

Marketing Bootcamp

Case Study: 2007 CAC Community Survey Results

Research conducted on behalf of the

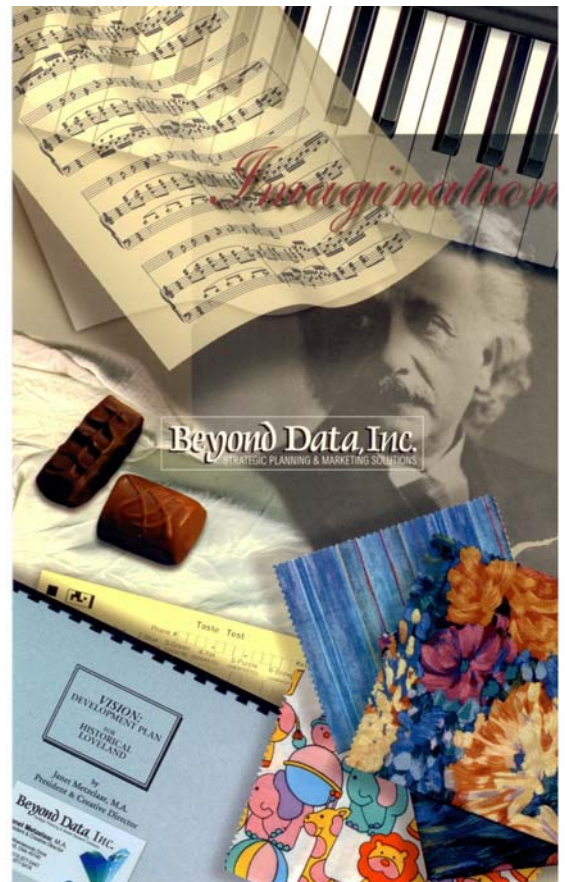
Contemporary Arts Center

At the Lois & Richard Rosenthal Center for Contemporary Art

May 2007

Provided by:
Beyond Data, Inc.

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Board Presentation ~ 2007 CAC Community Survey

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OVERALL APPROACH TO MARKET RESEARCH

Why Do Research

▣ **To guide marketing, public relations, fundraising, membership development, employee satisfaction, customer satisfaction.**

▣ **Because you have decisions to make:**

- **Where to advertise**
- **How to increase attendance**
- **How to differentiate from your competition**
- **How to establish a unique identity**
- **How to fill unmet needs**



OVERALL APPROACH TO MARKET RESEARCH

How to Proceed

1. What **decisions** are you trying to make?

- How urgent are these decisions?
- What is the potential risk of moving forward without data?
- Do you have a budget to conduct research?
- What internal and external resources can you tap?

2. What **information** will help you make a better decision?

- ▣ Do you need facts or opinions?
- ▣ If you need opinions, whose opinions matter to help drive this decision?
- ▣ Is that information already available?
- ▣ Would some small change in processes help you gather that information without incurring any additional expense?

3. What **methodology** is best to obtain that understanding?

- ▣ Interviews
- ▣ Focus groups
- ▣ Surveys
- ▣ Participant observation

4. What **questions** need to be explored?

- ▣ Open-end
- ▣ Closed-end
 - ✓ Choices
 - ✓ Ratings

OVERALL APPROACH TO MARKET RESEARCH

Standards

☐ Standards in designing research

1. **Elegance**. Create research designs that are pleasing to participants, unique in providing insights, and affordable in balancing the cost of the research against the risk of making uninformed choices.
2. **Clarity**. Minimize ambiguity in measures. Design questions and answers that are meaningful to participants, with language that respects their intelligence.
3. **Creativity. Humor. Good will**. It is important, and it is work. But we can still have fun while we're doing it.
4. **Projectability**. Assure that the sample represents the population we're trying to project. Get as close to actual decision-makers as possible.
5. **Affordability**. Work within your budgetary constraints. Keep you informed if unexpected expenses arise.
6. **Results for Decisions**. Explore. Listen. Hypothesize. Quantify. Test alternative actions being considered to get the most actionable feedback. Recognize the urgency of your needs.
7. **Leave the Field Clean**. Honor participants' time, interest, and cooperation by asking meaningful questions and interpreting their answers the way they meant them.
8. **Professional Ethics**. Protect the confidentiality of your studies. Present all results to accurately share our learning.
9. **Use the power of data**. Any information that gets you closer to "reality" represents enormous power. Information and understanding should lead to better decisions.

