

Zannie Voss

*Director, SMU DataArts
Professor of Arts Management
Meadows School of the Arts &
Cox School of Business*



How Are the Performing Arts Performing?



SMU|DataArts

NATIONAL CENTER FOR ARTS RESEARCH



SMU | DataArts

NATIONAL CENTER FOR ARTS RESEARCH



Vision Statement

Building a national culture of data-driven decision making for those who want to see the arts and culture sector thrive.

Mission Statement

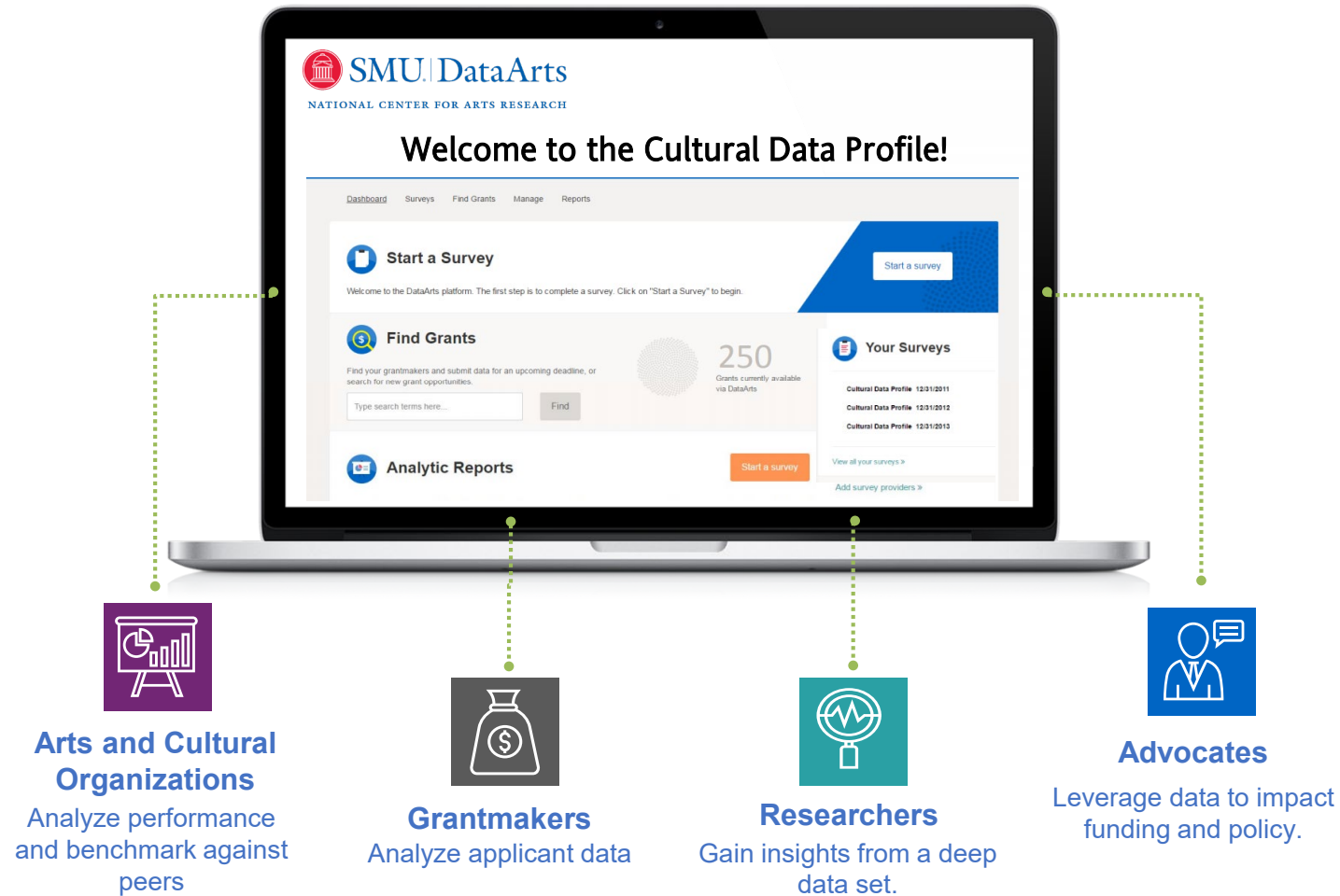
To empower arts and cultural leaders with high-quality data and evidence-based resources and insights that help them to overcome challenges and increase impact.



Our work today:
What is available to you now



The Data: Your Data



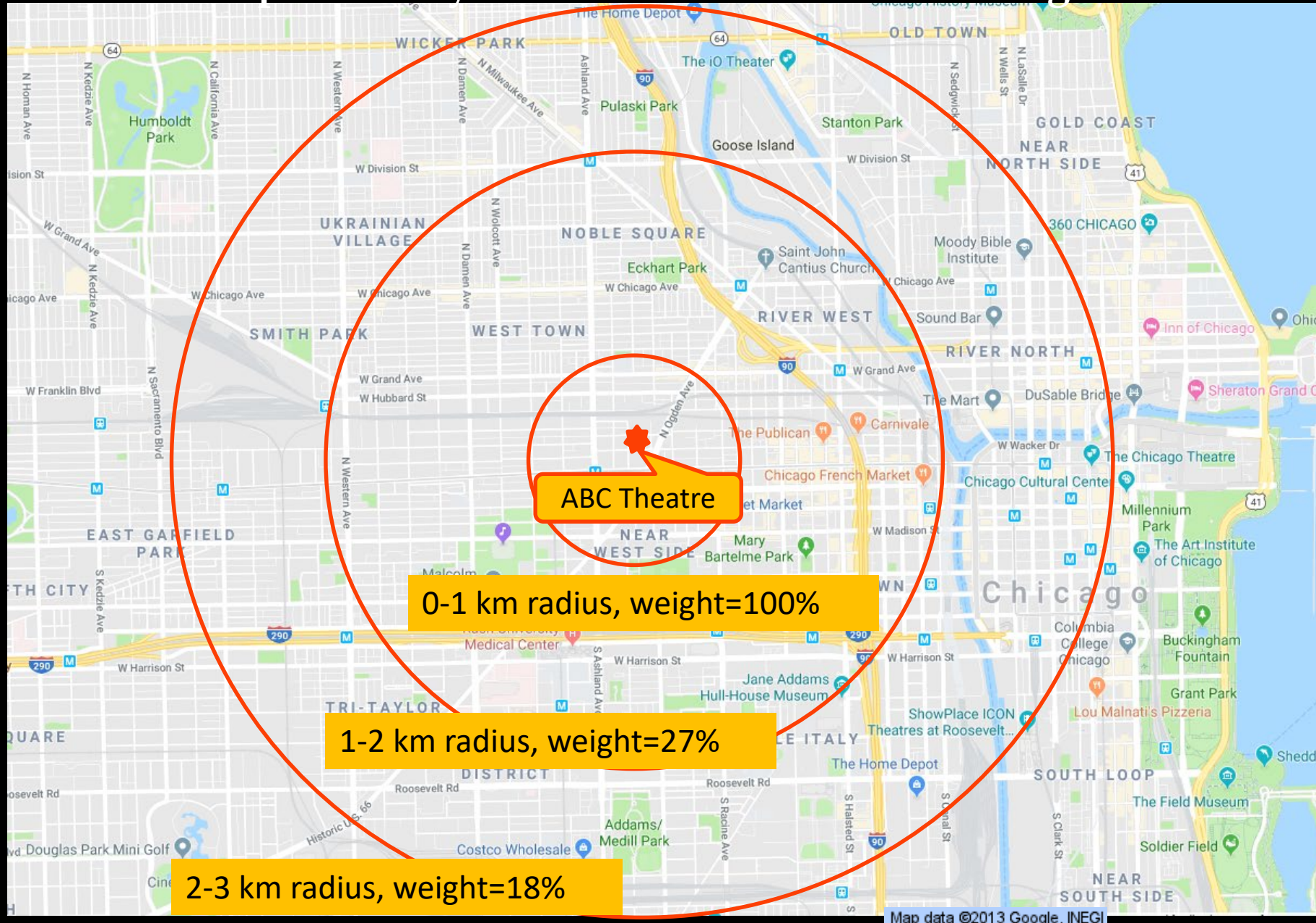
Partners and Our Model of the Arts & Culture Ecosystem



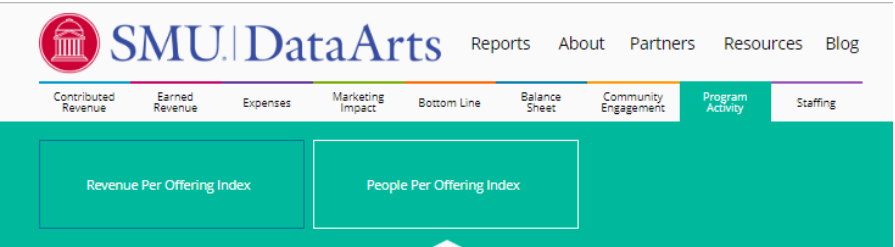
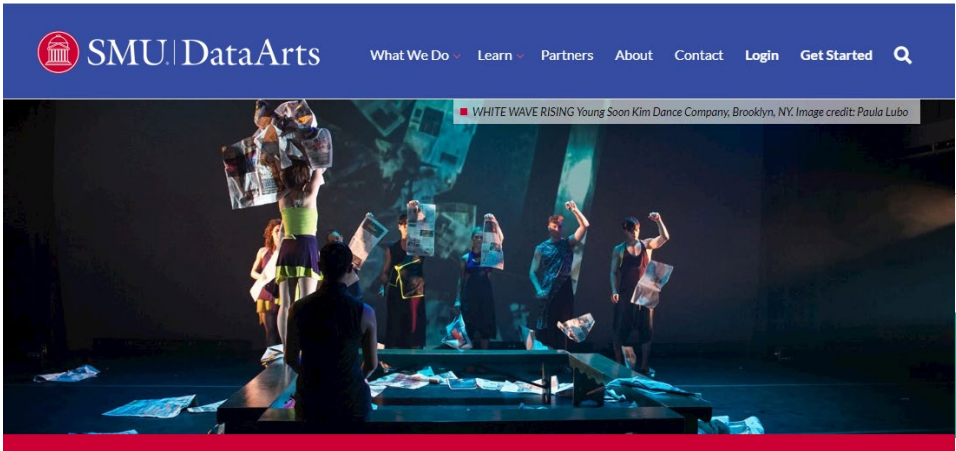
Knowledge Partners:  BCG  rta rebecca thomas + associates 

Arts and Cultural Organizations and a Sense of Place

Example – Ecosystem of ABC Theatre in Chicago



What we do with the data: Research, Knowledge, and Tools



The Fundraising
Report

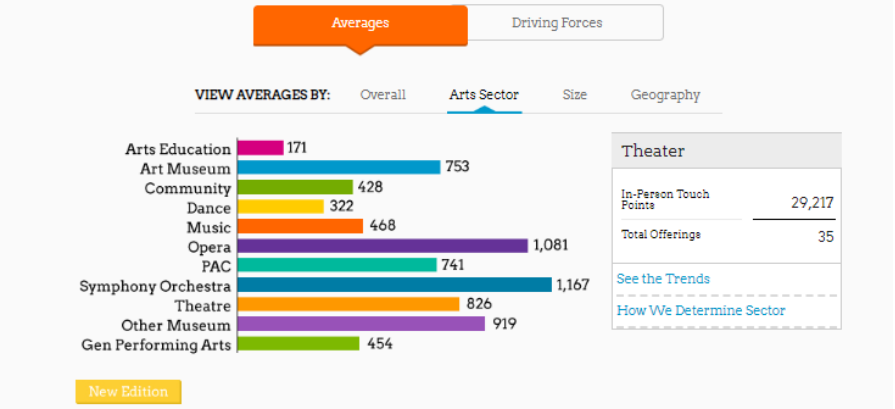
The Fundraising Report

Comparing the Averages of Small, Medium, and Large Organizations

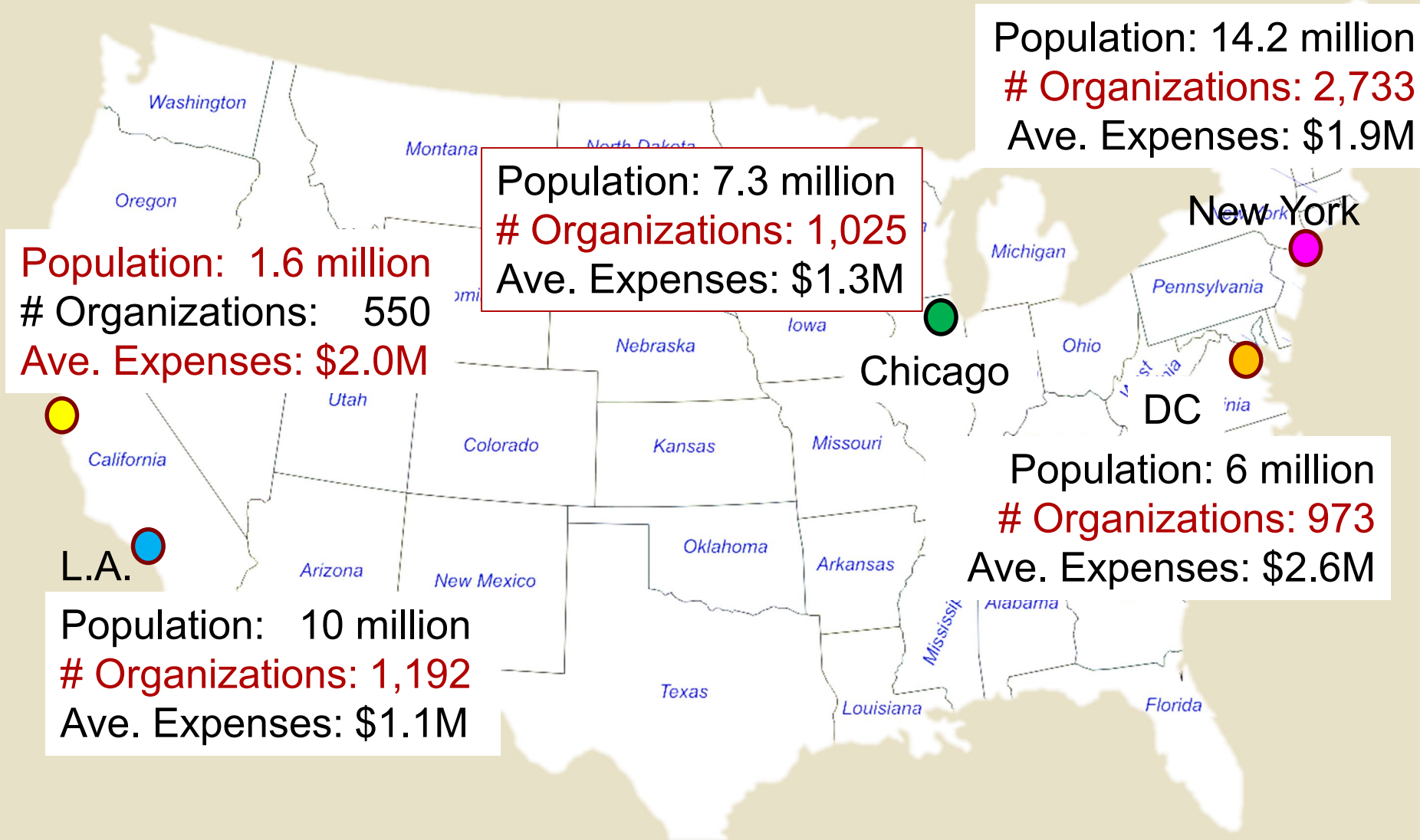


A key finding in comparing organization size, is that the average Return on Fundraising decreased as budget-size increased.

How many people are engaged per offering (not including virtual activity)?

