How The Phoenix Symphony achieved record ticket sales and attendance by exiting traditional media.
Established 1947
Celebrating Our 72nd Anniversary
$13.5 Million Budget
$6.8 Million Earned Revenue
**Music Director Leaving**

**Subscriptions Falling**  
10% Per Year

**Week Away From Bankruptcy**

6+ Unique Performances  
or $1,500 Donation

2-5 Unique Performances  
or $100-$1,499 Donation

1 Unique Performance

<table>
<thead>
<tr>
<th>Category</th>
<th>2010 - 2011</th>
<th>2011 - 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Core 2010 - 2011</td>
<td>2,462</td>
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<td>Core 2011 - 2012</td>
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<td>Committed 2011 - 2012</td>
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<tr>
<td>Casual 2011 - 2012</td>
<td>9,199</td>
<td></td>
</tr>
</tbody>
</table>

Households  
2010 - 2011: 14,156  
2011 - 2012: 15,834
WHERE WE ARE NOW

THE PHOENIX SYMPHONY

+70%
Earned revenue

+196%
Single tickets

+2%
Subscriptions

+27%
Paid attendance
SINCE 2011

EXPENSE

PRINT ADS
DIGITAL
DIRECT MAIL
OTHER MARKETING
TV AND RADIO ADS
EARNED REVENUE
SINGLE TICKETS

2011 – 2020
MARKETING
THE FOUR P’S

Product
Price
Place
Promotion
WHAT WE DON’T DO

Print
Direct mail
Paid telemarketing
Radio
Television
DIGITAL MARKETING

WHAT WE DO

- Email marketing
- Facebook advertising
- Google Display
- Google Grants
- Paid search
- Test other platforms
- Data, data, data
Aggressive email schedule
15-20 Emails per week
50+ Different segments
STEP TWO

