

Audience Development Initiative

Geodemographic Mapping Study Executive Summary

Through the generous support of The Argosy Foundation and the leadership of the Cultural Alliance and UPAF, this Geodemographic Mapping Study was commissioned as the second of three phases of the *Audience Development Initiative* to assist the Greater Milwaukee arts and cultural sector in its long-term efforts to engage, build, and sustain audiences. Sixty-two (62) cultural organizations representing a variety of programs from the seven-county Greater Milwaukee area submitted audience information to be confidentially analyzed and provided input on the study's design. Decision Support Partners (DSP) was contracted to use geodemographic analysis, informed by market segmentation¹, 2005 U.S. Census demographic updates, and consumer market potential indexing to study the known culturally affiliated households² compared to all households in Greater Milwaukee. Group and individual meetings between the consultant and the participating cultural groups were held throughout the course of the project.

The sample of 222,757 households (and at 2.51 average household size, approximately 559,120 residents) represents 29% of households in Greater Milwaukee—a very large sample to study, but a conservative estimate of local, culturally active households per se, since not every cultural organization participated, nor do they track each participant. While there are many different ways in which the study can be used as a resource, the findings are suggestive rather than conclusive, and the methodology is not a statistical sample. Findings presented are a snapshot of *culturally affiliated households currently known to 62 diverse cultural organizations* representative of the cultural sector and the sector's reach into the Greater Milwaukee market.

This study provides to the participating groups 360 pages worth of detailed charts, graphs and maps from which broad conclusions may be drawn, but which are even more valuable for the individual organizations to interpret in the context of their own particular challenges and opportunities. It may also be used to inform a broader collective marketing strategy.

The most significant overall findings were that:

1. Over **70%** of affiliated households **appeared on only one organization's list**, far lower than many expected.
⇒ Therefore we recommend **Collaborating** in big ways and small. Leveraging existing relationships and forging new collaborations show great potential and little risk.
2. There are many **large and under-tapped market** segments indexing moderately above national averages in propensity to participate in arts and culture.
⇒ We therefore recommend **Targeting** those in which investing **marketing and outreach** efforts are most likely to be worthwhile by studying the extensive profiles of the MOSAIC market clusters in the report.
3. Organizations are urged to **Capture and track customer transactions and interests** more thoroughly. The better the information, the more effective and targeted one's communications can be.

These and other findings are elaborated on in the following pages.

¹ MOSAIC is a market segmentation system developed by Expérian. The MOSAIC system groups each of the nearly one-quarter million neighborhoods in the U.S. into one of 60 unique lifestyle "clusters" based on a wide range of demographic and behavioral characteristics.

² This study refers to household records analyzed as "cultural affiliates" rather than participants. It is not possible with complete accuracy to report that every household on every list provided for analysis actually participated in a cultural event by the organization providing the record. For the most part, it can be understood that most of these households participate in arts and culture at some level.

Primary Findings

Where is our greatest potential for new customers, and how can we target them?

- **Low Organizational Overlap:** Seventy percent of the 222,757 households in this report show affiliation with only one of 62 organizations studied. That means there are nearly 160,000 culturally active households that are engaged, but do not appear to be over-committed.
- **Opportunity in Moderate Demand Markets:** Greater Milwaukee arts and cultural organizations have done an exceptional job engaging consumers whose characteristics skew high for affluence, education, age and demand for arts and cultural product. Many segments of this market may be showing signs of fatigue. However, good potential for engaging new cultural consumers exists amidst another market segment (representing 44% of Greater Milwaukee households)—households showing above average propensity to participate, but with lifestyle characteristics such as lower incomes, lower education, blue-collar occupations, and urban and rural residences.
- **Information Management Needs:** More than 55,000 households on the database represent general mailing lists which may be “tired” and need refreshing through new list trades and purchases of new contact lists.

Recommendations: **Work together** to increase overlap and frequency of attendance; **Prospect** to new household contacts from markets that are not oversaturated; **Capture, collect and track** patron information more thoroughly.

Additional Findings, Conclusions and Recommendations

Can this market support the amount of available arts and cultural offerings?

- **Strong Demand:** Demand for arts and cultural activities in Greater Milwaukee is strong and widespread, with nearly 60% of households located in clusters demonstrating above average propensity to participate outside the home, relative to national participation rates³.
- **Strong Market Penetration:** Arts and cultural providers in Greater Milwaukee participating in this study have strong household penetration of 29%, compared to other recent studies similar to this, reporting between 11 and 25%⁴.

Conclusion: There is likely **room** for healthy organizations providing engaging, quality experiences to **maintain or grow** their audience.

Where is our best potential for diversifying our audience?

- **Broad Cultural Affiliation:** Greater Milwaukee households affiliated with regional arts and cultural organizations reach each of 52 MOSAIC clusters present in the region. Arts and cultural organizations should be encouraged to look beyond the usual suspects, as the characteristics of affiliated households reflect the full breadth of lifestyles in the region. Diversifying audience requires identifying one’s diversity goal (e.g., racial and ethnic, geographic, age, or the way in which audiences engage). It is up to each organization to determine its priorities, but not allocating a portion of the budget to diversifying means the makeup of those audiences won’t change.

Recommendation: **Study the clusters** in the below average and weak markets. **Connect** with these households **through other paths of engagement** with the arts such as cultural traditions, faith-based communities, informal networks, and even for-profit ventures.

³ Nationally, a 2002 National Endowment for the Arts survey reported that 39% of adults (not households) attended performing arts events or visited an art museum during a 12-month period.