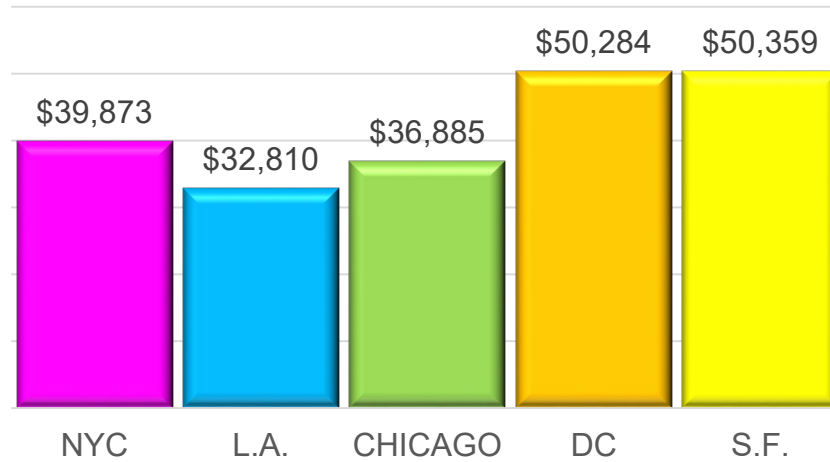


Chicago and Four Major Markets

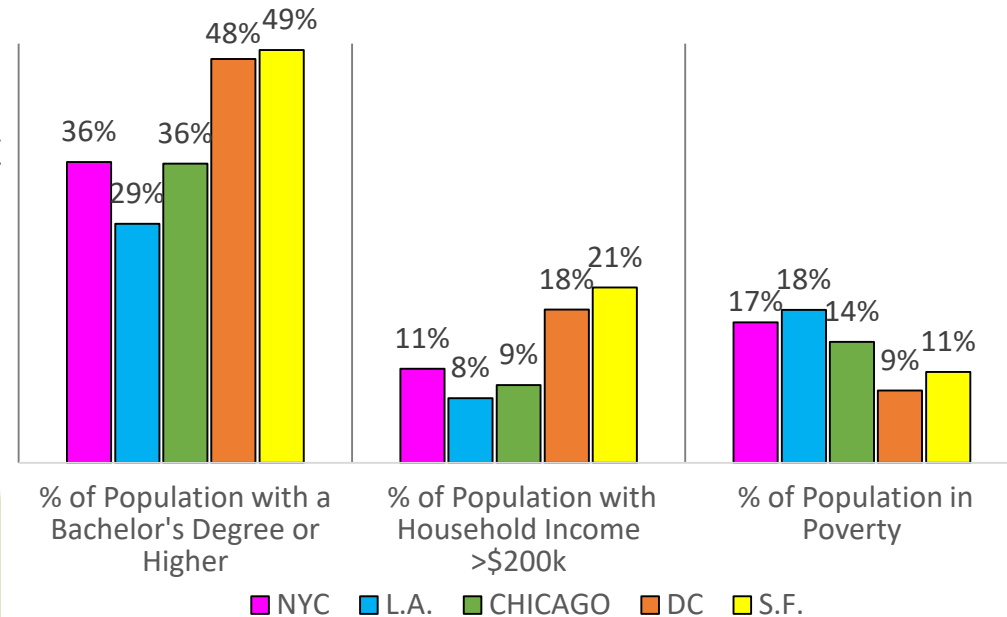


Chicago and Four Major Markets

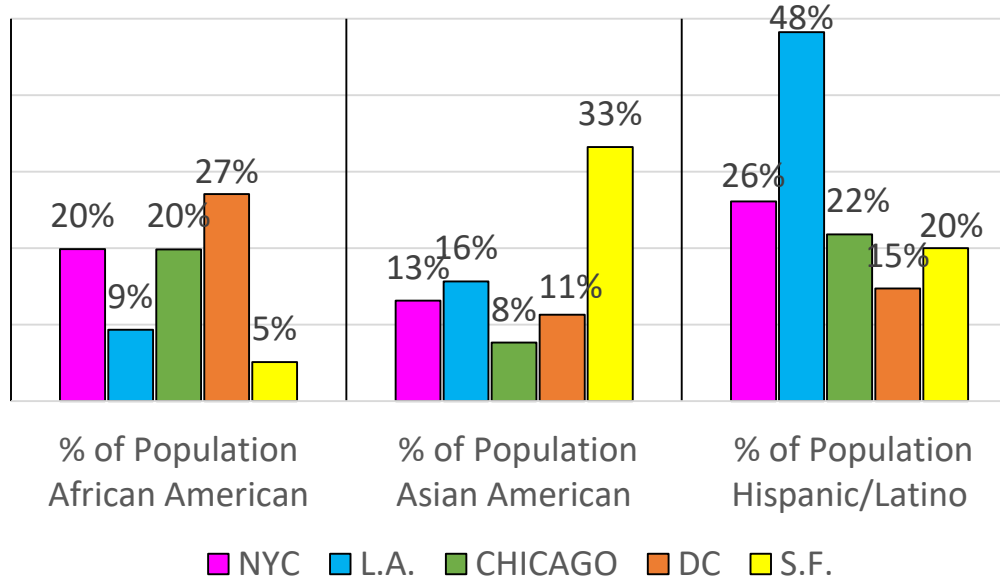
Median Income



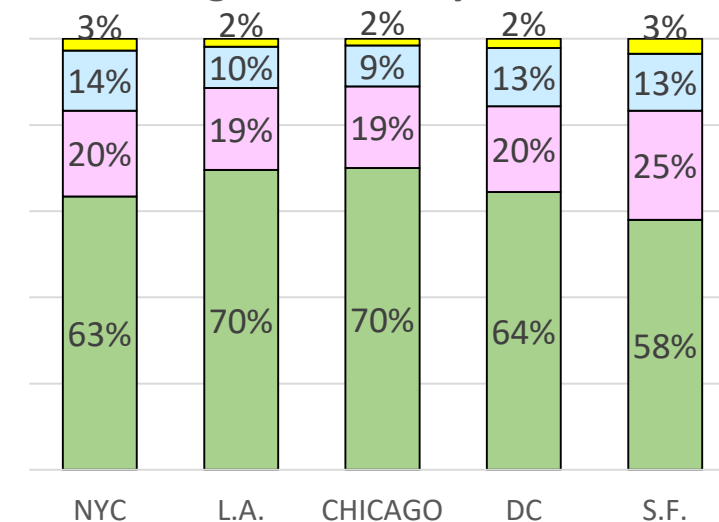
EDUCATION, INCOME DISTRIBUTION



Chicago and Four Major Markets

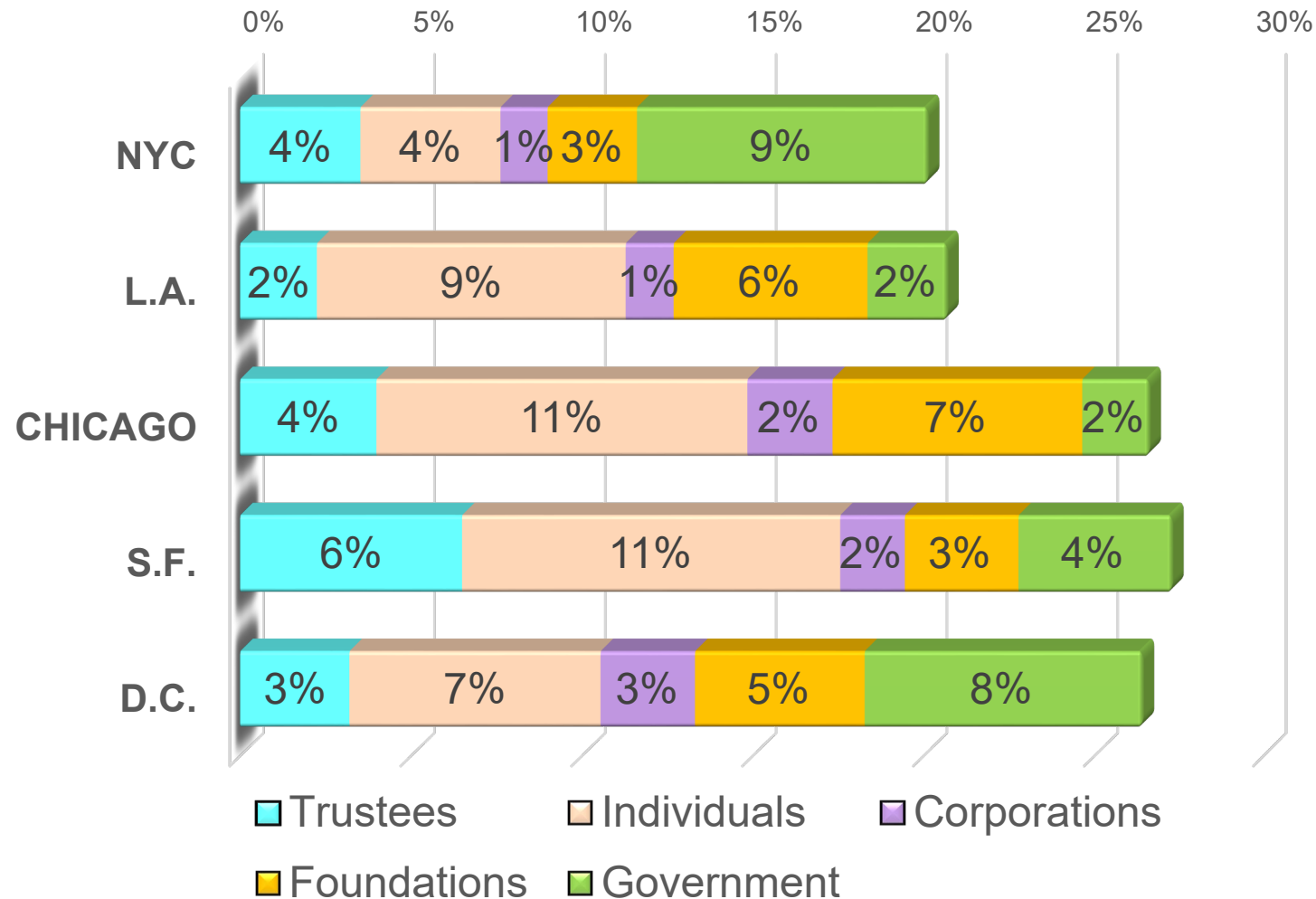


Distribution of Arts Organizations by Size



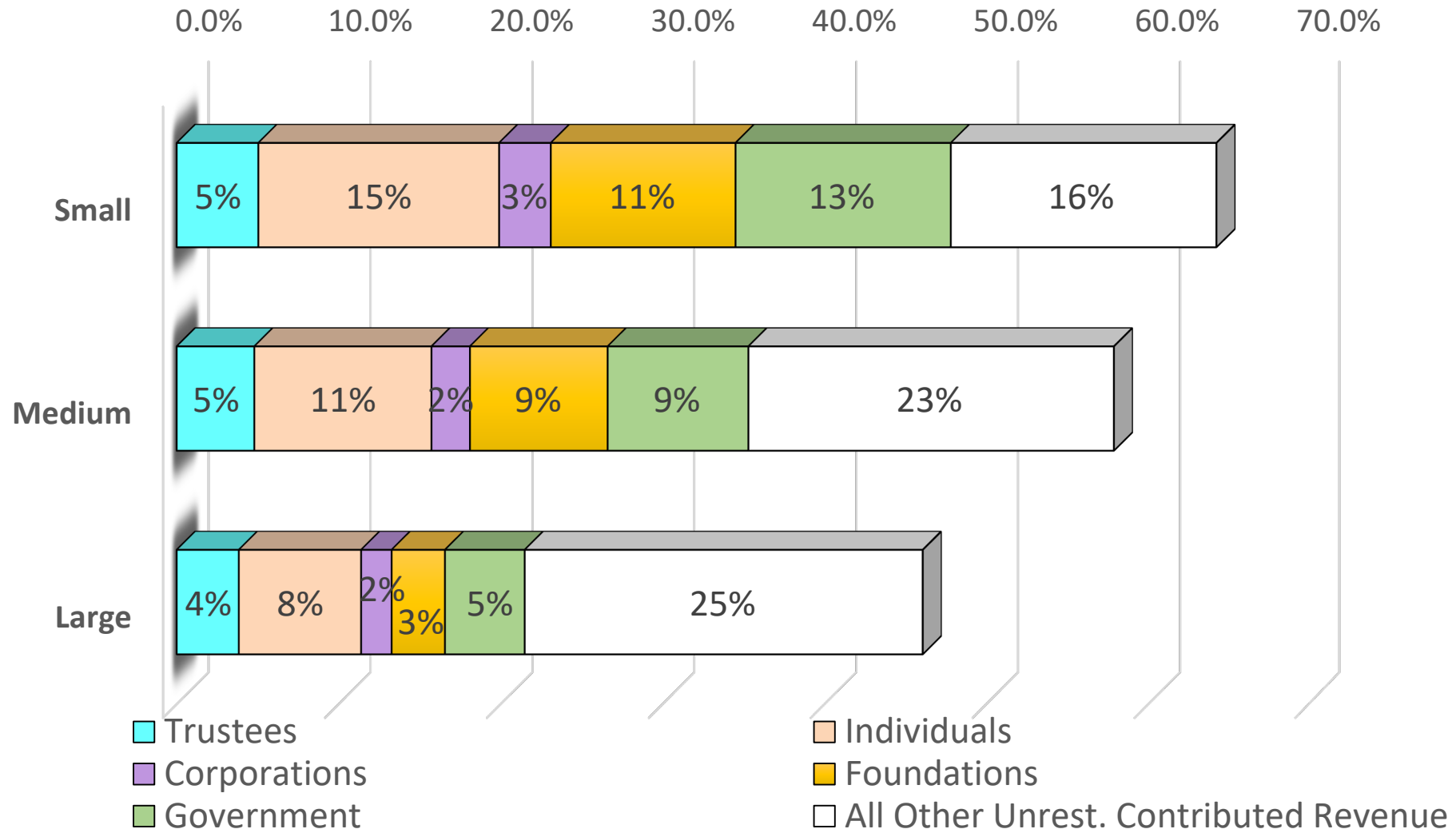
Size-wise, the ecology of Chicago's organizations are most similar to L.A.'s.

What is the contributed revenue story for Chicago organizations?

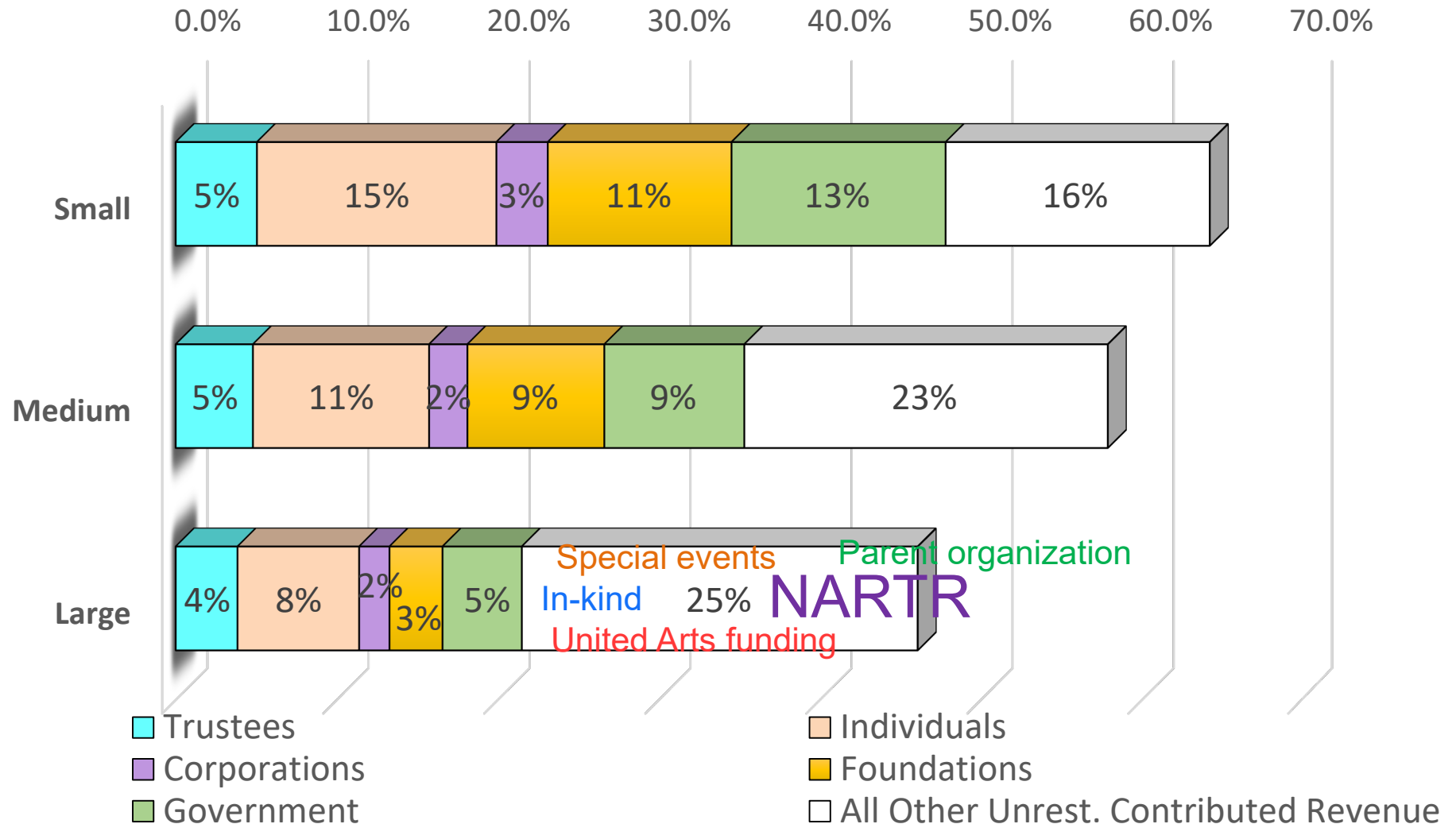


If you're not supporting more than 2% of expenses with corporate funding, you're normal.

What is the contributed revenue story for organizations of different size?