CUT PRINT

Print = Newspaper, Magazine
Cut in 2012
We don’t even take trade
STEP TWO

CUT PRINT

$2041
45 Tickets
### Step Three: Data Business Intelligence

**Google Analytics**

<table>
<thead>
<tr>
<th>Source</th>
<th>Visits</th>
<th>Unique Visits</th>
<th>Avg Time on Site</th>
<th>Bounce Rate</th>
<th>Session Duration</th>
<th>Avg Time Before Exit</th>
<th>Avg Pageviews</th>
<th>Session Depth</th>
<th>Avg Sessions</th>
<th>Avg Time in Session</th>
<th>Avg Pages</th>
<th>Avg Session Depth</th>
<th>Avg Sessions Per User</th>
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<th>97,997</th>
<th>49.3%</th>
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<th>2.912</th>
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<td>25,179</td>
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<td>71.26%</td>
<td>70.24</td>
<td>1.61</td>
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<td>0.00%</td>
<td>0</td>
<td>1.17 (0.82%)</td>
<td>18</td>
<td>5,100</td>
<td>0.00%</td>
<td>2.00%</td>
<td>0.00%</td>
<td>0.00%</td>
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<td>36.1%</td>
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<td>70.10%</td>
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<td>18 (0.82%)</td>
<td>2,006.00</td>
<td>18</td>
<td>0.00%</td>
<td>2.00%</td>
<td>0.00%</td>
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<td>5.11%</td>
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<td>8,702</td>
<td>5.715 (5.91%)</td>
<td>70.24%</td>
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<td>0 (0.00%)</td>
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<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>5.11%</td>
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<td>7,577</td>
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<td>210 (7.21%)</td>
<td>360,599.00</td>
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<td>2.00%</td>
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<td>36.1%</td>
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<td>musical.sharif.info</td>
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<td>72.55%</td>
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<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
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<td>777.00</td>
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<td>0.00%</td>
<td>2.00%</td>
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<td>5.11%</td>
<td>36.1%</td>
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<td>waltz.org</td>
<td>2,805</td>
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<td>31 (1.01%)</td>
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<td>36.1%</td>
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<td>3.15%</td>
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<td>5.11%</td>
<td>36.1%</td>
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<tr>
<td>Prod Season</td>
<td>Performance Date and Time</td>
<td>Seats Sold</td>
<td>Days Since Initial Price Change</td>
<td>% Cap Sold / Rev’d</td>
<td>Income</td>
<td>Price Band Chart</td>
<td>Price Band Alert</td>
<td>Average Yield</td>
<td>Average Price</td>
<td>Average Start Price</td>
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</tr>
<tr>
<td>Stravinsky’s Rite of Spring</td>
<td>Fri 15 Sep 17 Evening</td>
<td>996</td>
<td>78</td>
<td>44%</td>
<td>$47.82</td>
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<tr>
<td>Stravinsky’s Rite of Spring</td>
<td>Sat 16 Sep 17 Evening</td>
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<td>$53.35</td>
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<tr>
<td>The Rat Pack</td>
<td>Fri 22 Sep 17 Evening</td>
<td>704</td>
<td>N/A</td>
<td>31%</td>
<td>$32.90</td>
<td></td>
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<tr>
<td>The Rat Pack</td>
<td>Sat 23 Sep 17 Evening</td>
<td>1,070</td>
<td>16</td>
<td>48%</td>
<td>$34.01</td>
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<tr>
<td>The Rat Pack</td>
<td>Sun 24 Sep 17 Matinee</td>
<td>1,012</td>
<td>16</td>
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<td>$36.28</td>
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</tr>
<tr>
<td>Dvorak’s Seventh Symphony</td>
<td>Sat 30 Sep 17 Evening</td>
<td>656</td>
<td>143</td>
<td>29%</td>
<td>$32.65</td>
<td></td>
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<tr>
<td>Dvorak’s Seventh Symphony</td>
<td>Sun 01 Oct 17 Matinee</td>
<td>263</td>
<td>N/A</td>
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<td>$31.58</td>
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<td>Fri 06 Oct 17 Evening</td>
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<td>$30.15</td>
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<tr>
<td>The Sorcerer’s Stone</td>
<td>Sat 07 Oct 17 Matinee</td>
<td>1,191</td>
<td>N/A</td>
<td>53%</td>
<td>$34.57</td>
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</tbody>
</table>
## Daily Patron Services Sales Report

