the organization.

2. **Identify your segments' values and motives.** Use your

   CRM system to research patrons' behavior in each relationship segment. Determine common reasons for joining a particular level or common behavioral characteristics. Do they utilize benefits? Do they respond to incentives? Are most credit-holders one-time or regular ticket buyers? You can also conduct interviews with a sample of patrons in each group. Use the commonalities you find in this research to identify shared motivations. (For more guidance on testing patrons' motivations, consult our Continual Improvement building block.)

- Example: Surveying regular ticket buyers and learning they prefer to purchase tickets as they go. " Flexibility" becomes a key value for this segment in your Loyalty Plan.

3. **Design incentive and stewardship plans** for each

   segment based on their values and motives, cross-referenced with your Motivations and Incentives Plan.

   Incentives (sometimes called benefits) are promised perks of being in a certain segment, such as presales for members. Stewardship goes beyond promised and transactional incentives to make an individual feel special. Benefits and stewardship should be easy to automate and do not need to be expensive.

   Example: Design the regular ticket buyer segment's incentive plan to include an automated thank-you email after a second purchase with an offer on their next purchase. Design their stewardship plan to include a note on their seat thanking them for their frequent attendance.

4. **Know your next step.** For every segment, define the

   most logical next step on the loyalty plan. Treat everyone as if they have the potential to move into a more loyal segment. In many cases this will be an obvious choice; when it isn't, use your CRM system to analyze common behavior patterns for each segment to learn what a typical loyalty progression looks like.
   Example: You find that most members were regular

ticket buyers first, and so target regular ticket buyers to become members as a next step.

5. **Build key messages and Integrated Emails** to steward

   each of your segments and ultimately move patrons from one relationship segment to the next. This is a useful point to determine which segments are appropriate for a one-to-many communications strategy and which require a targeted one-to-one strategy, for example, donors or members over a certain giving level.

   Example: Showing regular ticket buyers how they can flexibly attend more shows by buying a membership.

Personalize these messages further by layering additional segments, such as Buying-based segments, over your loyalty segments.

Example: Send regular ticket buyers in your family segment emails with a photo of a family-friendly event, replacing these with avant-garde art images for the contemporary segment.

6. **Time the move.** Program your CRM system and email

   tools to automatically ask patrons to increase their loyalty and move to the next level. These automations may be behavior-based or time-based.

   Example: Program automated emails to ask regular ticket buyers to join as a member after their third purchase in any given year; or ask members to renew their membership in one year's time.

7. **Review and evaluate results.** Using the **Continual Improvement Plan building block**, record targets for moving a percentage of each segment to the next and review your success. You can also test engagement with your key messages, benefits and incentives.
    - Example: Run reports to show that you have moved 20% of regular ticket buyers into the member segment over one year, and use that to set next year's targets.

**Loyalty Plan: Additional resources**

Use the Loyalty Plan Worksheet to develop a strategy to improve the loyalty of your audience.

Spektrix Users: The following Support Center articles will help you implement this advice in your system:

- Identifying customers' behavior patterns:
    - Customer List Builder
    - Global and Local Segments
    - Reports

- FAQ - How to make a Crossover Analysis Report
- Memberships
- Priority Booking
- Ticket Commissions
- Transaction Commissions
- Tags and Auto Tags
- Customer List Schedules
- Introduction to dotdigital Programs
- Relationship Management

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# Building Block

## Integrated Emails

**This section will cover:**

- Creating highly-customized emails using your Segmentation Models, Loyalty Plan and Key Messages.
- Automating time and context-sensitive email communications.
- Utilizing data from your email system to learn more about your audiences as a key component of your Continual Improvement Plan.

### What are Integrated Emails and why are they important?

This section is a practical guide to integrating email communications planning with your objectives and strategies.

A two-way integration between your email provider and your CRM system creates advantages in both directions. It's easy to create exceptionally personalized and effective emails and deliver them to large numbers by combining and reinforcing the insights gained from each system. Analyzing each patron's interaction with those email campaigns can provide valuable insights into the performance of your Segmentation Models, Incentives, Pricing and Loyalty Plans, Key messages and other important aspects of your relationships with your audience.

### How to build Integrated Emails

1. Identify your objectives. Why are you emailing?
    - Often an email is sent to encourage the recipient to take a particular action but emails can also be used to build excitement, reward loyalty, or communicate vital information.
    - Every email should have one clear primary objective. Occasionally an email may serve more than one purpose but if so, it's best practice to ask the reader to take only one action.
    - You may want to take the time now to create a Continual Improvement Plan and record your objectives there.