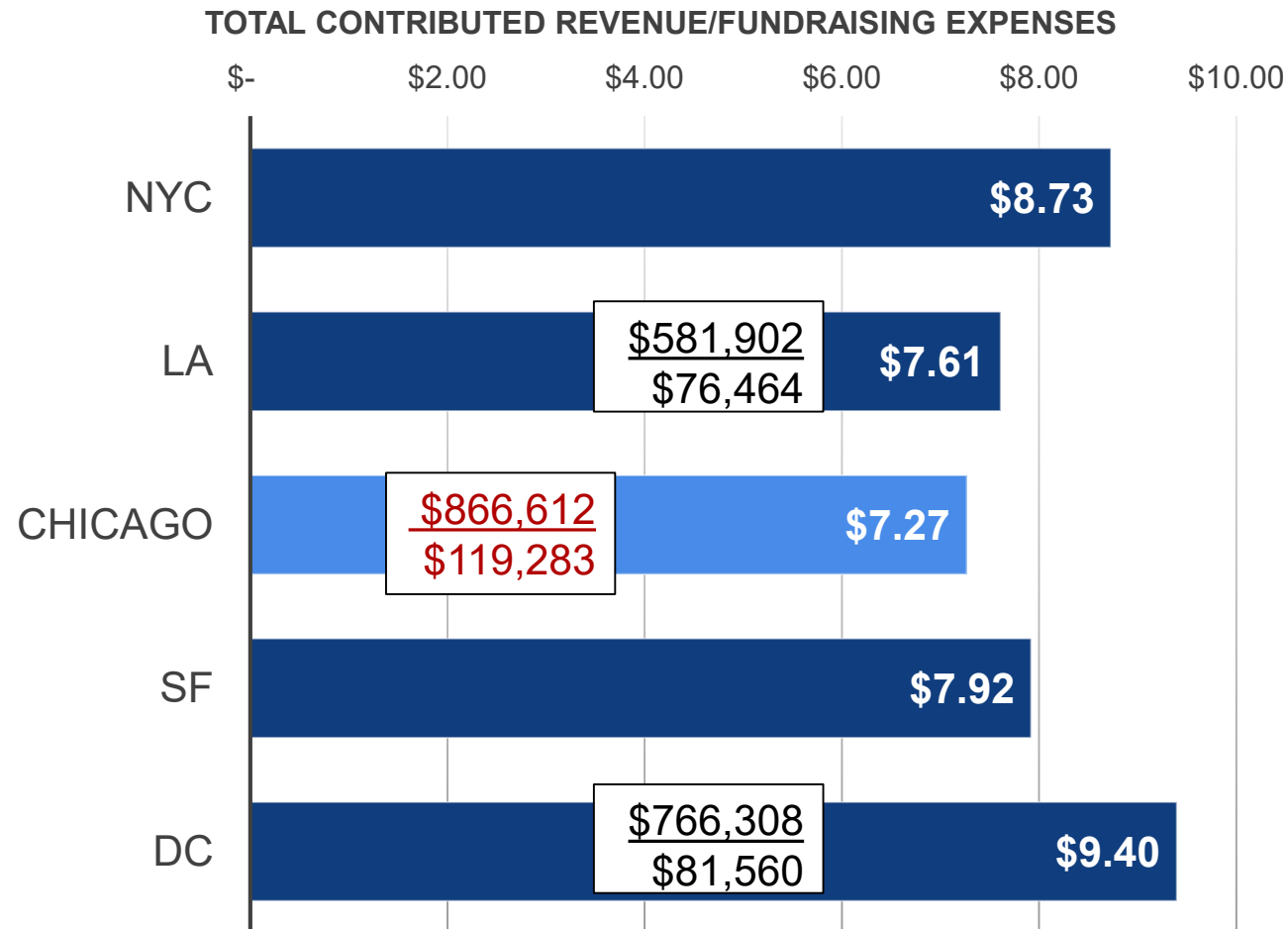


Longer-range planning may be a key to growth



The larger the organization, the more diverse its contributed revenue sources, particularly with respect to resources for longer-term plans (high NARTR).

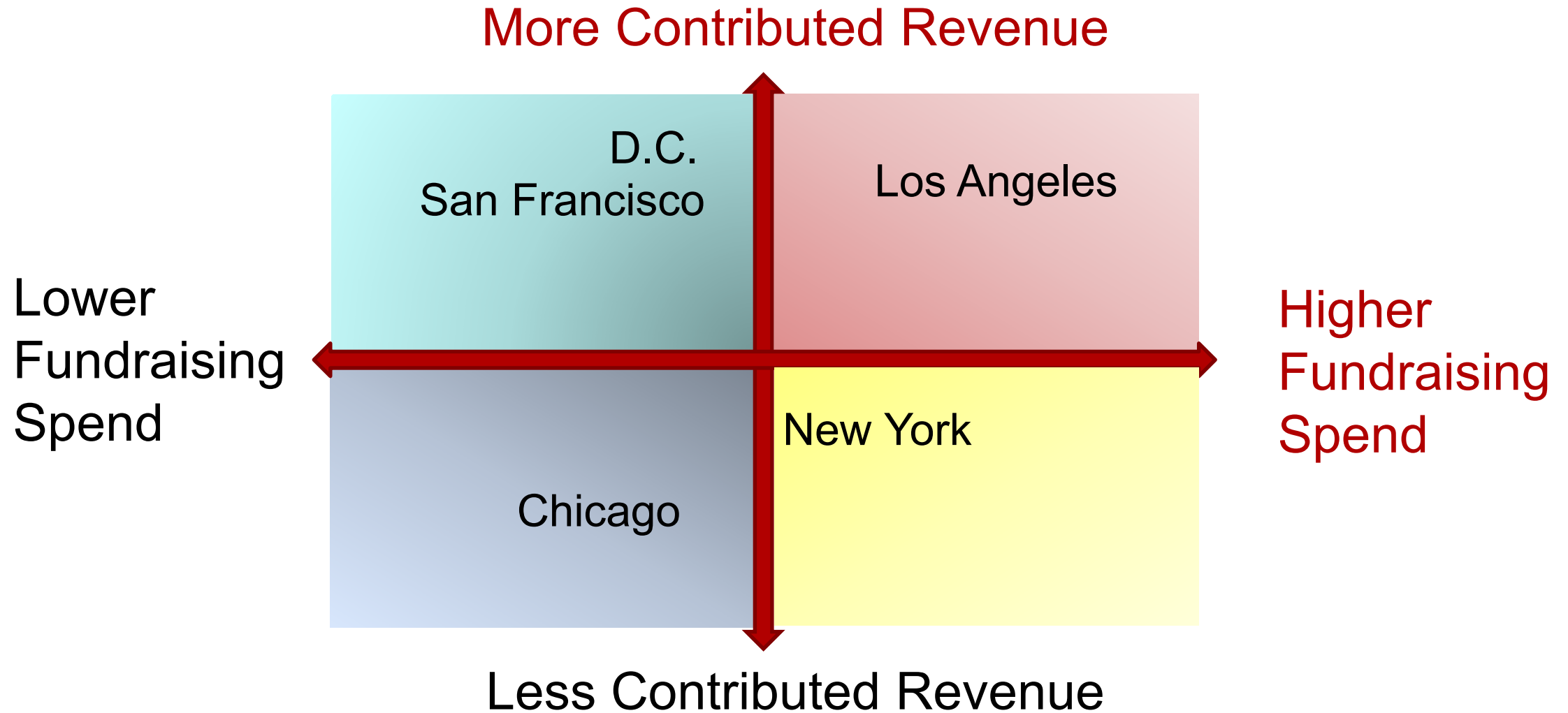
What's Chicago's Return on Fundraising story?



Chicago organizations tend to raise more money than those in LA or DC but they spend proportionally more in doing so.

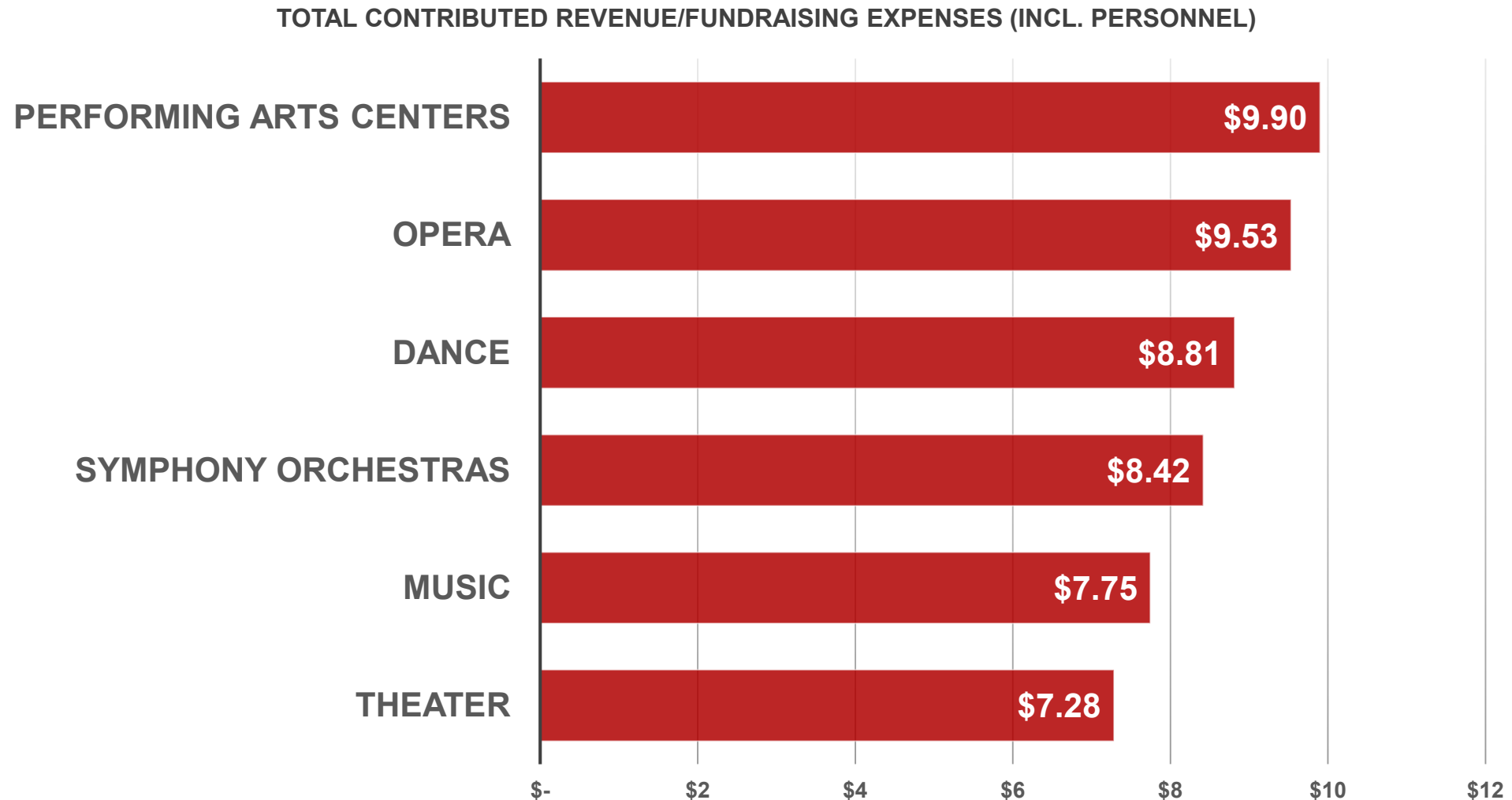
Raising \$1 is slightly harder in Chicago than in other markets...

Trends in Return on Fundraising, by Market

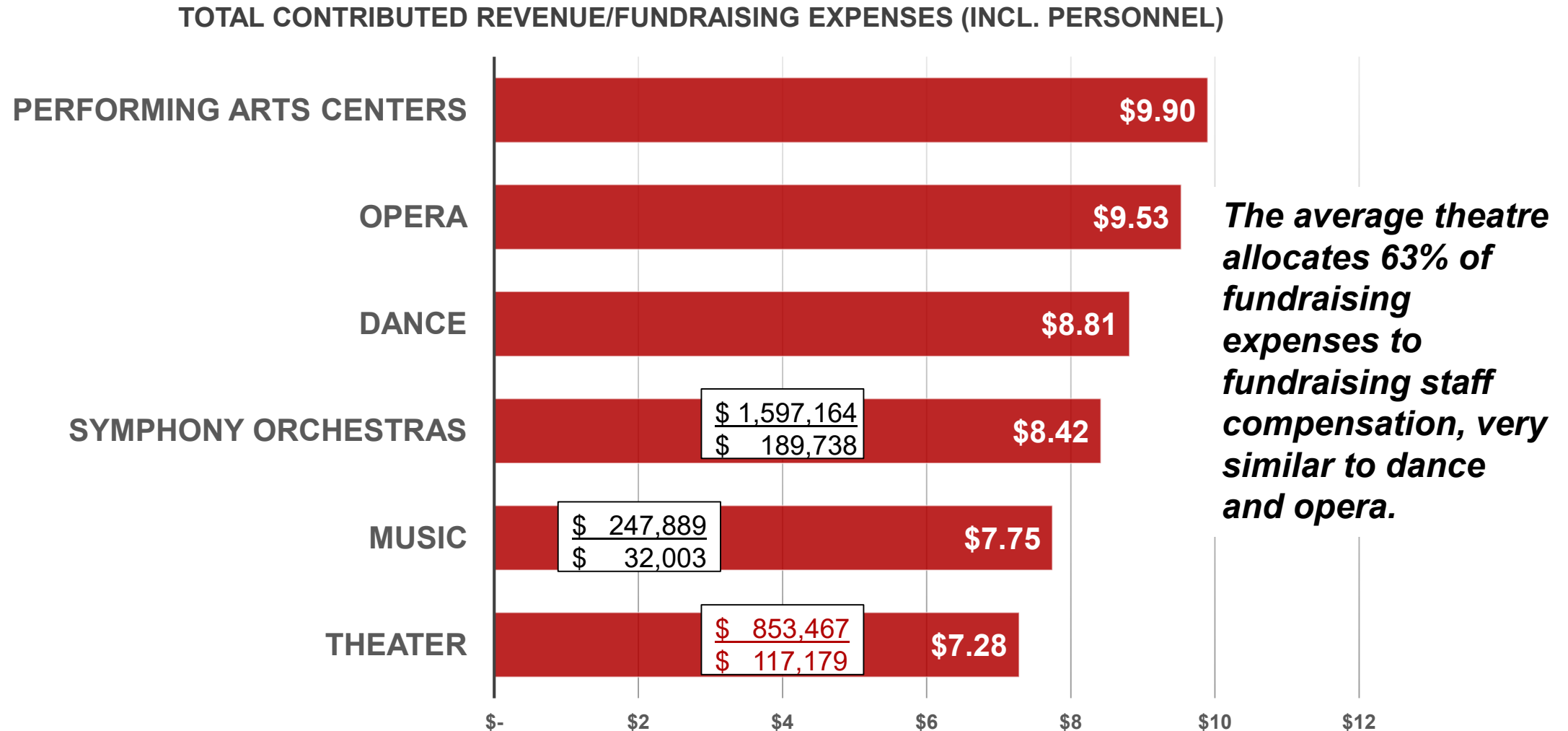


... and less money was spent to bring in even less money over time.

What's the Return on Fundraising story, by Sector?



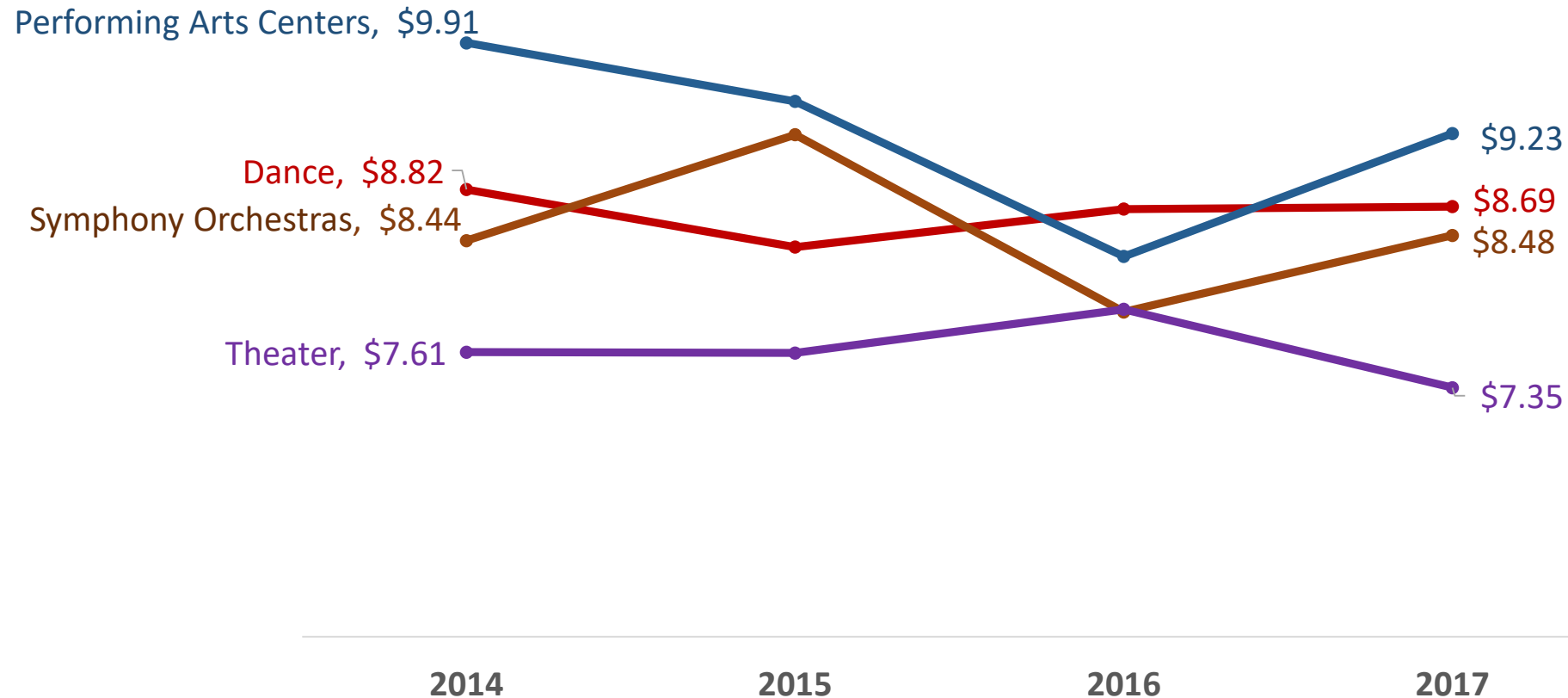
There appears to be a natural ceiling on the return each dollar of fundraising yields



If you want to raise more, spend more (wisely).

