

# Insight TUG Minutes

## Gary Halliday – Head of Business Systems Roundhouse

Roundhouse: performances and gigs but also work with 6000 young people to develop skills for careers in the creative industries

Annual reporting on engagement of young people. Grow number of young people to 10k by 2023.

Used to do SQL queries and Excel work to code each young person and each event. Lots of pivot tables and formulae. Took 1 person 3 months every year.

Worked with Tessitura. Created all drop ins and school engagements in Tessitura. Tagged with details.

Tessitura created 5 custom tables and views, amended a local procedure and added a row into TX\_ANALYTICS\_DIVISION\_ELEMENT

Now have a custom dashboard.

Social impact = areas working in locally.

Have Youth Advisory Board work alongside Board

IMD Social deprivation index based on census stored based on postcode.

Issues:

- Numbers not adding up.
- Numbers themselves not making sense (e.g. attendances with someone else)
- Knowing how to use it

Next, bringing GA data, salesforce, Tevalis, Artifax all into SiSense.

Data and Insight Manager trained people in looking at dashboards and is the person who creates them.

IMD from London Data Store. Based on full Postcode.

## Laura Wakelin – Enterprise Consultant Tessitura Network (ex. Black Country Living Museum Deputy Chief Exec)

Defining Insight – Am I relevant?

Data Relevancy

“I can’t see the wood for the trees”

Wood = data. Trees and spaces between the trees. Noise / clutter data. Trees are quality data. Allows us to solve a problem. Light that comes into the woods = more healthy trees and shed light on data relevancy. More actionable insights. Don’t want the woods to be too dense as not enough light in. Quality data not just quantity.

How relevant is data we have access to?

Rarely – Sometimes – Mostly – Consistently

1 – 2 – 3 – 4

For your organisation...

1. Our data supports our business goals
2. Our data collection was architected in partnership with our decision makers with important measures and metrics in mind
3. Our data is used to help identify friction and solve problems in in our organisation
4. We work to reduce unnecessary or distracting data in our organisation

Above 10 vs. below 10?

Some organisations in transition as business objectives have changed but data needs to catch up, or database systems / data collection systems in big flux.

Second question often has lower scores.

To increase relevancy need to reduce quantity and increase quality.

Data doesn't equal insight

Having relevant data leverages actionable insight

## **TEC Sessions**

### Marketing & Digital Sessions:

- Unticketed events – collecting data
- Tell don't sell
- Audiences for the future – not just the block buster once onlies
- Audience Segmentation – You have it, what now?
- Reaching accessible audiences
- Automated processes – Techy. Pricing rules / Wordfly triggered emails

5 Streams – Marketing, Admin / Finance, Learning, Development, Leadership

Peer-to-peer (35 sessions organised by members)

Tess network sessions more training and hands-on sessions. Hands on Analytics. In depth ones on ticketing, fundraising and memberships.

Dashboard gallery – A3 boards where people print out their dashboards. Put dots on those you like.

## Dot-mocracy

### Getting started with Analytics (14 votes)

Science Museum Group – getting started involved looking at bringing in other data not from Tess into Analytics. Met with key departments and set up workshops with each to talk about what it is and ask about their departmental KPIs. Each department got their own dashboard created for them. Superusers. Tessitura working groups (Twigs). Only these are given access to create dashboards. Not yet sat down with exec.

Data consistency – using “twigs” for a dashboard to be published – needs to be reviewed.

Roundhouse – sign off process. Some people will always ask other people. Some people get them emailed to them every day.

Southbank – similar approach with data requests coming through their team in standard form as currently happens.

Sadlers Wells showing everyone and releasing to everyone at once – period of chaos but out of that will identify a way of working.

National Gallery – been putting off report requests in hope that dashboards can answer these. Roundhouse said this has started with the super users being able to do this themselves.

### Automation (12)

Analytics in Power BI. Really wanted to know each day what is likely to sell that day and what needs most marketing attention. Monitoring campaigns as you go along. Is this what RMA does? Lots of people use it for forecasting as well as Dynamic Pricing. Trying to automatically group performances and group who attend in similar patterns. Southbank looked at high spend in that artform for example and combined with other variables to definite what segment they are in, so segmentation. Sadlers Wells analysis on “oncers” – 3 or 4 factors. Days out from booking, by themselves or with someone else, discounted ticket etc. can predict if never likely to book again.