2. Identify your recipients. Who are you emailing?
    - With an integrated email system you can choose recipients based on information derived from your CRM system, your email system or both.

        Example: Target lapsed bookers who clicked an email link for an upcoming event but didn't purchase a ticket.
    - Set rules to exclude anyone you don't want to receive a communication. For example, do not email to encourage a booking if a lapsed booker has given within the last ten days, as this is the "thank you" period.
3. Define your timelines. When are you emailing?
    - What determines when an email will be sent? This is usually one of two things:

1. Organizational activities. In this case, the timing will be set for a specific and pre-defined date.

   Example: You want to send an announcement you are going on sale or embarking on a new giving campaign for an education program.

2. Individual activities: an individual does something to trigger an email. In this case the timing is set automatically based on rules.

   Example: An offer is sent to a lapsed booker when they haven't purchased a ticket in the last twelve months.

- Is this a one-off email or the beginning of a series of emails? Creating a timed series of emails begins in much the same way.
- Set predefined dates to send emails at regular intervals - for example every two weeks - regardless of readers' actions.

  Alternatively, plan an automated series of emails to be triggered by the actions of the recipient. For example, instead of a single offer email to the lapsed booker above, set rules to automate further emails based on their response.

- Here are just a few examples of automatic email paths:
- If they don't open the email within 10 days, send another with a different subject line.

- If they open it but don't click through, send a reminder highlighting the offer and its expiration date.
- If they book, move them automatically out of the lapsed booker segment and end this series of emails.

4. Design and send your email
    - Knowing the why, who and when of the email will allow you to design the content. Ensure the email has the right key messages to connect with the individual and achieve its objectives. The segmentation models, key messages, and incentives you've created should guide you.
    - Make your content as specific to the recipient as possible. Many email providers enable you to pick and choose from different pieces of content within the same campaign depending on who you are sending it to.

        Example: When asking a lapsed booker to make a new purchase, pull in an image or message which references their Buying-based segment. If they're in your contemporary segment you can highlight your forthcoming contemporary programming.

        Example: When creating pre-show emails, tell your former lapsed booker just how much you've missed them. Create distinct pre-show emails for each Relationship-based segment, using a different tone of voice and messaging.

5. Integrate the results into a Continual Improvement Plan.
   - Increase the impact of your email marketing campaigns using analytics including open rates, click-throughs and popular links within your bulk email provider.
   - Benchmark your figures against your own historical rates, against other arts organizations with the Spektrix Insights Report or more broadly using dotdigital's global ecommerce report, Hitting the Mark.
   - For example, if your lapsed bookers don't respond to your offer but frequently click through to your calendar page, maybe scheduling and flexibility is more important to them. You can test this by planning a new series of emails for lapsed bookers focused on flexibility and comparing your results.
     Example: Highlight your Customer-Friendly Policies around refund or ticket exchange, or highlight a range of events with different start times and schedules.