In the PAC, Dance, and Theatre Sectors, It Is Getting Harder to Raise \$1 for Every \$1 Spent, not Easier

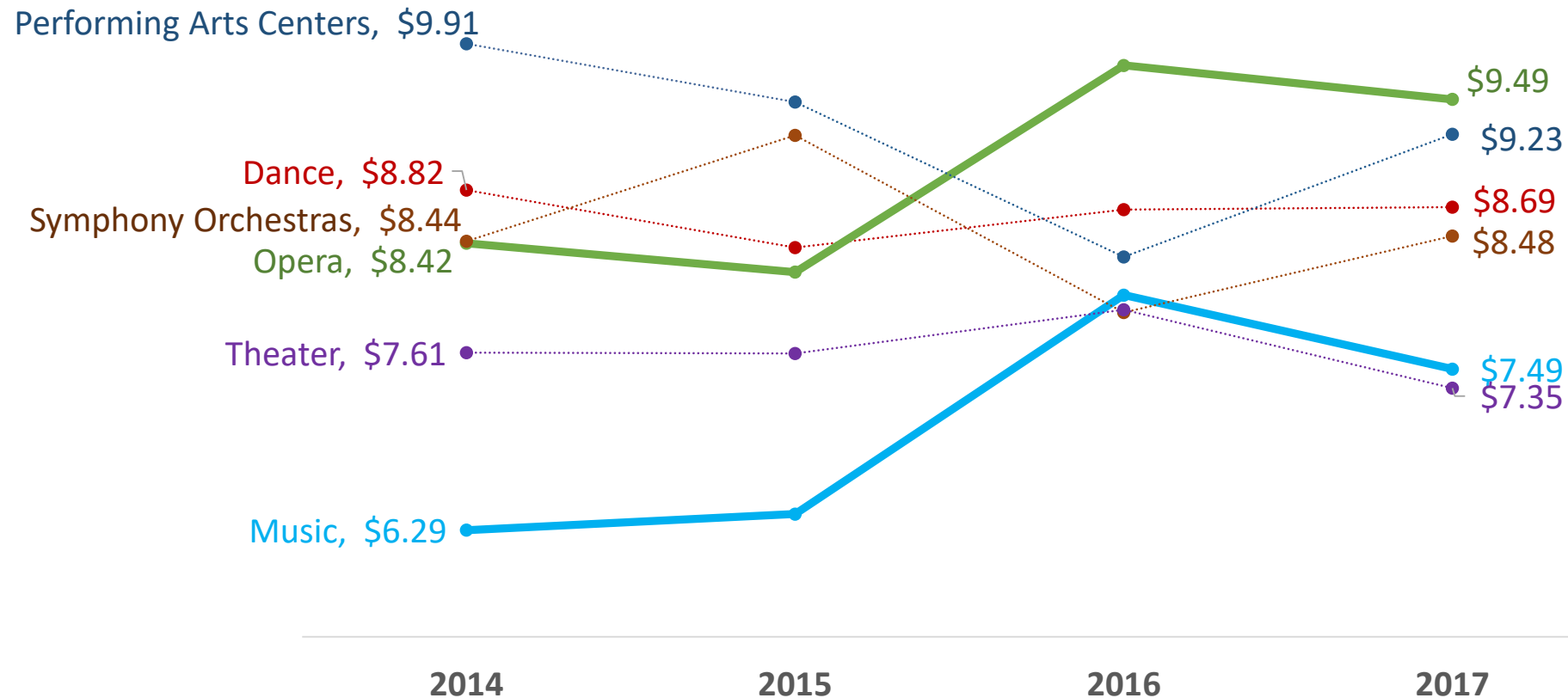
RETURN ON FUNDRAISING: TOTAL CONTRIBUTED REVENUE/FUNDRAISING EXPENSES



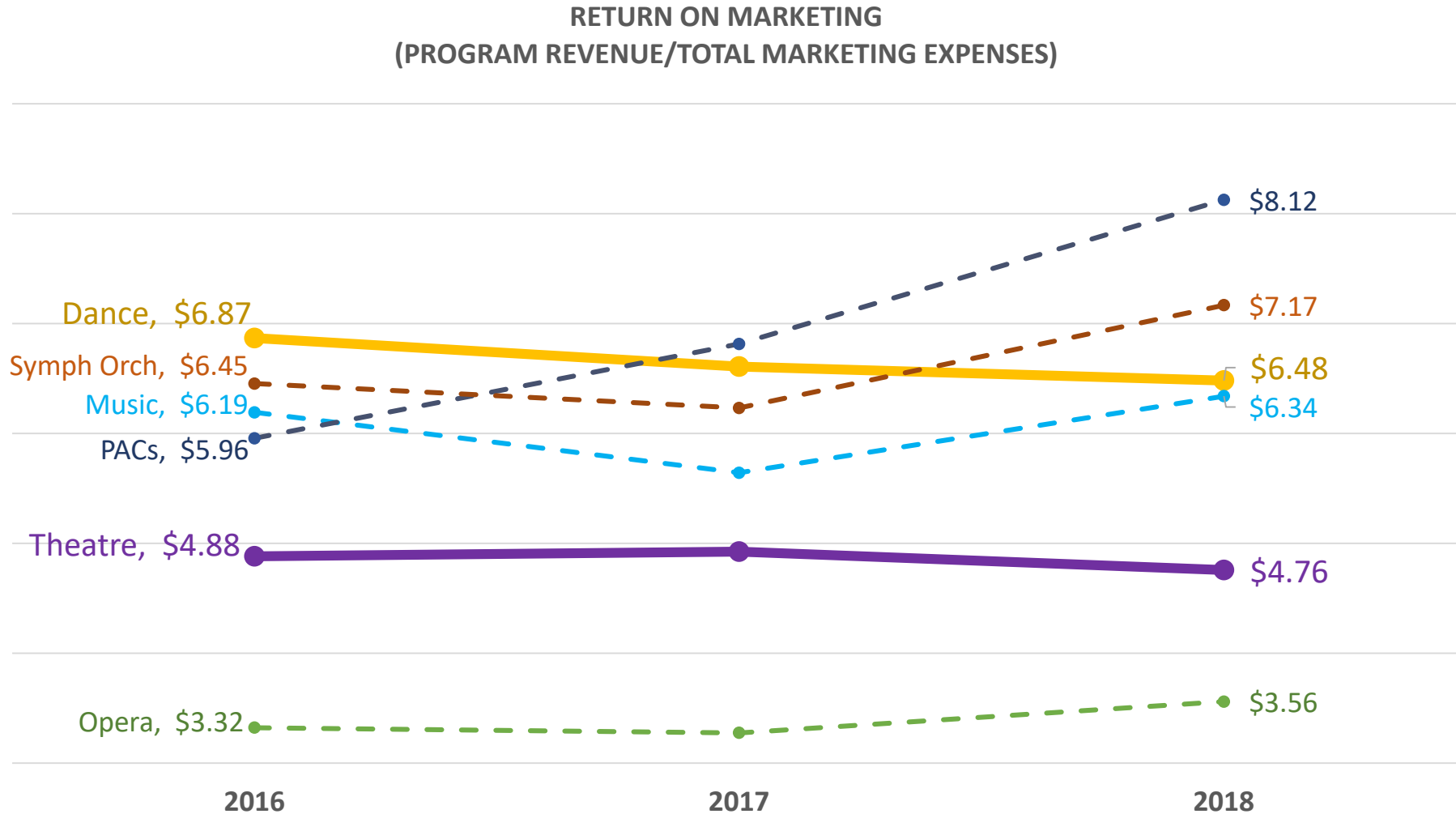
And for Orchestras, growth was insignificant.

The reverse was true for Music and Opera

RETURN ON FUNDRAISING: TOTAL CONTRIBUTED REVENUE/FUNDRAISING EXPENSES

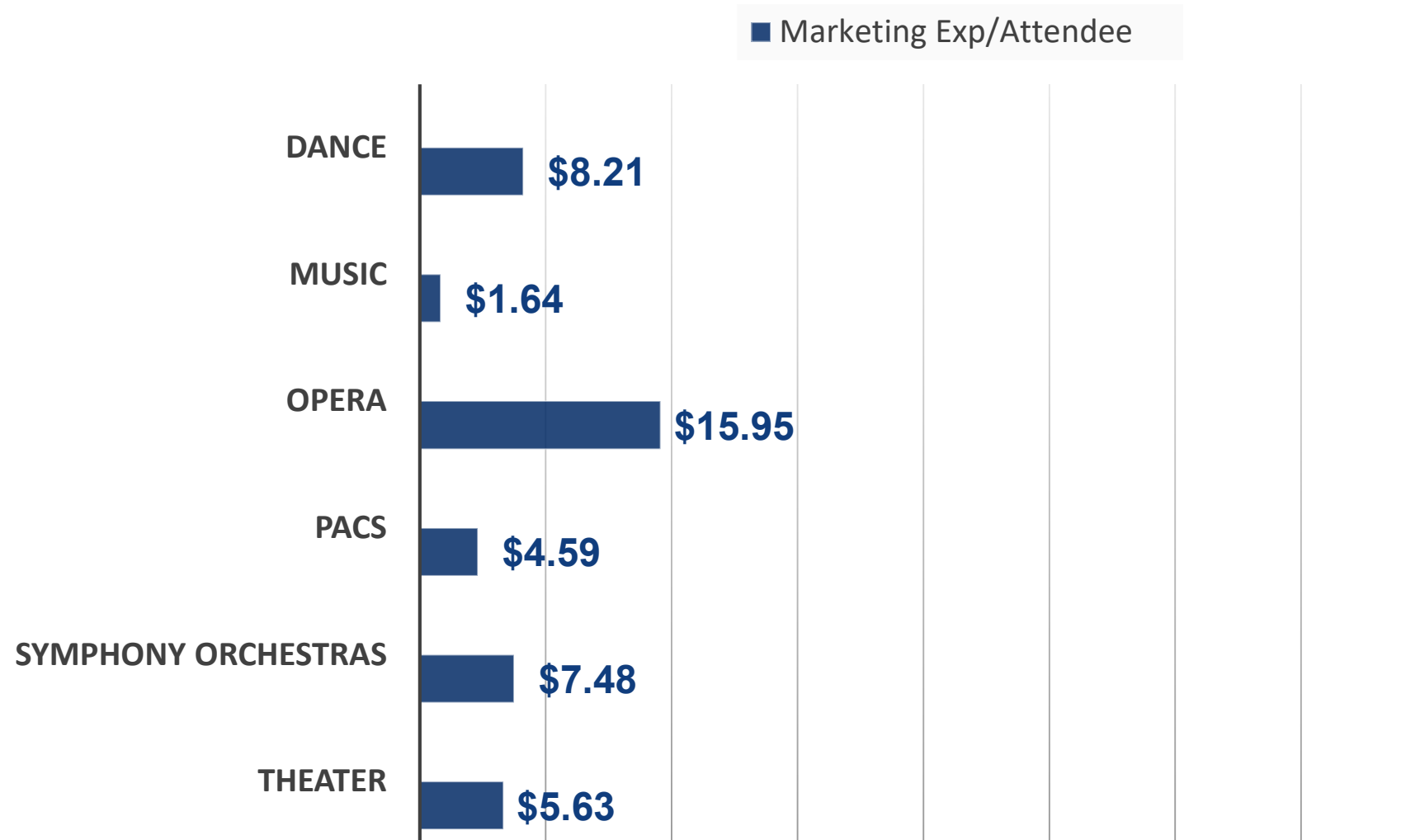


In Dance and Theatre, it is Getting Harder to Earn \$1 for Every \$1 Spent, not Easier

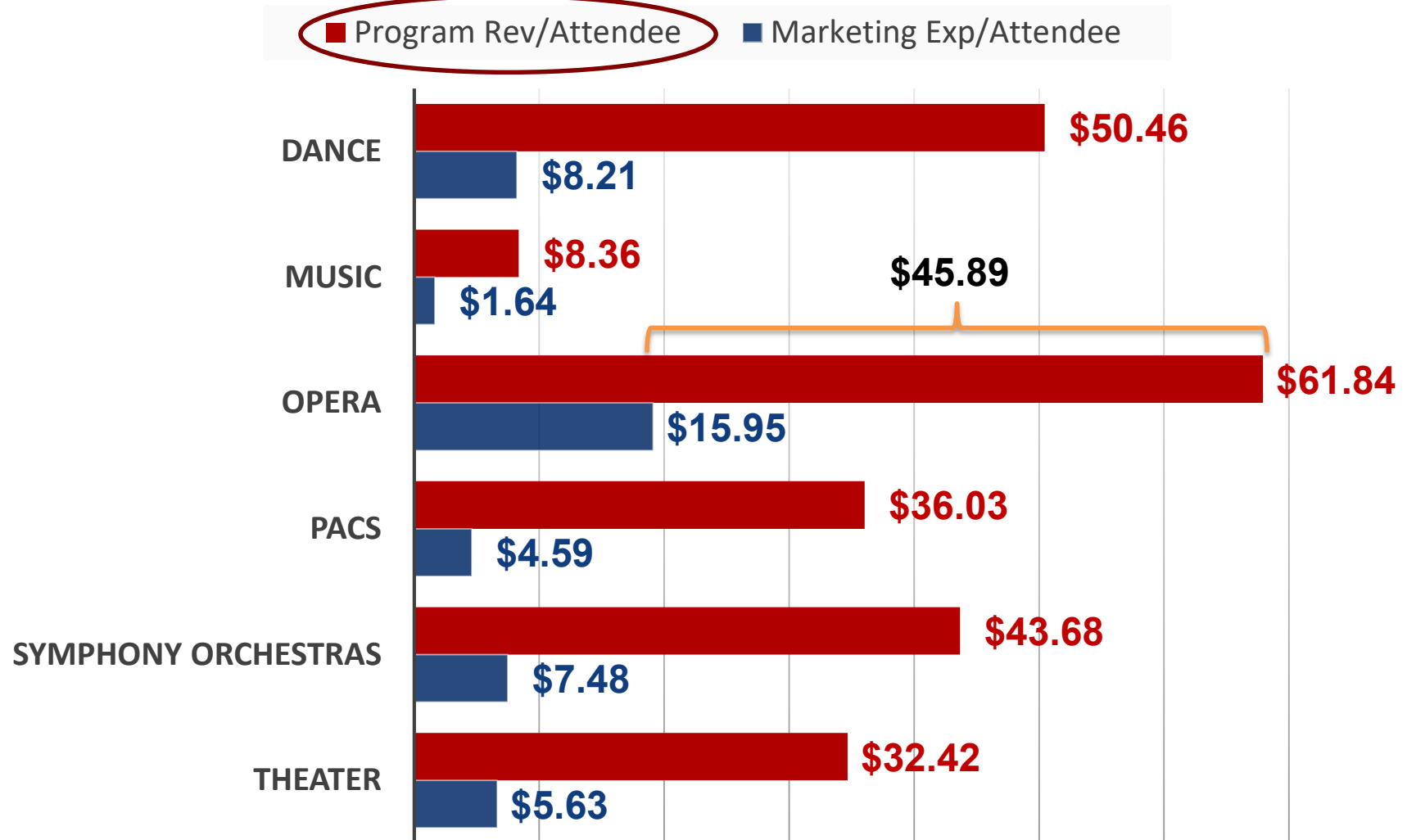


Theatres cut marketing expenses annually. Program revenue decreased at greater rate.

What's the Marketing Expenses per Attendee story?