BACKGROUND & OBJECTIVES

Study Objectives

▣ **To guide marketing, public relations, fundraising and membership development for the Contemporary Arts Center at the Lois & Richard Rosenthal Center for Contemporary Art, a survey was commissioned in the Fall of 2006 to obtain consumer insights on:**

- Overall Appeal of CAC
- Program Offerings
- Advertising & Promotions
- CAC Marketing Focus



BACKGROUND & OBJECTIVES

Design & Implementation

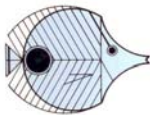
▣ **Beyond Data developed a community survey along with** the CAC Marketing Committee and NORTHLICH Account Executives to provide community and member research to guide 2007 marketing strategies.

- Web-based survey from December 2006 through February 9, 2007
- 135 measures
- 26,000 individuals contacted by E-mail
- CAC awarded participants a Grand Prize and 10 additional 2nd Place prizes.



Recommendations:

1. In addition to Web-based survey, distribute and make available self-administered print surveys.
2. Include survey “alert invitations” on direct mail promotions.
3. Invite participation via broadcast media and print news media.
4. Increase numbers in the CAC E-mail database.



Board Presentation ~ 2007 CAC Community Survey

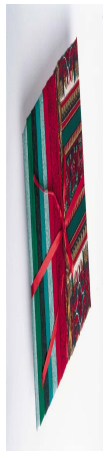
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BACKGROUND & OBJECTIVES

Participant Demographics

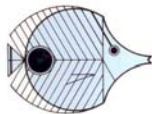
- **A total of 239 individuals participated in the study.** The error range around these results is $\pm 6.3\%$ at the 95% confidence level. Key demographics:

- **GENDER:** 62% of study participants are female; 59% of participants who are CAC members are female
- **AGE:** 65% of study participants are under 45, with average age 38. Among CAC members, average age is 40.
- **EDUCATION LEVEL:** Three fourths of the participants are college graduates (30% have advanced degrees)
- **ETHNICITY:** 83% are Caucasian, 6% Other, 11% no response.
- **HOUSEHOLD INCOME:** The average household income reflects a broad range of income levels, with average \$65.8K.
- **LIVE IN GREATER CINCINNATI:** The average length of time living in Greater Cincinnati for study participants: 15.5 years; CAC members: 19.4 years.
- **CHILDREN OR GRANDCHILDREN:** 31% of CAC members have children under 18 and 5% have grandchildren who live in Greater Cincinnati.



Recommendations:

1. Respondents include a broad demographic, with gender, age, income, and educational levels indicating CAC's appeal is also broad.
2. Develop strategy to obtain CAC member demographics.



BACKGROUND & OBJECTIVES

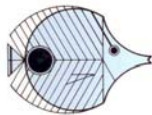
Visitation & Likelihood to Join CAC

- **VISITATION:** 64% of participants visited the CAC within the past year; 61% of current members visited in the past month
- **AVERAGE VISITS AT 6TH & WALNUT:** 5.2 times for total; 7.8 times for current members
- **WILL JOIN:** 91% of current members; 31% of former members; 26% of never members



Recommendations:

1. Current and former members and visitors represent potential members for the CAC.
2. When greeting visitors, CAC staff should take the opportunity to thank visitors for their membership or ask if they would like to become a member.
3. Post benefits of membership prominently at CAC, on the Website, in select promotional materials, and in correspondence.