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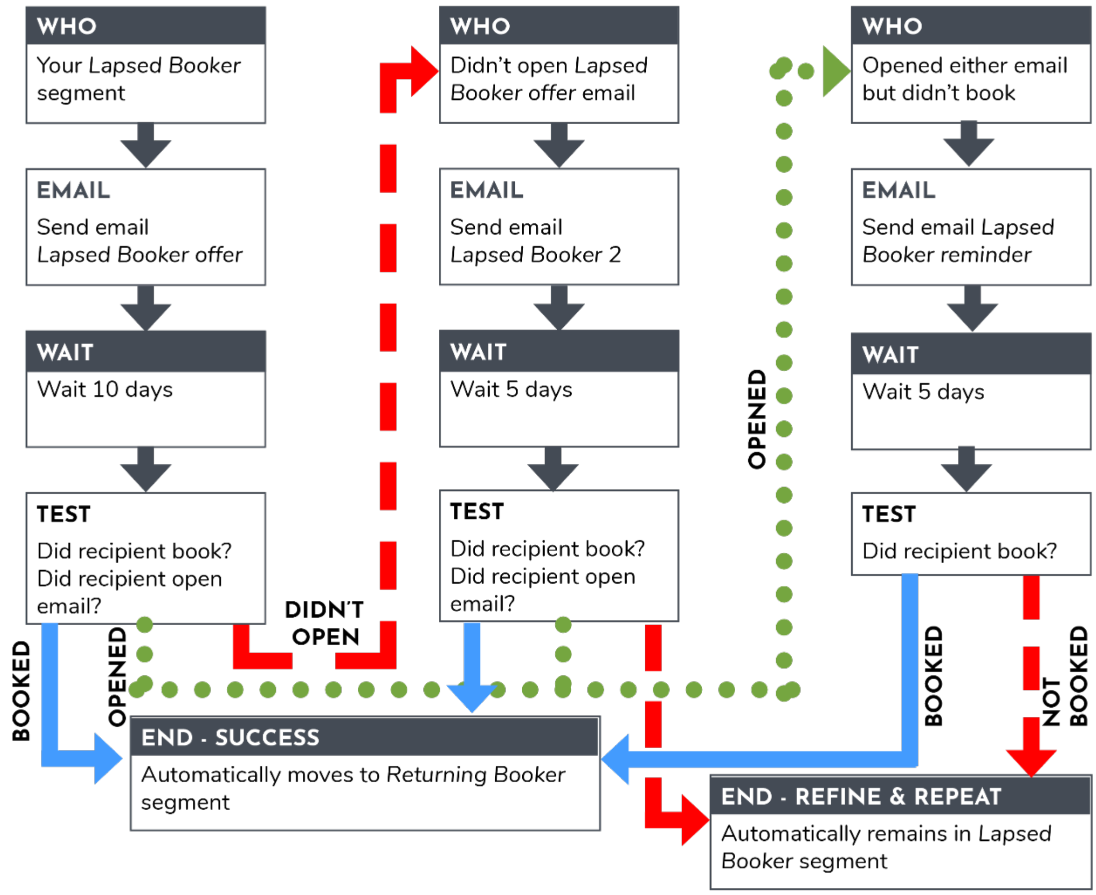
## Diagram: Lapsed Booker Email Automation Program



## Integrated Emails: Additional resources

Use the Integrated Email Worksheet to learn how to design an integrated email or series of emails to suit your organization.

Spektrix Users: The following Support Center articles will help you implement this advice in your system:

- Customer List Builder
- Global and Local Segments
- Tags and Auto Tags
- Email Integration: dotdigital
- Customer List Schedules
- Pre- and Post- Show Emails
- Dynamic Content
- Introduction to dotdigital Programs
- Setting up dotdigital Programs

# Building Block

## Continual Improvement Plan

**This section will cover:**

- The need for a Continual Improvement Plan
- Building a Continual Improvement Plan
- Methodologies for testing your improvements
- Suggestions for what to test

### What is continual improvement and why is it important?

Whatever your business objectives might be, a Continual Improvement Plan is a structured way to track the success of the strategies and tools you are using to reach your goals. It helps you understand whether you're investing your time, money and other resources as effectively as possible.

A Continual Improvement Plan is key for ensuring your CRM tactics are working to meet your needs. Customer behaviors and preferences change over time, and continual improvement can help remind you that just because something has worked in the past does not mean it will be relevant as contexts change.

Building a Continual Improvement Plan starts with setting the objective you want to achieve, and then creating a methodology that outlines how you plan to meet that objective and what success looks like. Once you know this, you can identify what initiatives you think will help you reach your objective. By testing your approaches in a methodical way, you can understand exactly what impact each initiative has on your goals, maximizing your resources and making sure you're not spending time that could be better spent elsewhere.

## How To Build a Continual Improvement Plan

### Overview

A Continual Improvement Plan will generally include this four-step cycle:

1. **Plan:** Is there an opportunity to make a change or try something new?
2. **Implement:** Try this change out, possibly using one of the testing methods outlined below.
3. **Evaluate:** Analyze the results of the change by using the data available to you.
4. **Act:** If the change was successful, you can implement it on a larger scale with continual monitoring and data assessment to determine its success. If the change saw no improvement, begin the cycle again.

**Step 1: Plan**

1. Initial assessment: Starting with your objective in mind, review if there is an opportunity to make a change or try something new.
    - Example: Increasing sales for family events is an overarching objective for your organization. You determine that improving email open rates for your family buyer segment might advance this goal.
2. The baseline: Before making a change, understand how well you are currently performing on the relevant metric, or Key Performance Indicator (KPI). For context, you may also want to review your baseline against industry metrics like those available in the Spektrix Insights Report.
    - Example: Finding your *family* segment currently has a 20% open rate and your other emails average a 40% open rate, and that the industry benchmark is 27%.
3. The target: Once you know your baseline and any gap between that and your goal or industry-wide benchmark, set targets for improvement.
    - Example: Setting your family segment email open rate target to 27% (the industry benchmark).
4. Identify the change: Decide on what change or initiative you think will help you achieve your target. You don't need to be certain, but you do need a theory to test. See What to Test and How below for ideas on what to test.