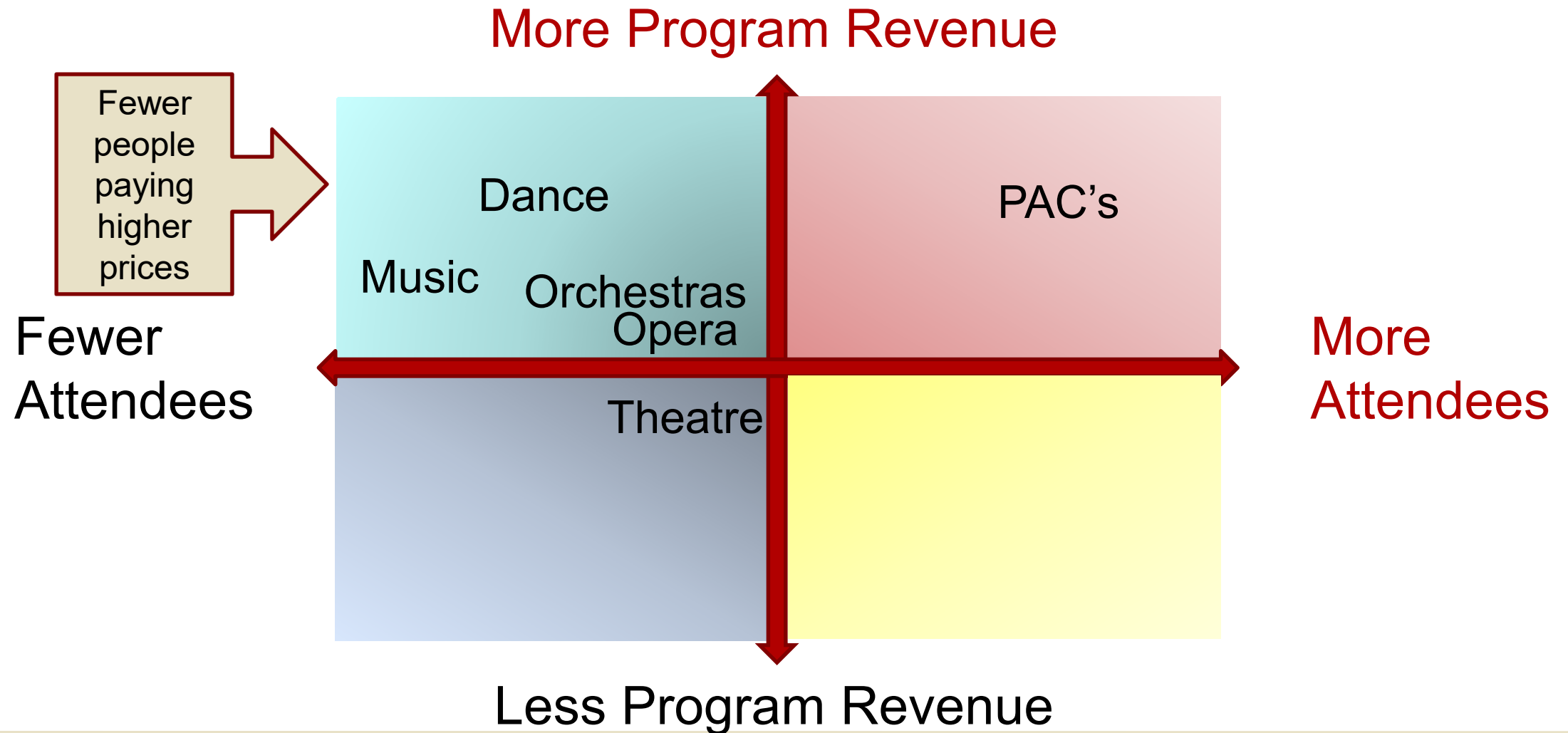


Different sectors have different levels of demand and different economic models

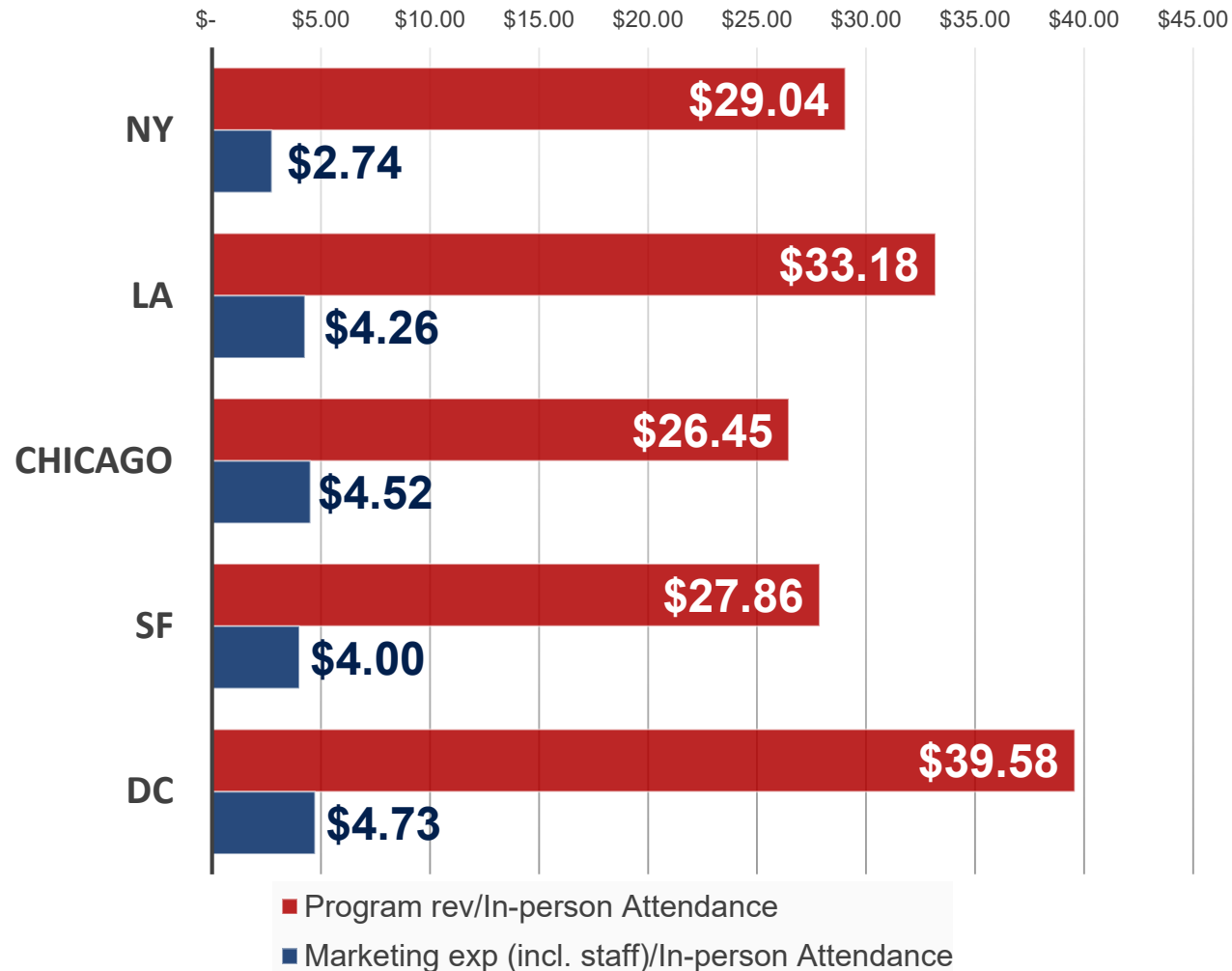


Music had lowest net program revenue at \$6.72
and Opera the highest at \$45.89. Theatre's was \$26.79.

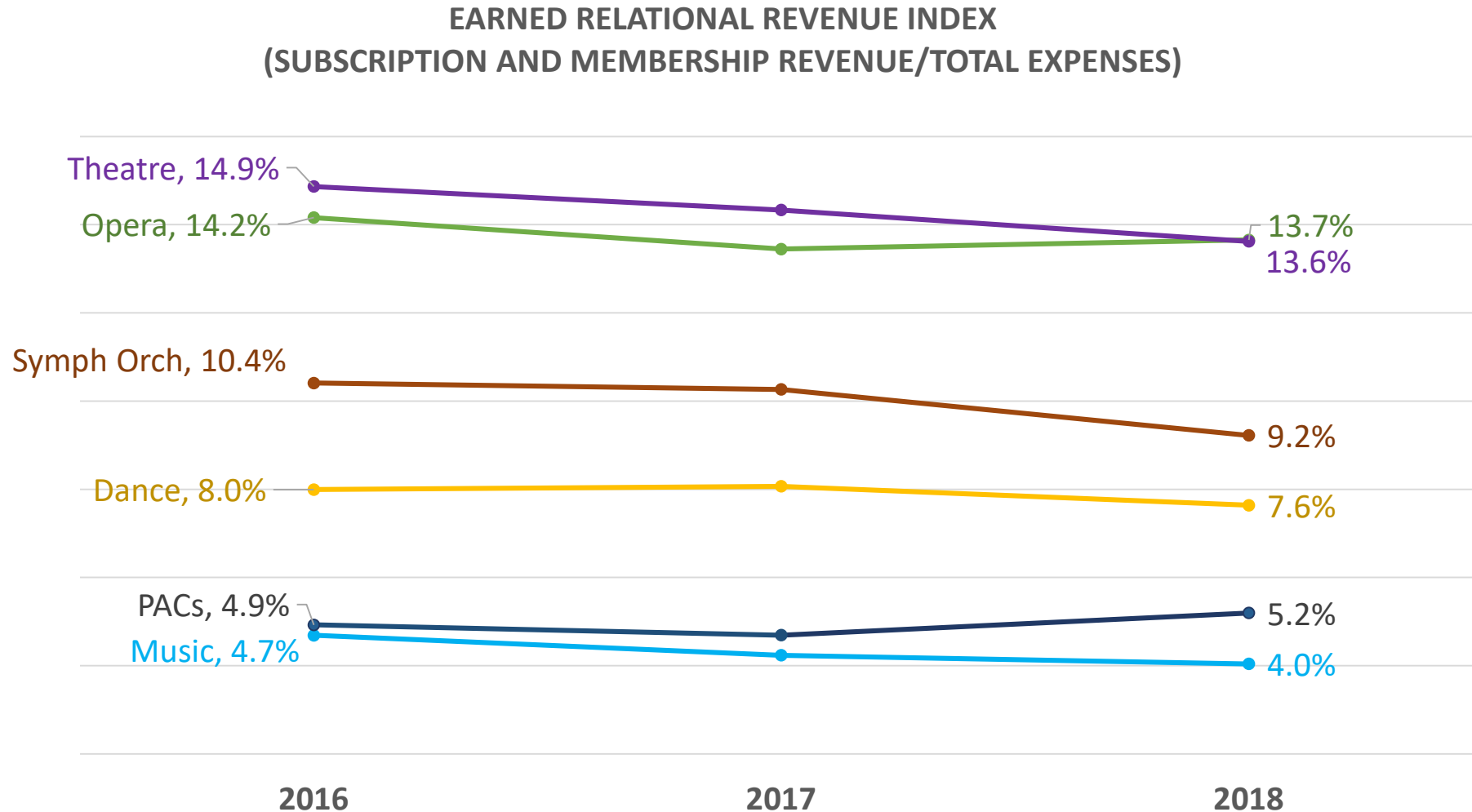
Trends in Program Revenue per Attendee



What's Chicago's Program Revenue per Attendee and Marketing Expense per Attendee



Subscription Revenue covered less expenses over time for all but PACs



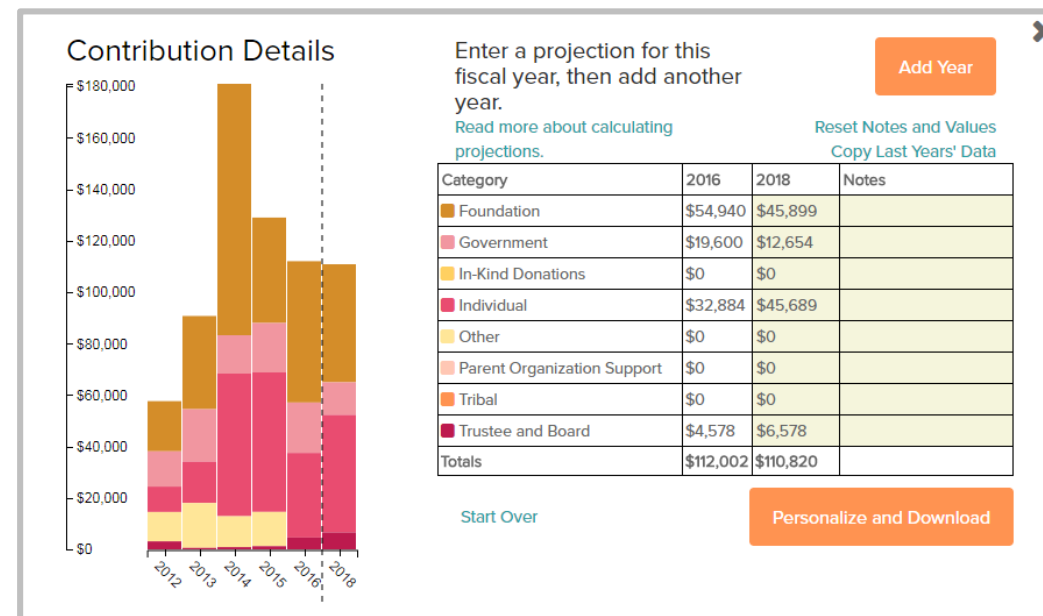
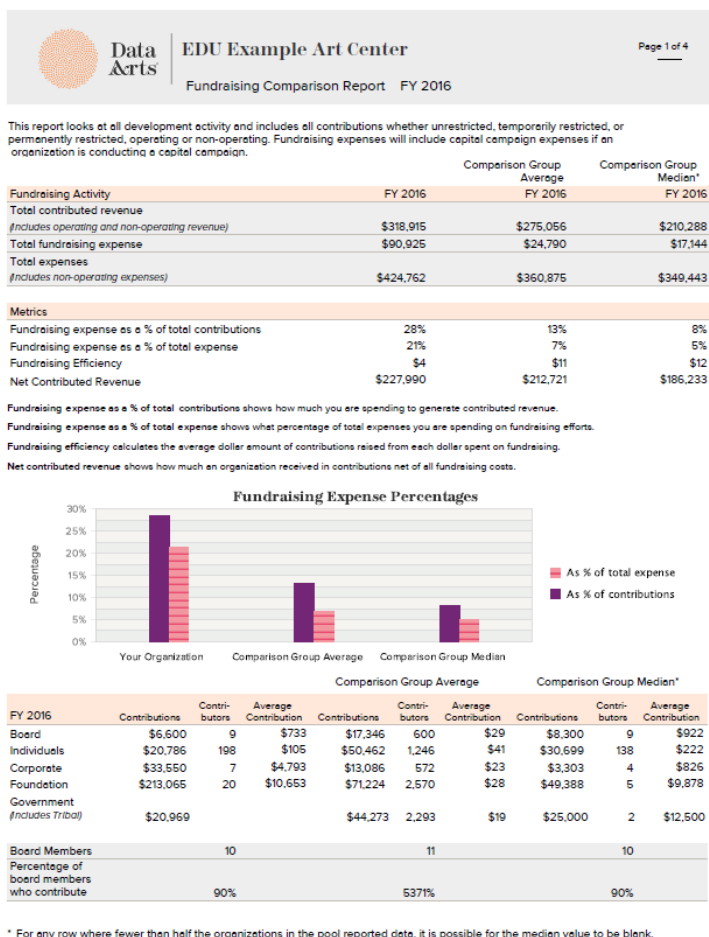
While subscriptions are still critically important to theatres in particular, there has been steady downward march of subscription tickets sold ... since 2007.

What we do with the data: Research, Knowledge, and Tools

How Can You Use This in Your Own Organization? Customized Knowledge

Analytic Reports

- Compare to peer groups
- Highlight long term trends at your organization
- Assess key areas of operations with fundraising, marketing, and balance sheet metrics
- Download reports for easy sharing with stakeholders.
- Use the “Annual Report” to create a basic annual report for your organization.