Email automation: Southbank do automated Welcome email which does really well and gets people to update their preferences. High engagement. Talks about org as a whole. Also do abandoned basked emails if they have put something in basket and not purchased. Theatre Royal Plymouth mostly membership renewals and group payment reminders. Roundhouse content on pre- and post-changes depending on booking.

### Interdepartmental Communication (12)

How do we get people to explain what they want? Discussion about levels of understanding of data from internal stakeholders and engaging them early in the process. NT go into team meetings and ask what decisions you’re going to make based on the info you want to know.

### Google Analytics / Web Development (10)

Linking GA with Tess Analytics. Roundhouse – easy to do but need to work out what exactly you want. Power BI possible to do. Linked on order number. ICO guidance about this with PECR. Hotjar useful. Southbank use it. Can do heatmaps and look at individual usage. Used for new website. Mini pop up surveys. Most useful thing was seeing when people got stuck in loops.

### Dynamic Pricing (10)

RSC uses various elements e.g. matinee / evening, dates.

Old Vic using RMA and microzoning. Star cast / well known. Cat A shows. Use those to how you would price the whole show e.g. would have VIP tickets whereas other shows would.

### Unticketed Visitors / Free events (10)

Southbank reviewing Summer events. Surveyed. Looking at data. Audience Agency administering surveys on iPads. Download schedule of activity and only look at free events. TAA comes up with schedule of when to send interviewer who administers iPad survey as people exit the events. See more diverse / younger for those events than they do on email survey. In terms of visitor numbers plan is to use wifi tracking to see how many people in fixed space at given time. Triangulating mobile phone data (like Google Maps Traffic). Biometric data cameras in screens – demographics. Just maps data points not personal data. Age / gender / prams / wheelchairs. Facial profiling vs. facial recognition. Doesn't capture a picture. If you do use one don't get one that takes photo! Quite a long survey administered by TAA. Same survey as goes out post-show on email. Developed team of in-house FOH survey staff. Better quality data when externally sourced.

Southbank make good use of WIFI customer journey trying to get free events attendees back.

### Formalising Data Requests (7)

Southbank use Podio -if not in there don't do it! Learning curve for people when they don't have the data they need. Exec requests usually come in directly. Go back with info saying which request gets bumped. NT attend other meetings.

Relationship building with stakeholder can help.

Execs networking with other execs and see info that other execs have and say that they want something similar!

### **FUTURE SESSIONS**

- *Tess Analytics* – **YES** How to set up and get started. YES. Present: Graham. Split into two – starters / higher level. Jo at Hampstead? A dashboard user not from us? Gary – Roundhouse could send someone? Wales Millennium Centre – Lawrence.
- *Automated processes*. **NO**
- *Interdepartmental / Data relevancy* **NO**
- *Google Analytics*. **MAYBE**. Elizabeth from Old Vic? NT Tom on GDPR aspect?
- *Dynamic Pricing*. **MAYBE**. Ticketing TUG. Maybe Ed one year on.
- *Free and unticketed events*. **YES**. Southbank when working. Audience Finder / Audience Agency in room?
  - Jo from MHM on Segmentation.
  - NG data and insight manager might be open to present. (Casey)
  - Cheltenham Festivals maybe later?
- *Formalising requests*. **NO**

- *Workshop on external datasets* – YES what do we want to get into Tessitura Analytics? E.g Social deprivation indices. John Jacovich? He will be at TEC.
- *Social media reporting and surveying.* MAYBE
- *Training. Org vs. Tess lead* NO
- *Insight and Audience behaviours* MAYBE
- *Artistic merit vs. data.* YES Artistic team asking questions vs. going to artistic teams with data that they THINK will be interesting. Royal Danish Theatre. Skype presentation or ask to visit? Come over every quarter.
- *Data discrepancies* NO
- *Impact & Insight Toolkit vs. measuring artistic merit.* YES Linking in with artistic merit. BBC? Testing programmes. Kate Watson to ask Elaine from ITV.
- *A/B Testing.* YES Southbank Nareen for emails. Mickey at the Globe. Maybe to invite other marketing people along.
- *Segmentation, especially for consortia.* NO