Example: Split testing different email subject lines' impact on open rates for the *family* segment.

5. Record your baseline, target and change to test. Having those top of mind will ensure you're focused on improvement.

**Step 2: Implement**

1. Allocate resources: Make sure you have set aside the time, budget and expertise necessary to complete the test.

   Example: Making sure your Digital Marketing Manager has an extra half hour set aside each week to craft different subject lines.

2. Decide a timeline: Think about how long it will reasonably take to start seeing your KPI move. Give the change enough time to be successful, but short enough to respond if you notice your KPIs trending in the wrong direction.

   Example: Deciding on a 3-month testing period because you typically promote Family events starting three months in advance.

3. Implement the change: Put the new approach into practice and set up the reporting needed to track your progress throughout your testing period. See What to Test and How below for ways to test your change's impact on your audience.

   Example: Tracking open rates on each *family* email in the 3-month testing period against the open rates of other segments. This includes setting up new reports, agreeing to look at them weekly and planning to reassess in three months.

**Step 3: Evaluate**

1. Compare: Now that you have collected data throughout your testing period, you can compare your results with your benchmark and your target to determine whether your test has been successful.

    Example: After testing different subject lines, you have averaged a 30% email open rate over the 3-month testing period. This exceeds your 27% target and you consider it successful.
2. Check for unintended consequences: While you were measuring your KPIs, notice whether something unexpected happened that you need to address.

    Example: While open rates have improved, you notice click-through rates and family event sales have not improved and realize that hitting the KPIs has not met your objective to sell more tickets to family events.

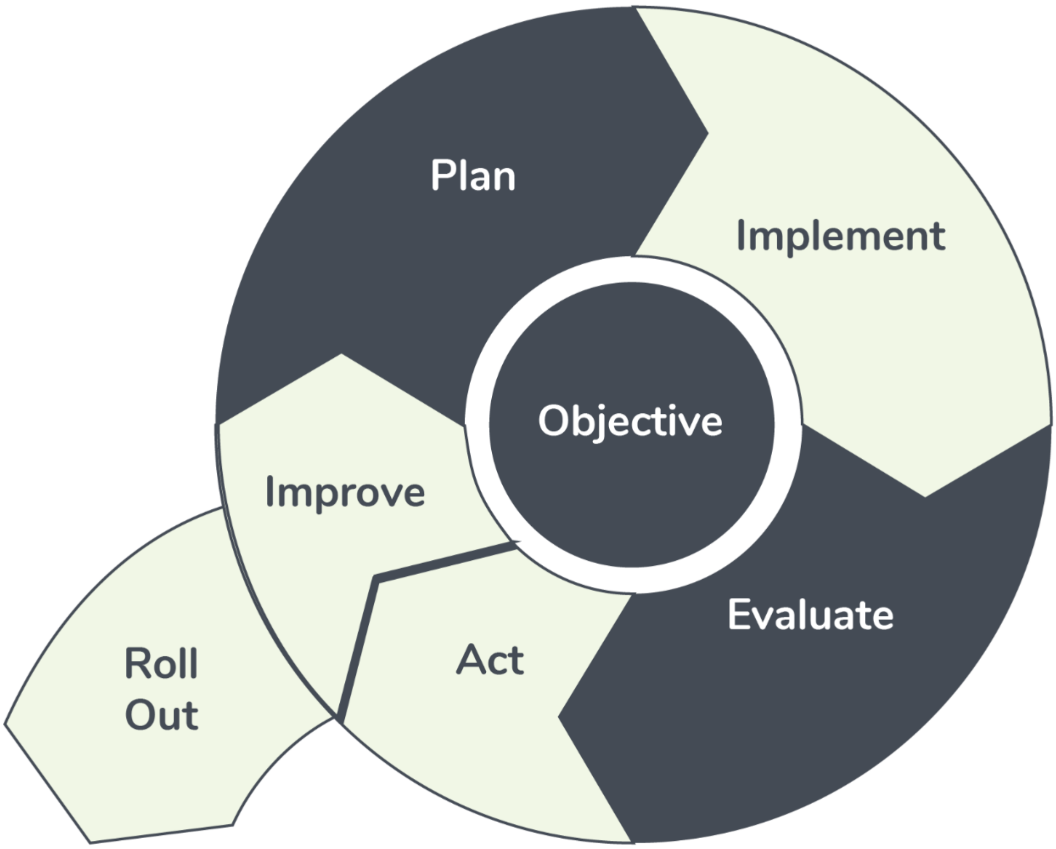
**Step 4: Act**

1. Decide what's next: With your analysis complete, you are in a position to determine the next step. Your options are:

- Continue with the change if your test has been successful and you're confident further testing will not yield better results.
- Try again if the test has not yielded the results you hoped for. Chances are you have learned something while testing that can help you make it better. Use that knowledge to start the cycle again at Step 1.