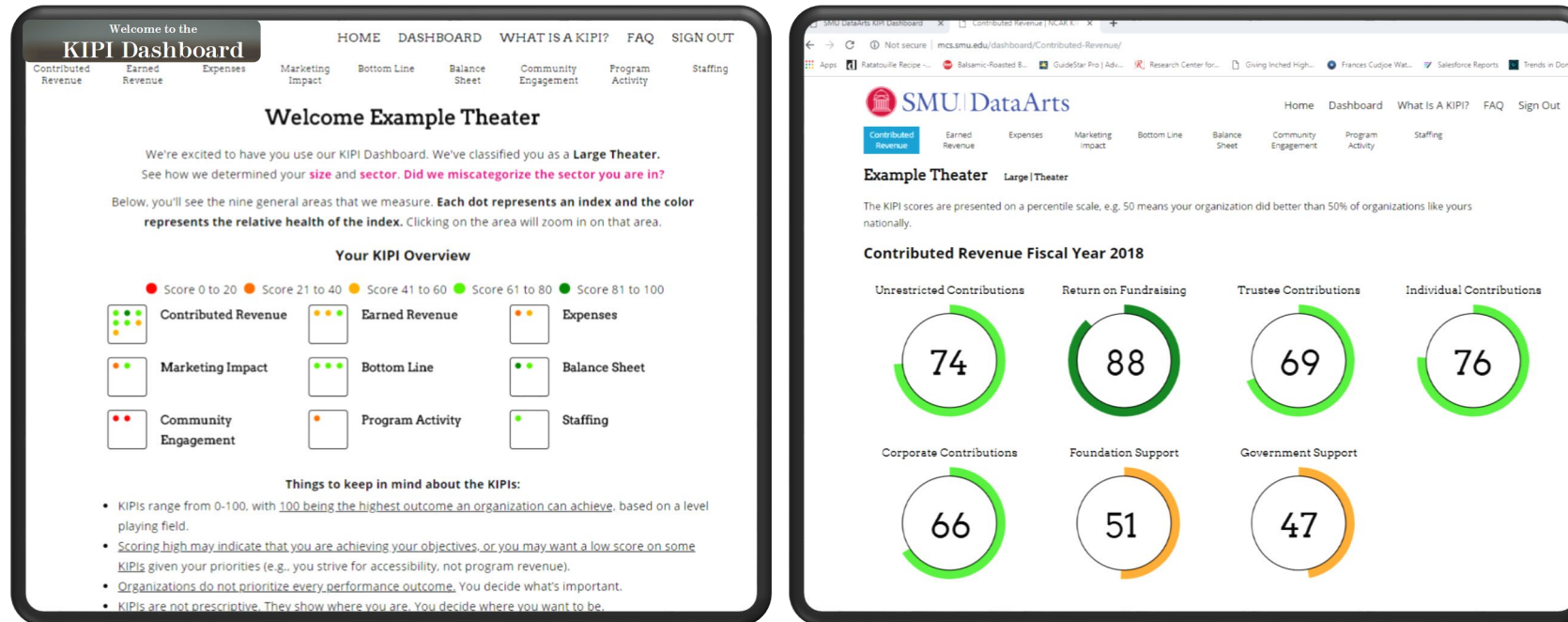


Projections

- Use historical contribution and expense data as a basis for projections
- Visualize up to 10 years of data

What we do with the data: Research, Knowledge, and Tools

How Can You Use This in Your Own Organization? Customized Knowledge



“I use my organization’s KIPi Dashboard scores to identify 3 things:
Where is there encouraging news?
What can we do better?

What information keeps me up at night?”

– *Steve Martin, Managing Director, Childplay Theatre Company*

What we do with the data: Research, Knowledge, and Tools



October 2017

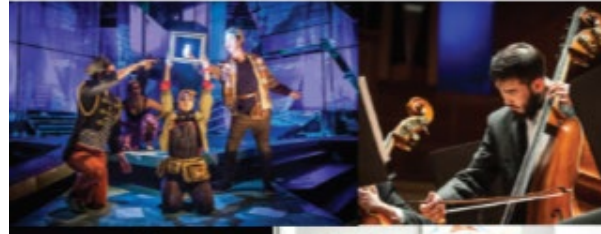
At What Cost? How Distance Influences Arts Attendance

Glenn Voss, Research Director, National Center for Arts Research
Zannie Voss, Director, National Center for Arts Research
Young Woong Park, Research Fellow, National Center for Arts Research



Five Steps to Healthier Working Capital

Rebecca Thomas, Principal, Rebecca Thomas & Associates
Zannie Voss, NCAR Director



Engaged by the Arts

By Glenn B. Voss, Rebecca Johnson, Zannie Voss, and Daniel Fanner

JUNE 2019



The Anchor Project

By Karen Brooks Hopkins



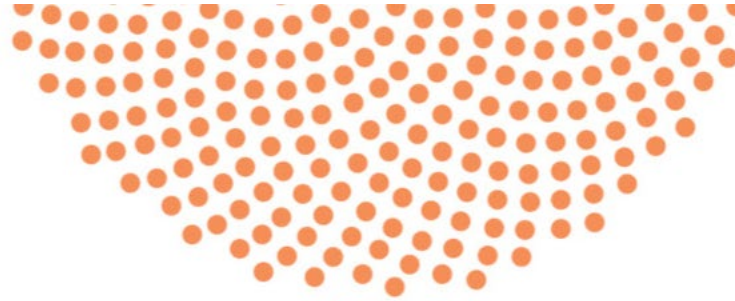
January 2016

National Center for Arts Research: Does "Strong and Effective" Look Different for Culturally Specific Arts Organizations?

Zannie Graud Voss, Director, SMU National Center for Arts Research
Glenn Voss, Research Director, SMU National Center for Arts Research
Andriana Louis, Executive Director, Asian American Arts Alliance
Zaretta Drene, Executive Director, Dallas Black Dance Theatre
Maria Rubio Toyola, Associate Director, SMU National Center for Arts Research



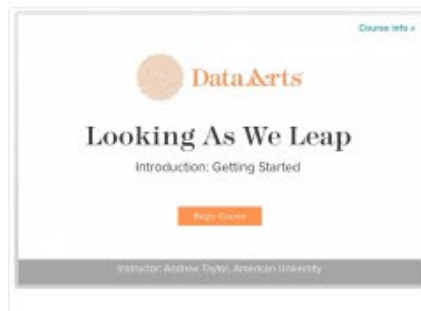
What we do with the data:
Research, Knowledge, and Tools



DataArts™

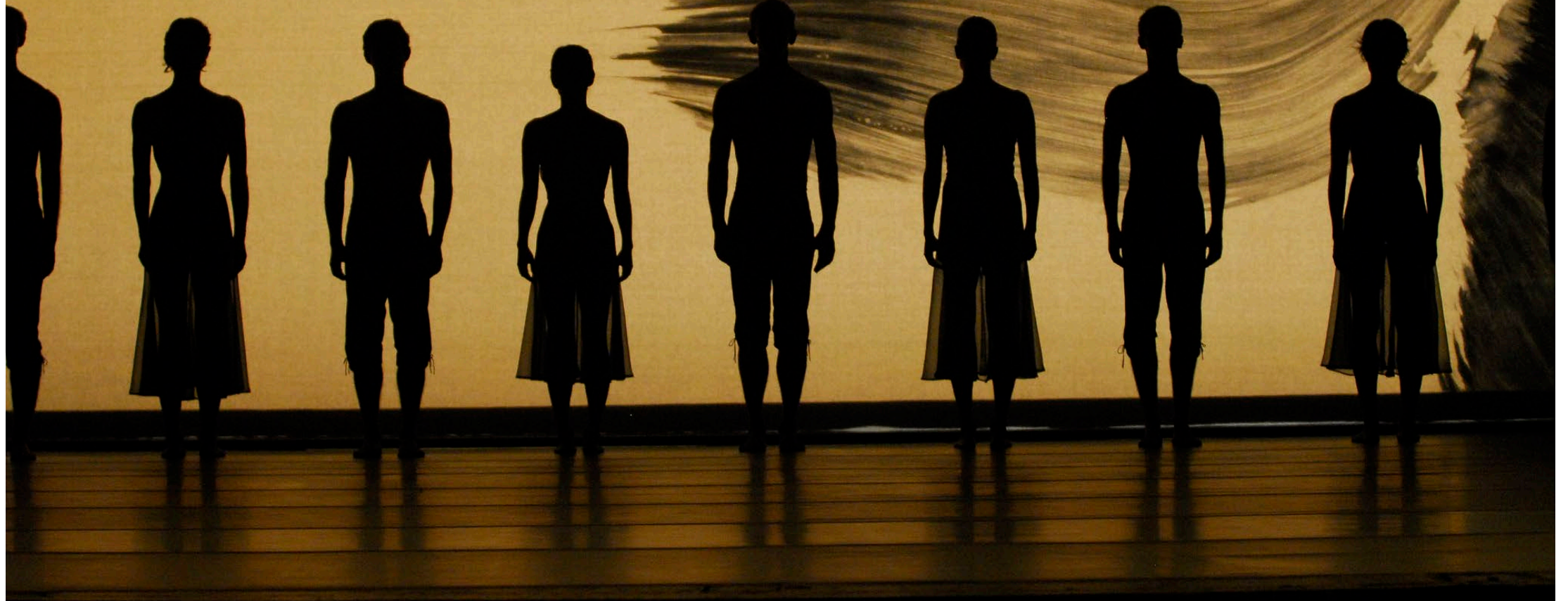
Data Literacy Courses from DataArts

Free, interactive courses to help arts leaders use data effectively.



<http://courses.culturaldata.org>

New initiatives



“ We now live in an age with multiple truths, but only one truth matters—**their truth**.

In order to break through and connect with your target, you must communicate to **their truth**, not your truth...”

maslansky
+ partners

IT'S NOT WHAT YOU SAY, IT'S WHAT THEY HEAR.®

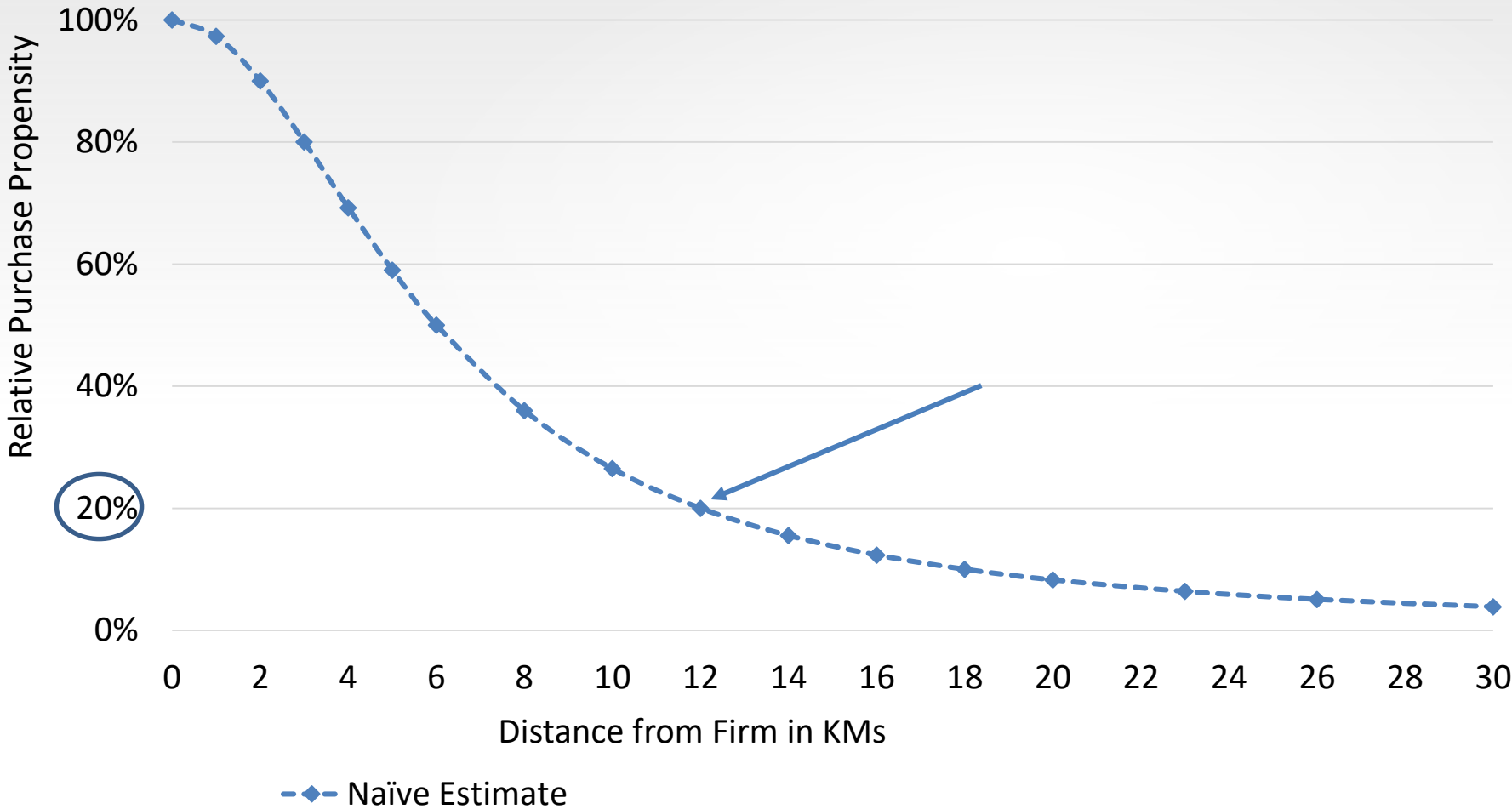


their truth

**For me, the arts are radically
local.**

**If it's not in my neighborhood,
I am much less likely to go.**

We expected a somewhat steep demand curve based on distance from the organization...



Our naïve estimate was that a person living **12 km (7.5 miles)** away is **80%** less likely to purchase than a person living in the immediate neighborhood.

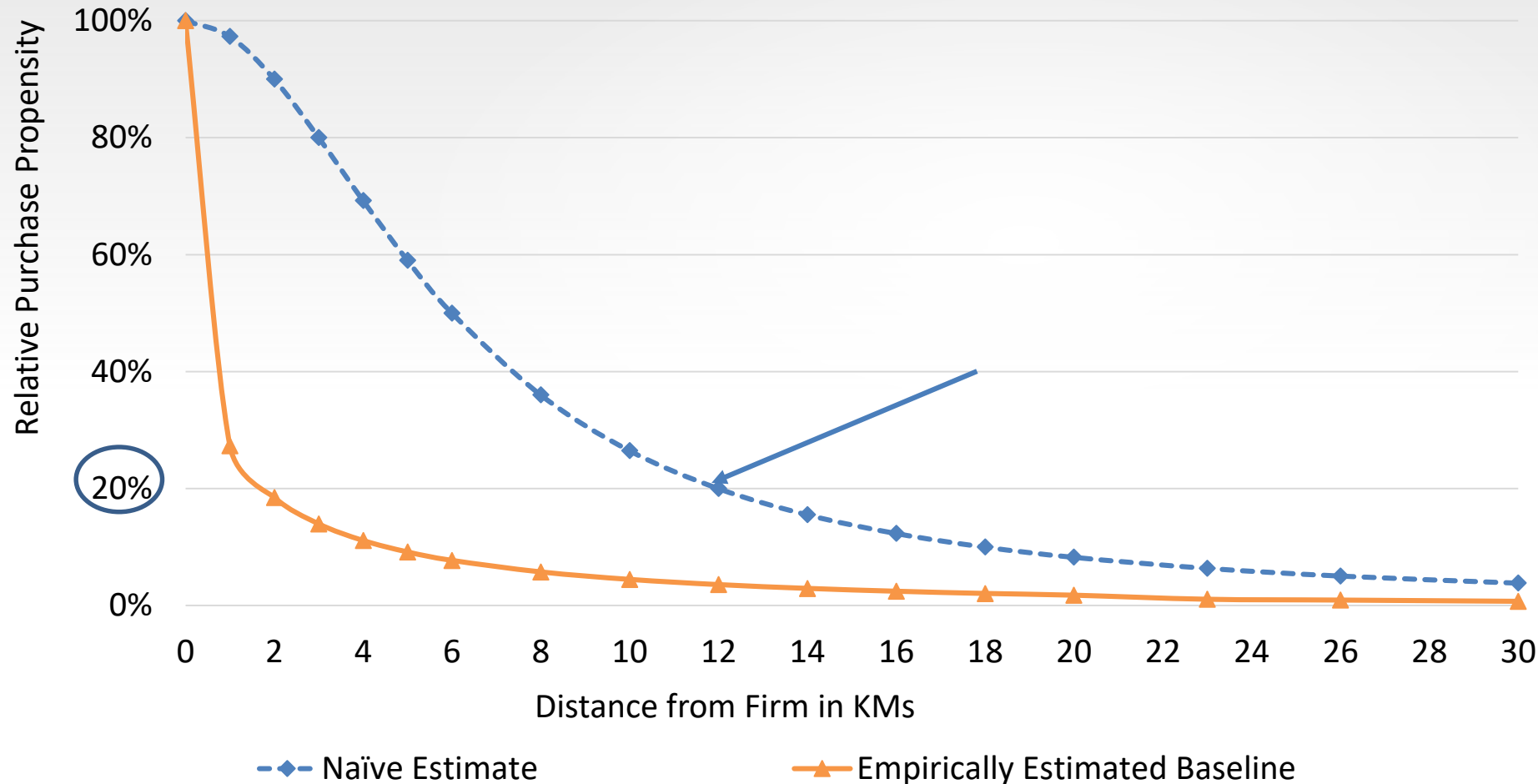
October 2017

At What Cost?
How Distance Influences Arts Attendance

Glenn Voss, Research Director, National Center for Arts Research
Zannie Voss, Director, National Center for Arts Research
Young Woong Park, Research Fellow, National Center for Arts Research