### End of Day Friday 9/22/2017

<table>
<thead>
<tr>
<th>Day</th>
<th>Concert</th>
<th>Previous Sales</th>
<th>To Date Sales</th>
<th>Change</th>
<th>Goal</th>
<th>%Goal</th>
<th>Per-Cap</th>
<th>Single</th>
<th>RSV</th>
<th>Series</th>
<th>Comps</th>
<th>Total</th>
<th>Change</th>
<th>Seats</th>
<th>%Sold</th>
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<tbody>
<tr>
<td>9/15/2017</td>
<td>Friday, Stravinsky’s Rite of Spring</td>
<td>$24,079</td>
<td>$24,079</td>
<td>$0</td>
<td>$24,000</td>
<td>100%</td>
<td>$48.31</td>
<td>500</td>
<td>0</td>
<td>489</td>
<td>990</td>
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<td>0</td>
<td>2241</td>
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<td>9/16/2017</td>
<td>Saturday, Stravinsky’s Rite of Spring</td>
<td>$31,578</td>
<td>$31,578</td>
<td>$0</td>
<td>$30,000</td>
<td>88%</td>
<td>$81.43</td>
<td>614</td>
<td>0</td>
<td>583</td>
<td>650</td>
<td>1,827</td>
<td>0</td>
<td>2241</td>
<td>82%</td>
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<td>9/22/2017</td>
<td>Friday, The Rat Pack</td>
<td>$19,946</td>
<td>$1,520</td>
<td>$1,574</td>
<td>$22,062</td>
<td>93%</td>
<td>$54.30</td>
<td>392</td>
<td>0</td>
<td>316</td>
<td>672</td>
<td>1,380</td>
<td>103</td>
<td>2241</td>
<td>62%</td>
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<td>9/23/2017</td>
<td>Saturday, The Rat Pack</td>
<td>$30,566</td>
<td>$31,928</td>
<td>$1,362</td>
<td>$25,739</td>
<td>124%</td>
<td>$86.19</td>
<td>481</td>
<td>2</td>
<td>588</td>
<td>694</td>
<td>1,725</td>
<td>667</td>
<td>2241</td>
<td>79%</td>
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<td>9/24/2017</td>
<td>Sunday, The Rat Pack</td>
<td>$20,494</td>
<td>$20,174</td>
<td>$320</td>
<td>$19,970</td>
<td>98%</td>
<td>$58.56</td>
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<td>4</td>
<td>522</td>
<td>344</td>
<td>1,364</td>
<td>336</td>
<td>2241</td>
<td>61%</td>
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<tr>
<td>9/30/2017</td>
<td>Saturday, Dvorak’s Seventh Symphony</td>
<td>$6,942</td>
<td>$6,142</td>
<td>$800</td>
<td>$5,340</td>
<td>113%</td>
<td>$115.63</td>
<td>127</td>
<td>2</td>
<td>481</td>
<td>43</td>
<td>709</td>
<td>70</td>
<td>2241</td>
<td>31%</td>
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<tr>
<td>10/1/2017</td>
<td>Sunday, Dvorak’s Seventh Symphony</td>
<td>$4,775</td>
<td>$4,341</td>
<td>$434</td>
<td>$21,360</td>
<td>20%</td>
<td>$48.23</td>
<td>90</td>
<td>0</td>
<td>173</td>
<td>21</td>
<td>254</td>
<td>7</td>
<td>2241</td>
<td>13%</td>
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<tr>
<td>10/6/2017</td>
<td>Friday, The Sorcerer’s Stone</td>
<td>$74,922</td>
<td>$76,448</td>
<td>$1,526</td>
<td>$125,000</td>
<td>61%</td>
<td>$87.57</td>
<td>1321</td>
<td>0</td>
<td>54</td>
<td>40</td>
<td>1415</td>
<td>22</td>
<td>2241</td>
<td>63%</td>
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<tr>
<td>10/7/2017</td>
<td>Saturday, The Sorcerer’s Stone</td>
<td>$80,590</td>
<td>$62,617</td>
<td>$17,973</td>
<td>$125,000</td>
<td>50%</td>
<td>$93.97</td>
<td>1184</td>
<td>0</td>
<td>27</td>
<td>20</td>
<td>1211</td>
<td>43</td>
<td>2241</td>
<td>54%</td>
</tr>
<tr>
<td>10/8/2017</td>
<td>Sunday, The Sorcerer’s Stone</td>
<td>$91,592</td>
<td>$93,003</td>
<td>$2,411</td>
<td>$125,000</td>
<td>75%</td>
<td>$81.91</td>
<td>1512</td>
<td>0</td>
<td>93</td>
<td>4</td>
<td>1609</td>
<td>22</td>
<td>2241</td>
<td>72%</td>
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<tr>
<td>10/13/2017</td>
<td>Friday, A Broadway Celebration</td>
<td>$7,400</td>
<td>$7,306</td>
<td>$94</td>
<td>$27,600</td>
<td>23%</td>
<td>$56.62</td>
<td>139</td>
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<td>277</td>
<td>44</td>
<td>460</td>
<td>4</td>
<td>2241</td>
<td>21%</td>
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<td>10/14/2017</td>
<td>Saturday, A Broadway Celebration</td>
<td>$8,961</td>
<td>$9,565</td>
<td>$604</td>
<td>$31,500</td>
<td>30%</td>
<td>$61.71</td>
<td>155</td>
<td>0</td>
<td>539</td>
<td>0</td>
<td>654</td>
<td>14</td>
<td>2241</td>
<td>31%</td>
</tr>
<tr>
<td>10/15/2017</td>
<td>Sunday, A Broadway Celebration</td>
<td>$16,500</td>
<td>$16,500</td>
<td>$0</td>
<td>$91,500</td>
<td>52%</td>
<td>$58.78</td>
<td>267</td>
<td>58</td>
<td>532</td>
<td>7</td>
<td>864</td>
<td>0</td>
<td>2241</td>
<td>39%</td>
</tr>
</tbody>
</table>
STEP FOUR