  Example: Test whether sending emails twice a month rather than three times impacts *family* click-through and conversion rates.

**Digram: Cycle of Improve, Test, Repeat**



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## What to test and how

When building a Continual Improvement Plan, measuring your content's effectiveness or trying to better understand your audience's motivations and behavior, consider testing some of the following metrics and approaches:

### Email open rates, click-through rates or ROI

- **Segmented A/B split testing:** Comparing how different audience segments respond to a campaign, or different versions of a campaign.
  - Example: Sending your standard email newsletter to half of your *member* segment, and sending a more personalized version to the other half.
  - Example: Measuring how different audience segments respond to parts of the same standard newsletter, e.g., if members tend to open it more than one-time bookers.
- **Random A/B split testing:** Comparing two or more versions of a campaign by sending them to a random pool of recipients. On mass email platforms, you can often set a percentage of recipients you would like to test on, and the best performing version will be sent to the remainder of the mailing list.
  - Example: Sending three versions of your standard email newsletter, each with different

subject lines, to a random sample of recipients.

**Impact of an offer on conversion rates**

- **Tracking each audience segment's response** to an incentive and comparing their booking rates to those recorded before the offer.
  - Example: Noticing a 50% conversion rate for website visitors on an event page, implementing a buy-one-get-one offer and seeing a 65% conversion rate that has especially high uptake among your *family* segment.

**Impact of donation asks on online giving rates**

- **Comparing standard and targeted donation asks** in the online booking path.
  - Example: Testing a default $10 general fund donation ask against a customized ask whose amount and fund are automatically calculated according to the patron's basket.

**Audience loyalty, motivations and sentiment**

- **Surveying:** Collecting audience feedback and opinion via both quantitative and qualitative data.
  - Example: Surveying how loyal your audience members think they are versus your relationship-based segmentation model. [Link]

**Impact of digital content** on click rates, conversion rates or time spent on page

- **Content testing:** Trying out different layouts, design elements or calls-to-action within your communications or website over time, then assessing their impact on engagement.

  Example: Adjusting your website's event page layout every few months and evaluating whether the new layout is leading visitors to spend more time on the page or increasing sales conversions.

**Continual Improvement Plan: Additional resources**

Use the [My KPIs Worksheet] to track the success of your organization's top KPIs.

Spektrix users: The following Support Center articles will help you implement this advice in your system:

- Customer List Builder
- Global and Local Segments
- Tags and Auto Tags
- Email Integration: dotdigital
- Reports
- The ROI Report
- Report Schedules
- The Spektrix Benchmark Report
- Benchmarking to the Spektrix Insights Report

# Extension Block

## Digital Data Capture and Conversion

**This section will cover:**

- Attracting website visitors with organic and paid search tools
- How to maximize the potential of every website visitor with clear calls to action
- Know the success of your spend by tracking campaigns from their source to point of sale

### What is digital data capture and conversion and why is it important?

Digital data capture sits alongside a successful CRM strategy to help you understand audience behaviors, expand communication channels and attract new audiences. Once contact data is in your CRM system you have the tools to engage with new and potential audiences, and to turn them into repeat visitors and loyal supporters; but the first hurdle is often getting that critical first engagement to begin with.

This Extension Block extends beyond your CRM system to consider other digital touchpoints with existing and potential audiences. Some of the tools and knowledge needed for this work are different from those referenced in other building blocks and go beyond the expertise held by our team at Spektrix. However, as it is critical to Attracting New

Audiences, we've gathered ideas from our clients, our own experience and industry experts to form a starting point for your own planning

**Attracting new visitors to your website**

First, create segments for people who aren't already in your database, so you can start to explore each group's different interests and behaviors. Build Relationship-based segments based on their connections with you and your existing audience. You won't know which individuals belong to every group, but you can still use this model to design and test communications as you begin to gather data.