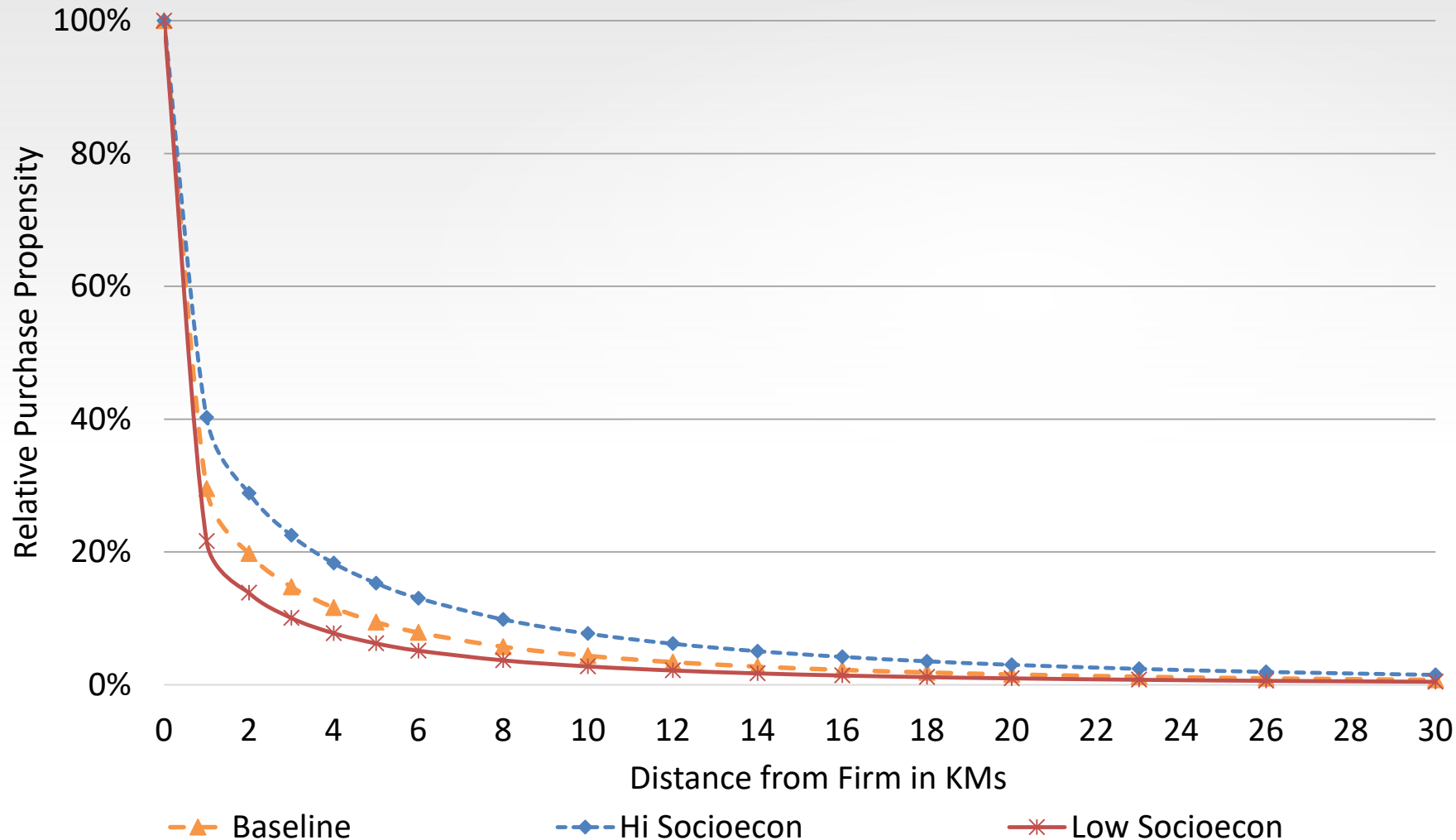
...but we were wrong. It is much steeper in the average community.



The data revealed that around **2 kms** (just over 1 mile), people are **80%** less likely to purchase than a person living in the immediate neighborhood.

But factors other than distance influence the decision of whether to purchase or not...

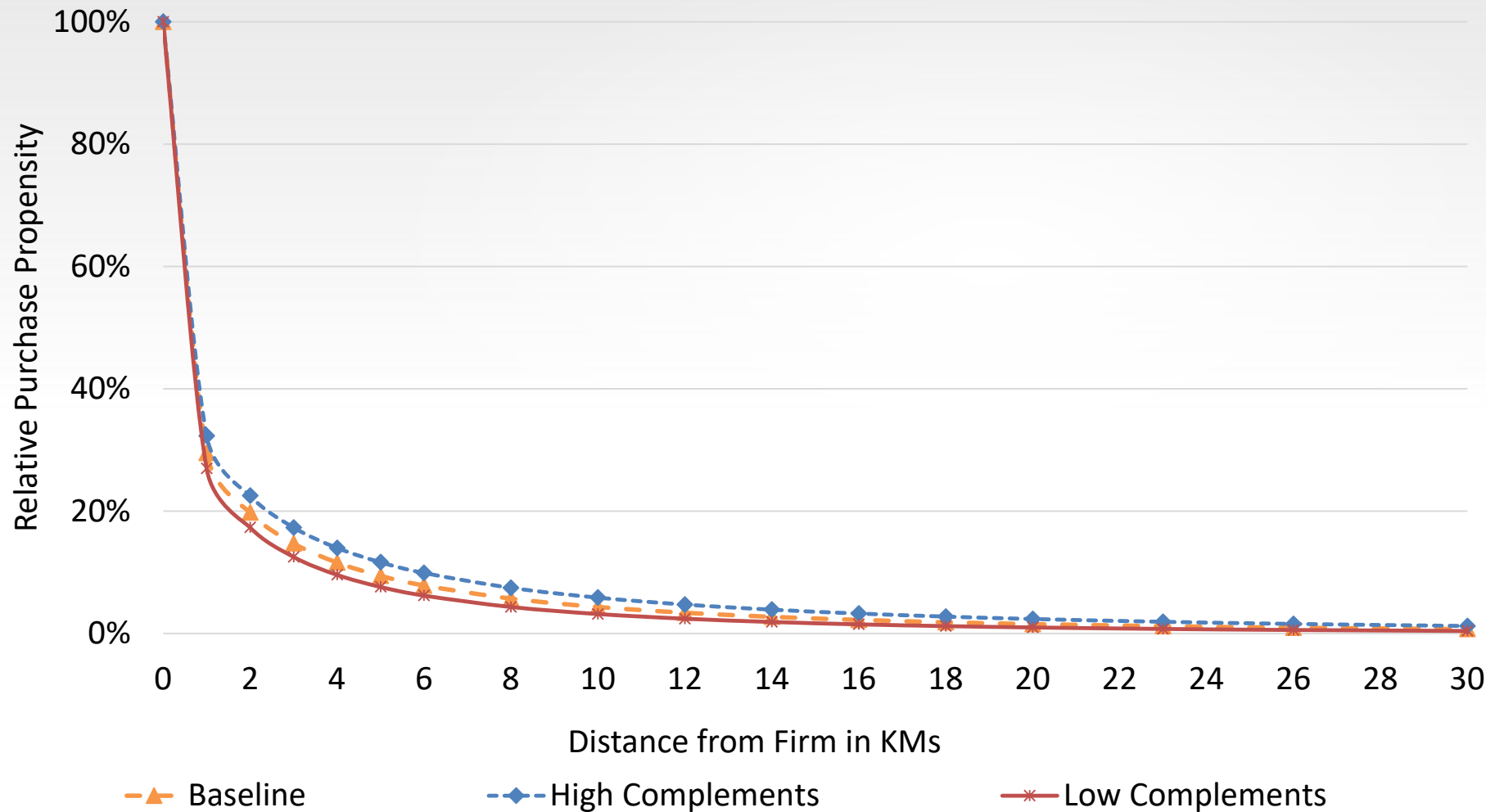
Socio-Economic Level Influences the Consumer's Cost/Benefit Calculus...



Higher HH's income and education = more likely to attend, will travel further to attend.

Lower HH income and education = even more radically local.

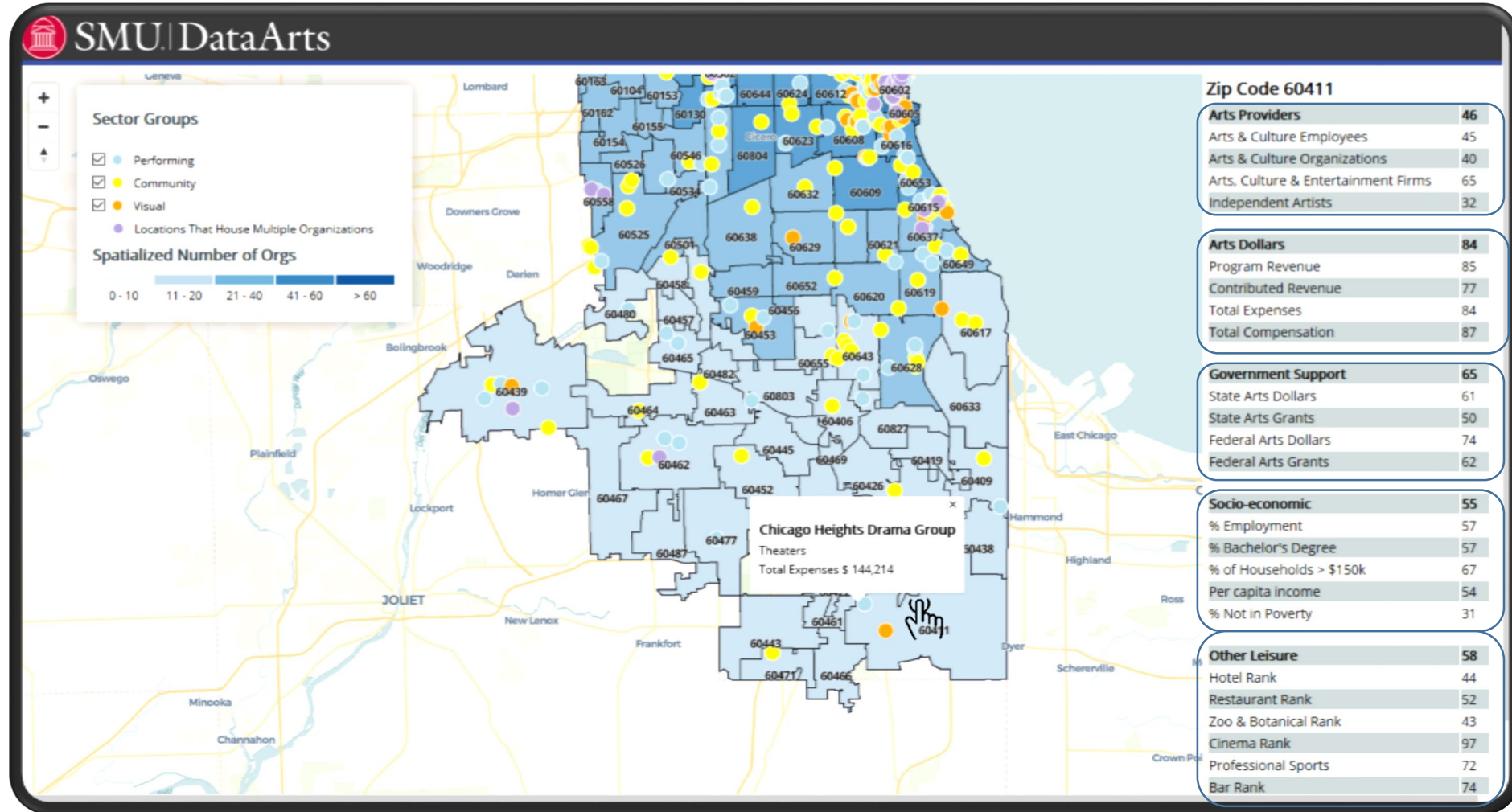
...and More Nearby Complements (e.g., restaurants, bars) = More Likely People Will Come to Your Arts Organization



“What I really want is a destination for an entire day or night out, even if it means a longer drive.”



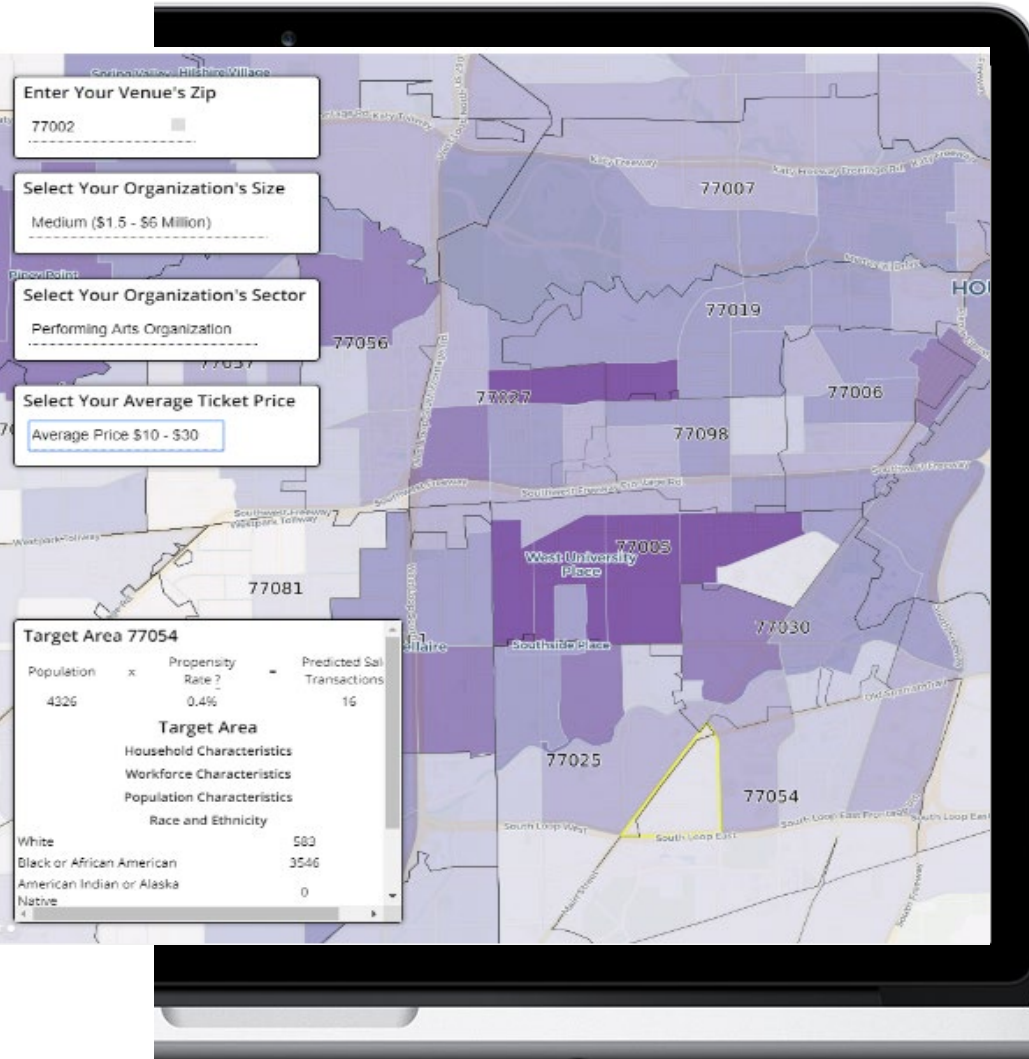
Location of Arts Organizations Relative to Communities Served and Underserved



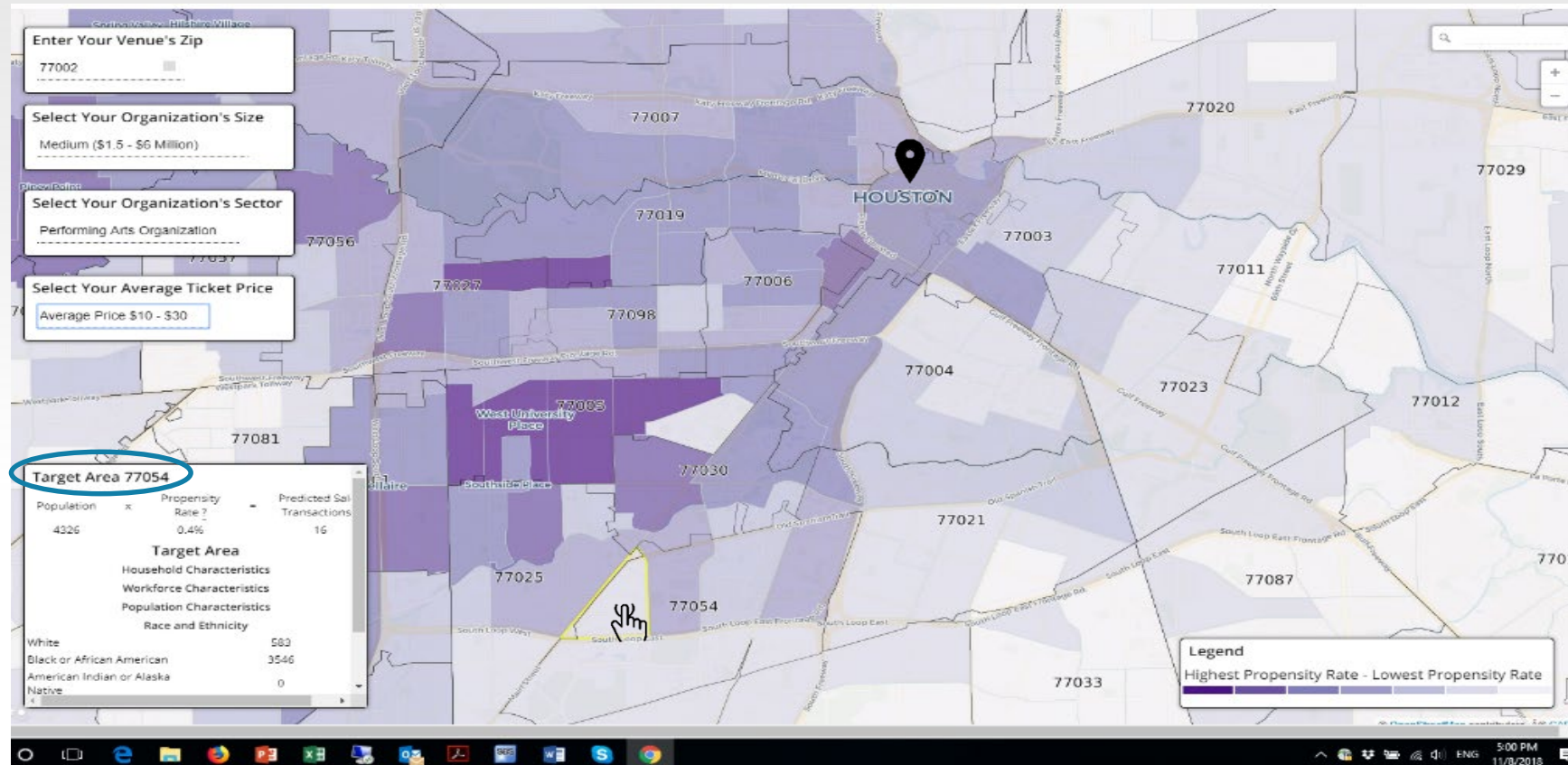
How can you use this in your own organization?