EARLY FACEBOOK TESTS

FISCAL YEAR 2014

$9,073 SPENT
on Facebook

$85,470+
in revenue

ROI 847%
COS 11%
STEP FOUR
EARLY FACEBOOK TESTS

$44,027 SPENT on Facebook

$175,980+ in revenue

ROI 300%
COS 25%

FISCAL YEAR 2015
STEP FIVE

HIRE PROFESSIONALS

FISCAL YEAR 2016

$27,347 SPENT on Facebook and Google Display

$399,326+ in revenue

ROI 421%
COS 23%
STEP FIVE
HIRE PROFESSIONALS

FISCAL YEAR 2017

$1,379,023+ in revenue

ROI 398%

COS 20%

$277,000 SPENT on Facebook and Google Display

$1.1 Million from Facebook alone

$1,1 Million from Facebook alone
STEP FIVE

HIRE PROFESSIONALS

$399,209 spent on Facebook and Google Display

$1,753,818+ in revenue

339% ROI
23% COS

$1.6 Million from Facebook alone

FISCAL YEAR 2018

$1.6 Million from Facebook alone
STEP FIVE
HIRE PROFESSIONALS

$722,187 spent on Facebook and Google Display

$2,377,326+ in revenue

ROI 229%
COS 30%

$1.9 Million from Facebook alone

FISCAL YEAR 2019

$1.9 Million from Facebook alone

STEP FIVE
HIRE PROFESSIONALS

$722,187 spent on Facebook and Google Display

$2,377,326+ in revenue

ROI 229%
COS 30%

$1.9 Million from Facebook alone

FISCAL YEAR 2019
STEP SIX

THE KPI'S

ROI

COS

PROFIT
THE TEST - A/B TESTS

STEP SEVEN

COS AVERAGE

FLIGHT DATES ONLY

WITH BROADCAST: 28%

DIGITAL ONLY: 11%

UNATTRIBUTED SALES

WITH BROADCAST: 154%

As high as 503%

DIGITAL ONLY: 21%

FY 2017 Test

Digital only

+18% or $36,000

As high as 503%

FY 2017 Test

Digital only

+18% or $36,000
STEP EIGHT

100% DIGITAL

DIGITAL MARKETING

2016/17 Season smashed records in:

- Attendance
- Earned revenue
- Single tickets
- $1.1 Million from Facebook
- Demographic changes
STEP EIGHT

100% DIGITAL

2017/18 Season

Record Pops and Special Performance Revenue

Holiday Pops up 20%

$1.6 million from Facebook
STEP EIGHT
100% DIGITAL

2018/19 Season
- Record single tickets
- New #1, 4, 6 and 9 revenue shows
- Record new to files
- 36% increase
- 9% increase in paid classical attendance

61,000,000 Facebook impressions
46,000,000 Google impressions
- 41% increase in pixel pool
- 31% increase in site traffic
WHAT’S NEXT?

STEP NINE

Cut marketing budget, no way!
Content creation!
SEO Optimization
Website and UI improvements
Testing other platforms (IG, YouTube)
Emerging MarTech
Influencer marketing
Fundraising
Monitor for unintended consequences
Our audience is older, they don’t use the internet

90% of our 2015/16 households match to Facebook accounts

93% 2016/17
Our patrons read newspapers

Yes they do, however the ads are NOT effective

Data shows they spend MORE TIME on Facebook
CONVINCING ARGUMENTS

DIGITAL MARKETING

Set ROI expectations

300%+ ROI
CONVINCING ARGUMENTS

DIGITAL MARKETING

A/B shows with different marketing mixes
Seek grants to conduct a pilot
Limit your initial risk!
Facebook Custom Audience, Google search

knowyourownbone.com
(blog)

culturaldata.org
(SMU Data Arts)

capacityinteractive.com
(podcast and content calendar)

toddvigil.com/slides

Harvard Business Review, Olympic Gold Sir Dave Brailsford
Half the money I spend on advertising is wasted; the trouble is I don’t know which half.

John Wanamaker
Merchant and Marketing Pioneer