- **Potential audience members** are the people who are already connected to your organization, but haven't yet booked tickets. They may be on your mailing list, or following you on social media, and you can use digital channels to convert them into ticket bookers.
- **Similar audience members** are not yet on your mailing list or social channels, but they have similar interests and behaviors to your existing attendees. Use your networks to encourage these second- or third-degree connections to follow you directly or sign up to mailing lists.
- **New audience members** do not attend your events, and aren't connected to others who do. You'll need to explore new promotional routes and partnerships to reach out to them and encourage follows or sign ups.

### Ethical data capture and marketing

Businesses of all types are being asked by their communities, patrons, investors and donors to consider the choices they make through their associations with other brands and businesses which are seen to be socially harmful. Examples include pressure to end partnerships with oil producers and boycotts of advertising spend on certain communication channels. Increasingly, the medium you choose impacts on the message being received by your audience. Consider your own organizational values, and those of each segment of your audience, as part of your planning process and ensure that the channels you invest in support the message you wish to present.

### Organic search

Start with the basics. What do people see when they Google you? Do you appear when they search for your art form or events in your area? Review your website to make sure your language and metadata support search engine optimization (SEO), and look at accessibility and responsiveness to make sure your site is usable on all devices.

Visit the **Spektrix web partner community** to find examples and advice on developing a successful website for ticketing, marketing and fundraising.

Read expert advice from **Capacity Interactive** on making first impressions count.

### Paid digital advertising

Boost your online reach with paid search engine and social media advertising. All of the media listed here provide useful guidance for anyone setting up paid promotions for the first time, or there are many digital partners and consultants who will guide you through this and other aspects of your digital capture and conversion strategy.

### Google

If you're eligible, sign up for Google Ad Grants. This program is open to most nonprofits (except government or educational organizations) and provides up to $10,000 worth of free ad spend each month.

Google Ads provide tools to target specific audiences and:

- Build an audience list including people who have already visited certain parts of your site. Look at event listings, information pages, YouTube views or app usage to find out more about these *existing and potential audience members*, and develop messaging to follow up on each type of engagement.
- The Similar Audiences feature markets your work to *potential and similar audience members* whose online behaviors are similar to those already on your lists.
- Audience Types allow you to build lists of *new audience members* based on the online behaviors or interests of your target group.

**Facebook**

If you have a Facebook page for your organization, look at the demographics and behaviors for Page and Event viewers using Facebook analytics. Use that to inform who you target with paid advertising - whether that's to widen your reach or find *potential and similar audiences.*

Find people with similar interests to audience members already on your lists by using the Lookalike Audiences feature.

Create a New Audience list based on criteria including age, gender, location, interests or behaviors.

Alongside trying to get people to your site, Set up a Lead Ad to capture data from potential patrons on Facebook and then import that data to your CRM system.

**Twitter**

Check your Twitter Analytics to see what's performing well. Use the data to test and refine your messaging or the type of media you use.

Use Follower or Tweet Engager Targeting to continue the conversation with your *existing and potential audience.*

*Similar and new audiences*

Follower Lookalike or Conversation Targeting can help you reach a *similar audience*.

## Industry expert

### Positive Digital Experiences

By Ally Duffey Cubilette and Jess Bergson at Capacity Interactive

**Capacity Interactive is a digital marketing consulting firm for the arts. They help clients engage audiences, build community and market smarter through digital advertising, website analytics and optimization, email marketing, content creation and more. Their approach to digital campaign management is rooted in years of experience across the most effective digital channels to reach arts audiences.**

Target *new audiences* based on their engagement with relevant keywords, interest categories, film or TV.

Creating positive digital experiences across paid search, social media, and your website helps make a connection to your audiences and can save your organization money in the long run.

New patrons are looking for information about your organization and, for many, their first step will be Google Search. How are those results appearing on Google's Search Engine Results Page (SERP)? Take time to update your Google My Business profile with your hours of operation, customer policies so they accurately appear on the SERP. If you host virtual events, think about what search terms patrons might type in to find them on Google. By optimizing SEO tags on these virtual event pages, Google will know what page to present to a user, creating a seamless path to your website.

Moreover, just like we gauge audience satisfaction with in-person programming, we also need to gauge satisfaction around online content. Luckily, digital channels provide rich datasets that can help guide our decision-making during this uncertain time.

If you don't already have a customized Google Analytics (GA) implementation, now is the time to invest in this type of tracking. GA can give you insight into your website visitors, where they are coming from, and what pages they are viewing.