OVERALL APPEAL OF CAC

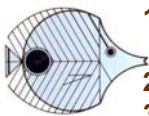
Events Attended

■ **More than 7 out of 10 have visited the CAC Store or exhibitions, and almost half have attended new exhibition openings.**

- **36% of members have attended Rockin' on Walnut; 27% have attended Artist Talks; 23% have visited the UnMuseum©**
- **17% of members have attended Gala after parties, guided CAC tour or educational series**



Recommendations:



1. Take advantage of knowledge that exhibitions, openings and artist talks have broadest appeal.
2. Continue multiple marketing & advertising venues.
3. Post current and upcoming exhibitions on CAC window for walk-by traffic, the Fountain Square Jumbotron and others.
4. Use E-communications, direct mail, and collaborative promotions.
5. Exhibitions targeted to key groups (ethnically diverse, families, etc.) may benefit from utilizing media used by those groups.

OVERALL APPEAL OF CAC

Customer Feedback - Likes

▣ **95%** mentioned something they like about the CAC.

The Building

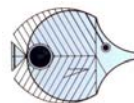
- “I enjoy museums, and this one is very light and open. Interesting architecture, unusual exhibits.”
- “Interesting programming, risk-taking, a building to be proud of.”
- Not only is the collection being displayed heart-stopping, the building also creates a whole new experience. The changing exhibits always gives us something to come back for.”

The Installations

- “Intimate, negotiable environment, extremely well-suited for viewing art and for interacting with the artists themselves. It is different.”
- “Culture, style, cutting-edge contemporary art. The new building has breathed a life into the city that did not exist before. It has excited and ignited the arts scene.
- “The frequent infusion of new art exhibits into the community as well as a great way to enjoy these openings with a party.”
- “The diversity and exhibition of both traditional and conceptual approaches to art in today’s post-modern landscape. Also, the diversity of reputation of the artists represented, from important Emerging to Mid-career to Blue Chip.’
- “The truly contemporary art that is daring, challenging, sometimes offensive but always fun....that’s what I enjoy MOST about the CAC.”
- “Seeing the work of contemporary artists pushing the boundaries of their chosen mediums. Seeing work in a variety of media – performance, video, installation.”

Impact on Visitors

- “It really opens up a new world.”
- “Wandering around the exhibits after work and feeling inspired.”
- “Interactive and multi-media art that makes me think or pushes the envelope.”
- “Exhibits that are either beautiful to look at or that teach me something I didn’t know before (thought-provoking).



Recommendations:

1. Build marketing strategies around consumer quotes.
2. Utilize consumer values in selecting exhibitions.

Board Presentation ~ 2007 CAC Community Survey

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OVERALL APPEAL OF CAC

Customer Feedback - Dislikes

☐ Six out of 10 participants offered ideas to improve the CAC.

EXHIBITIONS

- “I believe the emphasis in work shown has shifted too far towards the conceptual and under-appreciates strong, artistic skill.”
- “Never know what you are going to get. Sometimes really odd, offensive art, and sometimes cool art.”
- “Warn me for ‘adult art’ if with kids.”
- “I’m proud to have a world-renowned institution to access at my fingertips, but I would feel more that CAC could become a more readily identifiable hometown artsw venue by featuring local artists as well as the internationally-acclaimed.”



COMFORT

- “No place to sit and have a coffee.”
- “Not having a comfortable place to hang around in and visit during the openings.”
- “Could use some ambiance; seems very industrial/warehouse-like.”



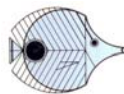
MARKETING

- “Sometimes I’m not sure what some of the promotions and events have to do with the art showing at the CAC.”
- “The print materials – would like a self-guided tour brochure.”
- “I would like to see more done with local universities as they are a large source of visitors.”

VISITOR SERVICES

- “Parking is always an issue, particularly because we require a handicapped parking space, but that is not CAC’s fault.”
- “Museums are intimidating enough for many, and a simple welcome might make a hesitant visitor more comfortable...and who knows, maybe even a new member.”
- “Not being able to take photographs in gallery, even without flash. It’s understandable, but a shame.”

Recommendations:



1. Continue commitment to provide new & exciting exhibitions.
2. Provide comfortable seating.
3. Provide a CAC café.
4. Broaden marketing efforts.
5. Support strong customer service.