⁴ These include a 2002 study of Central Florida finding an 11.4% penetration and a 2004 study of the Kansas City Metropolitan Area that measured 25.4% penetration.

Should we be investing in building single-ticket/visits more heavily rather than focusing on subscriptions or memberships?

- **Varied Engagement:** Culturally affiliated households in Greater Milwaukee participate in a variety of ways; about a quarter showed at least two different levels of engagement. Single-ticket buying households in this study outpace subscriber households by nearly 3:1.
- **Vital Donor Market:** Donors are a large and vital segment of the cultural sector, constituting 34% (76,010 households) of affiliated households. Nearly half of these donors are affiliated in some way with multiple organizations, but less than a third are known to be actual ticket buyers.

Recommendations: **Increase participation** (and revenue) through more frequent purchases, but not necessarily with the commitment of a subscription. **Diversify** the way in which consumers engage (and the number of times they do so). **Promote single-ticket purchases** and visits more aggressively to donors.

How does venue location/distance impact where patrons are coming from? To what extent are we drawing audiences from Northern Illinois and what is the potential there?

- **Not Distance-Averse:** The analysis of where culturally affiliated households live versus where they affiliate shows that distance does not appear to be a major factor. Awareness, relevance, and perceived “hassle factors” are likely impacting participation rates more than real distance.
- **Regional Opportunity:** Of 267,055 culturally affiliated household records collected for this study, 17% (44,298 households) reside outside the seven-county study, but the majority is not coming from Northern Illinois. More than half (57%) reside in other Wisconsin Counties. While it can be suggested that there is a good market outside the seven-county area, including Northern Illinois, the current local market reach does not suggest that the primary service region is over-saturated or that cultural organizations need to look elsewhere for customers.

Conclusion: While organizations should continue their work with tourism marketing, there is still **more opportunity close to home.**

Next Steps

- Decision Support Partners will provide each participant additional charts and information specific to their organization. Those who contributed a modest amount for Advanced Level reports will also receive additional analysis and recommendations.
- The Cultural Alliance will hold regular interactive gatherings to ensure that organizations receive maximum benefit from this resource. The first meeting is anticipated in January 2007.
- The Cultural Alliance will continue to provide support to organizations in using this information and will work to facilitate collaborations.
- The Cultural Alliance will study the information provided to inform decisions regarding possible regional marketing initiatives.



THE UNITED PERFORMING ARTS FUND

LIST OF ORGANIZATIONS PARTICIPATING IN THE GEODEMOGRAPHIC MAPPING STUDY

Kenosha

1. Lemon Street Gallery

Milwaukee

2. Above the Clouds
3. African American Children's Theater
4. Alliance Francaise de Milwaukee
5. Alverno Presents
6. Bay View Arts Guild
7. Bel Canto Chorus
8. Betty Brinn Children's Museum
9. Bucketworks
10. Bunny Gumbo Theatre Company
11. The Charles Allis and Villa Terrace Art Museums
12. City Ballet Theatre
13. Concord Chamber Orchestra of Wauwatosa
14. Cornerstone Theatre Company
15. Danceworks
16. Early Music Now
17. First Stage Children's Theater
18. Florentine Opera Company
19. Frankly
20. Gathering on the Green
21. In Tandem Theatre
22. Ko-Thi Dance Company
23. Lutheran A Capella Choir
24. Marcus Center for the Performing Arts
25. Marian Center for Nonprofits
26. Milwaukee Area Bluegrass Music Association
27. Milwaukee Art Museum
28. Milwaukee Ballet Company
29. Milwaukee Chamber Theatre
30. Milwaukee Children's Choir
31. Milwaukee Public Museum
32. Milwaukee Public Television
33. Milwaukee Repertory Theater

34. Milwaukee Shakespeare Company
35. Milwaukee Symphony Orchestra
36. Milwaukee Youth Symphony Orchestra
37. Milwaukee Youth Theatre
38. Next Act Theatre
39. Piano Arts
40. Present Music
41. Renaissance Theaterworks
42. Skylight Opera Theatre
43. Soulstice
44. United Performing Arts Fund
45. University of WI—Milwaukee Peck School of the Arts
46. Urban Ecology Center
47. Walker's Point Center for the Arts
48. Wild Space Dance Company
49. Windfall Theatre
50. Wisconsin Painters and Sculptors
51. Zoological Society of Milwaukee

Ozaukee

52. Cedarburg Cultural Center

Racine

53. Racine Art Museum
54. Racine Symphony Orchestra
55. Racine Theatre Guild

Washington

56. Kettle Moraine Symphony
57. West Bend Art Museum

Waukesha

58. Lake Country Players
59. Sharon Lynne Wilson Center for the Arts
60. Ten Chimneys Foundation
61. To the Pointe Fine Arts Education
62. Sunset Playhouse

In October 2005, UPAF and the Cultural Alliance commenced work on the Audience Development Initiative, made possible by the vision and generosity of the Argosy Foundation. Its goals are:

- To understand and enhance the relevance and value of arts and culture within our communities
- To provide actionable information to the arts and cultural community in the seven county region (Milwaukee, Waukesha, Racine, Kenosha, Walworth, Washington, Ozaukee) that will:
 - Stimulate demand for arts and cultural activities across the region
 - Develop a sustainable audience for arts and culture in the region
- To improve access to information and participation in arts and culture events

For a full copy of the report or for more information about this study or the Audience Development Initiative, please contact Project Manager Alan Kopischke at akopischke@upaf.org or (414) 273 8723