Social channels also provide robust insights into performance, including how many users you reach and how well your content resonates with audiences. With limited time and resources, we suggest focusing on just a few channels - those with the broadest reach across demographics - and creating optimized content for those platforms. This interactive gallery includes over 100 social content examples from the arts in the age of COVID-19 to help arts marketers create thoughtful and authentic social content during the pandemic and beyond.

While changes in the Facebook algorithm in recent years have made it more challenging for Pages to reach fans organically, small but strategic investments can ensure that patrons see your content and that your organization stays top of mind. As you prepare to announce plans this fall and beyond, consider using tools like Facebook's Lead Generation objective. It gives fans who have been engaging with your social content an opportunity to sign up for your email list so they can be the first to know about future plans.

Finally, it's important to center patrons' experiences and safety concerns across digital channels. Highlight the steps your organization is taking to create safe and flexible arts experiences, and your audiences will feel much more comfortable returning.

## Maximize the opportunity

Make the most of every website visit by encouraging *potential audience members* take the actions you need from them. Create clear calls to action showing them how to buy tickets, donate or sign up to your mailing list as soon as they land on your page.

Develop an Incentives Plan to encourage first purchases or email signups with small savings or cost-free benefits like priority booking. Set up tracking tools to integrate both your website and ticketing system with Google Analytics, building a picture of how people are interacting with your site; and identifying and removing any friction points.

If you're a Spektrix user, you or your web developer can find advice in the Integration Portal, or call our Client Success team, for help integrating Google Analytics across your website right through to point of sale.

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## Industry expert

### Measure what matters

By Chris Unitt, One Further

**One Further is a digital analytics and user research consultancy working with cultural organizations, especially performing arts venues and museums, to better understand what their users expect from them online, and how to meet those expectations. One Further's founder, Chris Unitt, leads on consulting projects, digital analytics planning, implementation, and analysis.**

This period has brought an increased level of focus on the standard of experience that you provide to your audiences online.

It hasn't suddenly become more important now - it's always been a critical aspect of how cultural organizations treat their audiences - but it's important to capitalize on this additional focus to:

- Learn how to meet the needs of our audiences as well as we can
- Embed better practices
- Set ourselves up for the strongest possible return

Here's what needs to be done.

**1. Put the right tools in place**

Your toolkit should include Google Analytics, a qualitative tool such as Hotjar, and a regular schedule of usability research.

Google Analytics will help you to understand how many people take certain actions on your website. However, to provide true value, it needs to be configured properly. These steps are easy to miss, but without them analysis can be difficult.

Specifically:

- Users should be tracked across every page of your website and the booking pathway within your CRM system.
- E-commerce tracking is crucial so you can attribute value to marketing channels.
- Important interactions that aren't connected to page views - such as error messages, contact form submissions, mailing list sign ups and clicks on calls to action - should all be tracked.

Hotjar (free and paid options) will highlight aspects of user behavior that Google Analytics can't. It should be used to:

- Understand how people click and scroll on key pages.
- See how people move through high friction points such as event calendar listings and purchase pathways.
- Place a Customer Effort Score survey on the order confirmation page. This asks how easy it was for a patron to find information or complete a transaction, and provides valuable feedback on areas for improvement.

Usability research can be as simple as sitting down with an audience member - either in person or over a video conferencing app - and asking them to carry out a task on your website while you watch along.

Patron services staff members often hold useful knowledge about common complaints and suggestions relating to your website. Make sure your team members know what information to collect - device and browser, any accessibility requirements a person may have, what they were trying to do, what prevented them from doing that thing, and where to record that information.

## 2. Measure what matters

Don't assume that just because a particular tool shows you some metrics those are necessarily the most useful ones for you.

Google Analytics wasn't built specifically for ticket-selling organizations and the most prominent metrics such as page views, bounce rate and average session duration don't always meet our industry's needs. Instead, consider what you're trying to get people to do on your website and measure that. In terms of user experience, you should focus on:

- Aspects that will apply to every visitor, such as broken links, error messages, page speed, and ease of navigation.
- Critical points in user journeys, such as clicks on calls to action and progress through checkout flows.

You should also look at analyzing the effectiveness of your marketing channels and the performance of your content - particularly production pages, learning resources, and any news or updates you publish.