Audience Opportunity Tool

- Tell us who and where you are
- See propensity to purchase by census tract or zip code
- See population characteristics
- Identify areas of opportunity

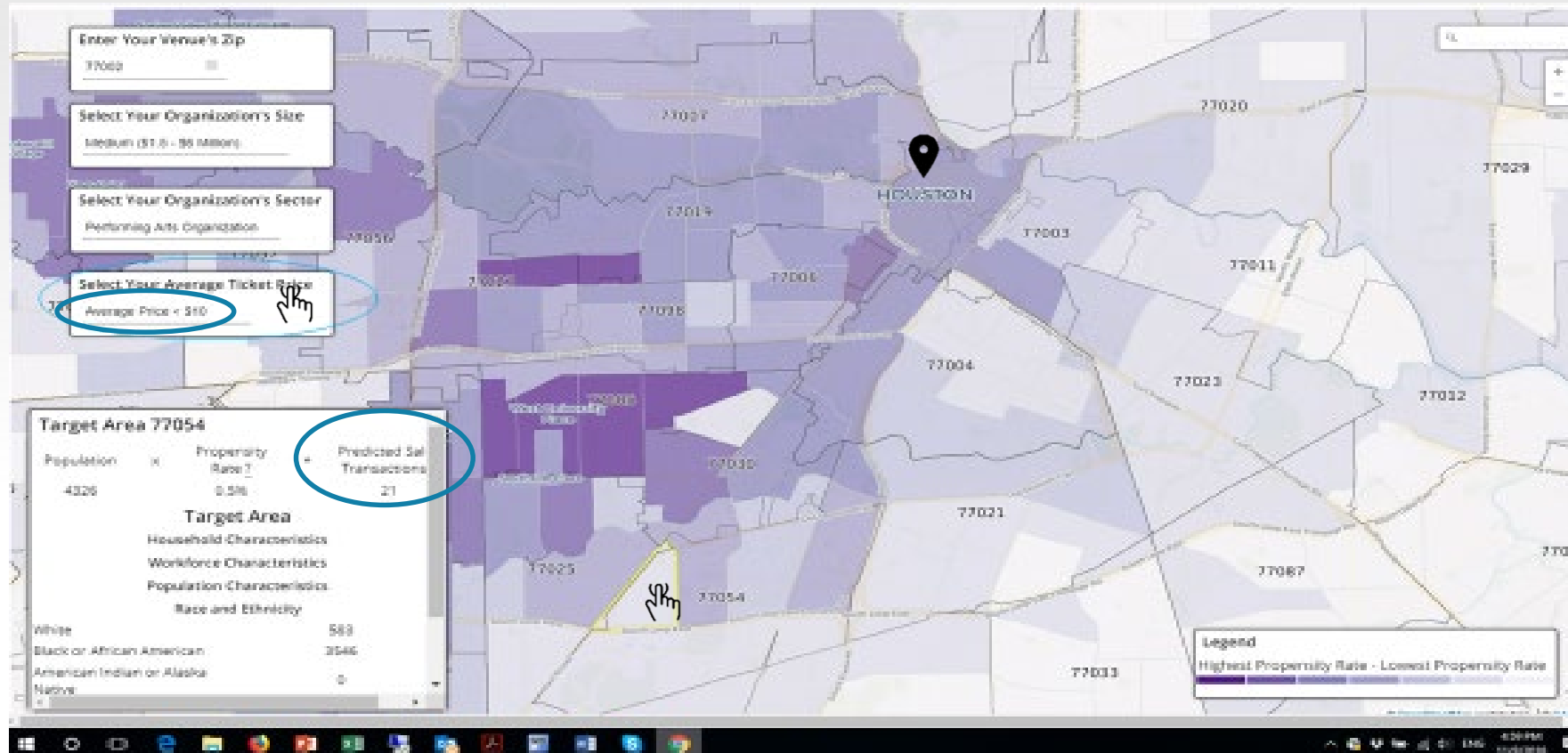


SMU DataArts Audience Opportunity Tool Pilot Test



Where do we focus our efforts to do a better job of serving African American members of the community?

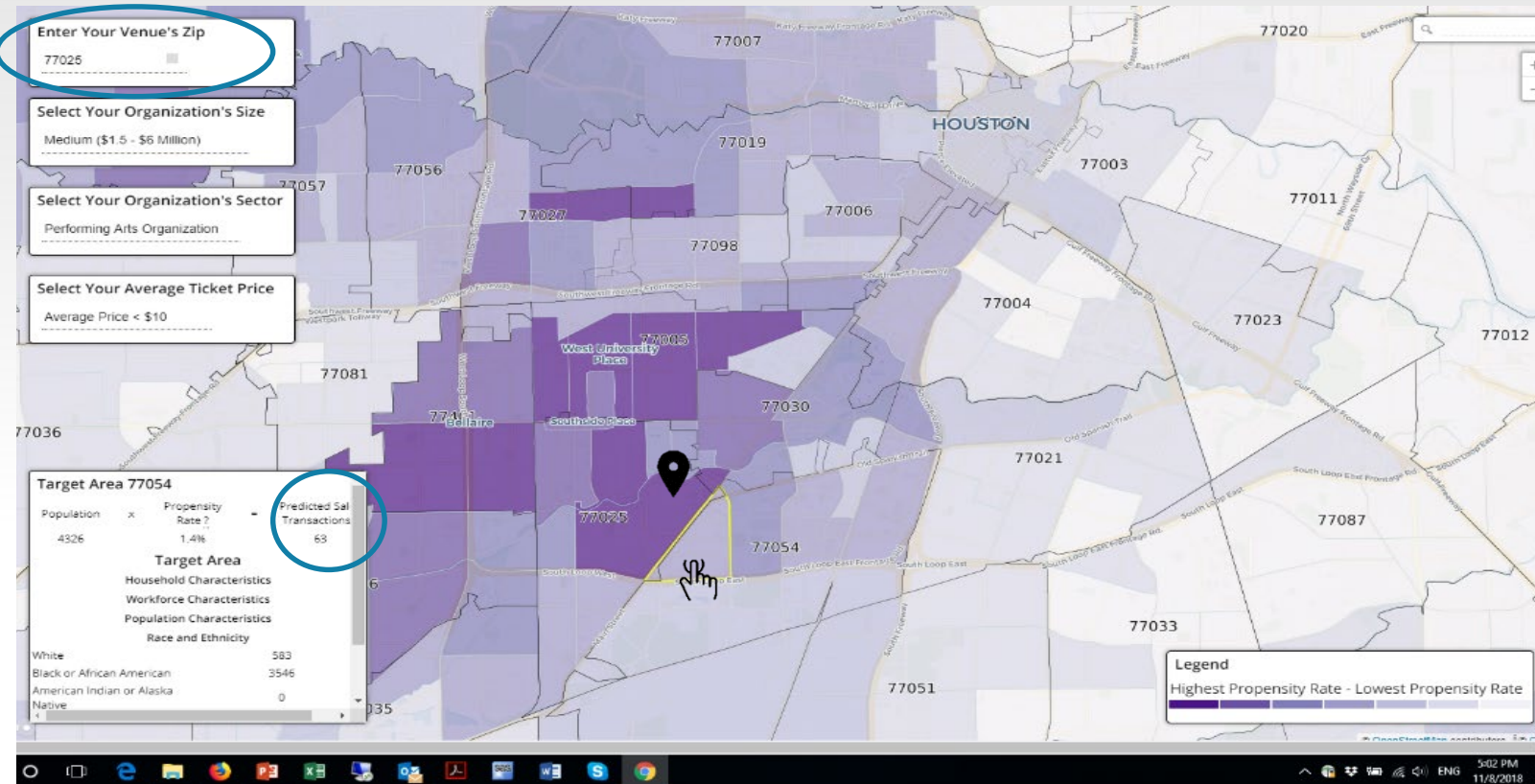
SMU DataArts Audience Opportunity Tool Pilot Test



What would a change in pricing strategy do to increase reach in 77054?

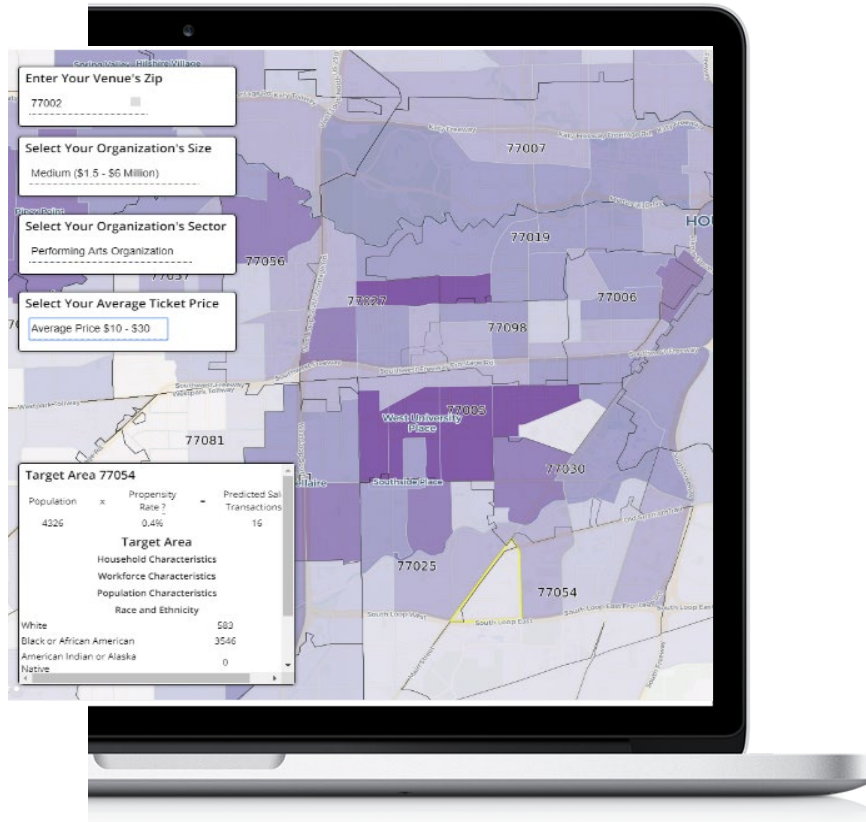
SMU DataArts Audience Opportunity Tool

Pilot Test



What if we went to them instead?

Audience Opportunity Tool

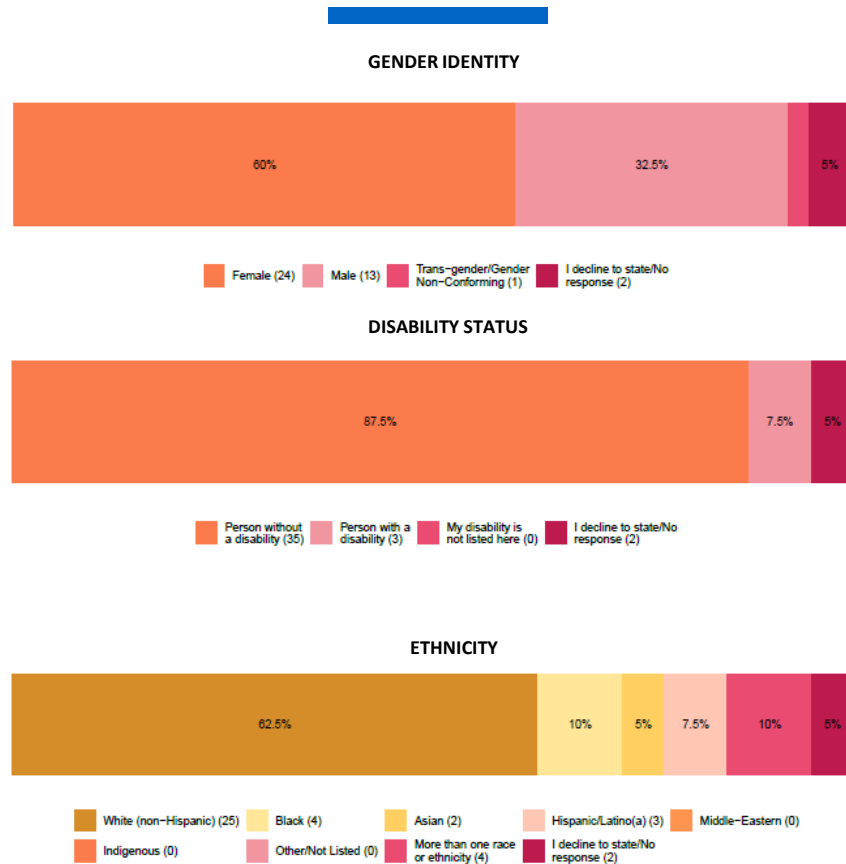


“Use of this tool helped to increase our season subscriptions by 20%

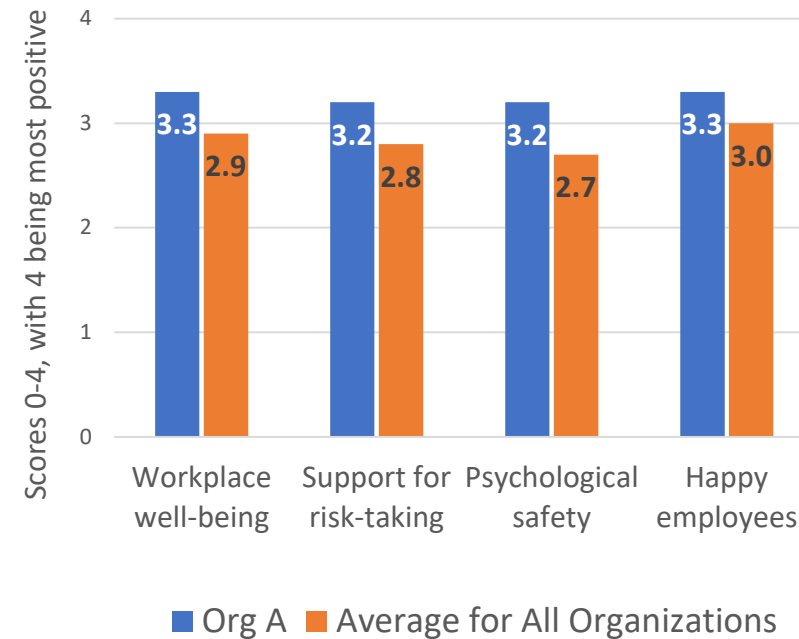
... through a laser focus on target areas that were projected by the tool to produce the highest results.”

-- *Zenetta Drew, Executive Director,
Dallas Black Dance Theatre*

Workforce Demographics Survey



Workplace Perceptions



All is Not Lost!



Orvieto Duomo, the Last Judgement, Lorenzo Maitani

www.culturaldata.org

zvoss@smu.edu

[@SMUDataArts](#)

Thank you!