**3. Make use of the data and feedback you collect**

Busy teams often fall back on intuition and best guesses in order to do more, quickly. This is where inaccuracy and bias can slip in. Where possible, build insight into your regular processes. For instance:

- Ask for a monthly website health check that reports on page speeds, the proportion of users who see error messages, the number of broken links on the site, the percentage and value of abandoned baskets.
- Make it a requirement that members of your team conduct (or watch a recording of) a usability test at least once every few weeks.
- Use custom alerts in Google Analytics to be notified when there's a significant spike or dip in a key metric, such as error messages being shown.

It's important to set expectations, require adherence and reward success. The quote from Peter Drucker still holds true today: "What gets measured, gets managed". Finally, insight is useless without action. Time should be set aside for regular fixes and enhancements driven by the insights you collect.

For more structural improvements, a positive, ongoing relationship with your website developer is important and useful. You should be able to invest in work knowing that it's necessary in order to treat your audiences as well as they deserve.

## Diagram: User Flowchart

**Measure campaign impact**

Know exactly how well each of your campaigns is working by tracking the impact of your budget and time across digital channels.

## Campaign URLs

Track the success of specific links in your marketing campaigns or social media posts by consistently using campaign URLs in Google Analytics. Add a simple snippet each time you share a link in an email or social media post to see exactly how many visitors reached your site from each source.

Where Google Analytics on its own might tell you how many visitors reached your site from your email provider or from Twitter, campaign URLs match these visits to specific posts. This allows you to understand the impact of different media, messaging and link types.

**Tracking conversions**

If you're using Facebook advertising, set up Conversion Tracking so you can see the success of your campaigns.

For search engine advertising, set up free Google Tag Manager (GTM) to show you how much traffic each promotion is bringing in and how much of that converts into sales. With GTM you can add and remove "conversion tags" for every digital ad you're running. Set up a Google Analytics

Ecommerce Integration within GTM to combine transaction data from your ticketing system with analytics data showing how patrons have found your site - whether that's through advertising or in-house campaigns.

**Additional resources**

To explore the concepts outlined in this building block in more detail, these industry experts can help you develop your digital data capture and conversion strategies:

Google Ads Help

Google Garage

Google Marketing Platform partners (paid)

Facebook Business Help Centre

Instagram Business Tools Help

Coach: digital training by One Further (free and paid options)

Digital Snapshot from Katie Moffat at The Audience Agency; a free email round-up of digital ideas, advice and good reads as relevant to the arts and culture sector

Spektrix Users: The following Support Center articles will help you implement this advice in your system:

Introduction to Google Tag Manager

Google Tag Manager (Integration Portal)

# More About Spektrix and This Guide

### What is Spektrix?

Spektrix is a marketing, fundraising and ticketing CRM platform made specifically for performing arts organizations. We currently serve 450+ organizations across the United States, Canada, the United Kingdom and Ireland.

In addition to powerful CRM software, we focus on providing expert support and consultative advice for the organizations we work with and the wider industry. Our all-inclusive Software as a Service (SaaS) platform means every user is on the same cloud-based version, giving us a wealth of data about how hundreds of arts organizations are functioning. This unique window into the health of the arts industry, combined with our years of experience of arts and technology, allow us to share insights and inspiration with the industry — including through publications such as our 2019 Insights Report.

We believe that the opportunity for people to experience arts and cultural events is fundamental to a high quality of life and the health of our communities. The uncertainty of the period we're living in now has thrown this guiding principle of our work into sharp focus, and we created this guide as our contribution to the industry while it faces extraordinary challenges. We share in the sector's renewed sense of urgency in supporting reopening and recapturing the joy of live events.

This guide was executive edited by Liv Nilssen.

**Where our data and recommendations come from**

- **Our user relationships:** Working for 12+ years in partnership with arts organizations gives us a wealth of strategies to share.
- **Our data:** Analyzing anonymized aggregate data from hundreds of arts organizations allows us to draw insights from across the industry.
- **Our expertise:** The Spektrix team brings together years of experience in performing arts ticketing, fundraising, marketing and management, as well as technology. This allows us to bring our own consultative advice to this guide.
- **Our network** from across the sector adds context from a wide range of expertise.

**Get in touch**

Would you like to speak with us about anything you read in this guide?

**If you're a Spektrix user** and would like to learn more about implementing the strategies from this guide, get in touch with our Client Success team. As always, our consultative support is available to you at no extra cost.

SPEKTRIX

Support Center support@spektrix.com (646) 569-9097 or 1 (800) 961-5971

**If you're an organization that is not using Spektrix,** our

expert team is available to talk through CRM strategies in your current system: hello@spektrix.com (646) 741-5110

For partners, press or industry questions please contact us at **hello@spektrix.com**.

**Legal**



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