OVERALL APPEAL OF CAC

Elements to Leverage

- ▣ Overall, CAC members and the general public share the same values; however CAC members are more likely to know that CAC is delivering. At least 7 out of 10 members rate CAC high on performance:

- Interesting architecture
- Convenient hours of operation
- Reasonably priced admission
- Good place to bring out-of-town guests
- Gift shop with unique items

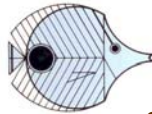


- ▣ At least half of members rate CAC high on:

- Access to reasonably priced parking
- Welcoming to people with disabilities
- Place to meet people and socialize

Recommendations:

1. The interesting architecture that put Cincinnati on the map is less important to members than the exhibitions within. Nevertheless, the building is an asset to leverage to bring in new visitors.
2. Communicate convenience of hours, admission fees, and the uniqueness of items in the CAC Store.
3. Provide information on parking.



DIRECTION IN PROGRAM OFFERINGS

Experiences Consumers Expect

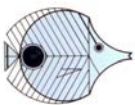
Both the public and CAC members expect the CAC to offer values consistent with their Mission. Likelihood to visit the CAC is tied to delivering exhibitions that are:

	Total	CAC Members
● Entertaining/fun.....	86%	85%
● Inspiring.....	81	87
● Unpredictable/surprising.....	79	84
● Cutting-edge.....	78	85
● Controversial/provocative.....	77	87
● World renowned/famous.....	76	80
● Educational.....	70	77
● Participatory/hands-on.....	64	71
● Family-oriented*.....	40	48

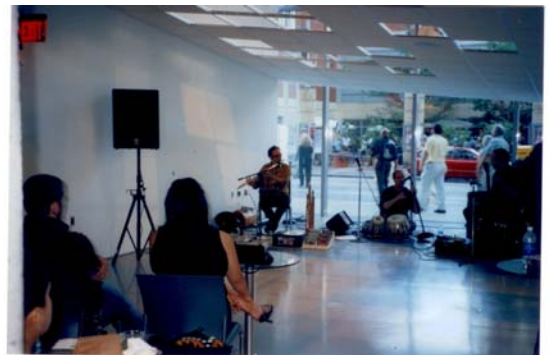
* NOTE: 64% among parents/grandparents



Recommendations:



1. These words resonate with the public and can be used in marketing and promotional campaigns.
2. In selecting exhibitions, consider how they fit with these notions.
3. Communicate how exhibitions deliver to CAC's Mission.
4. Characterize installations to help consumers choose which exhibitions to visit.



DIRECTION IN PROGRAM OFFERINGS

Interest in CAC Programs

Consumers are most interested in new exhibition openings, performing arts and artists describing their exhibitions.

Likelihood to Take Advantage of CAC Offerings (7 -10 Scores)

	TOTAL	CAC Members
● Openings for New Exhibitions	67%	80%
● Performing arts.....	67	72
● Artists describing their exhibitions.....	64	75
● Happy Hour Meets the Arts (cocktails, live music).....	54	60
● Lectures on “What is Contemporary Art,” “Trends,” etc...	50	57
● Gala after parties, Rockin’ on Walnut, etc.....	50	55
● Headsets for personalized guided tour.....	49	55
● Staff-led tours of exhibitions.....	44	49
● Programs geared to school-aged children (6 – 12)*.....	15	28
● Programs geared to pre-schoolers (<6) **.....	13	23
● Programs geared to teens (13 – 19)**.....	12	3

*43% Among parents/grandparents; ** 38% among parents/grandparents; *** 27% among parents/grandparents



Recommendations:

1. Promote openings and artist talks to bring visitors into the galleries.
2. Performing arts and artists describing their exhibitions.
3. Assure that the focus of social events such as Happy Hours and after parties are built around the artwork on display.



DIRECTION IN PROGRAM OFFERINGS

Themes for Exhibitions

More than 7 in 10 CAC members are interested in diverse themes including popular culture, social issues, solo artists, retrospectives, political themes, new media, new technologies and group shows.

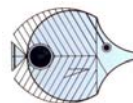
Likelihood to Take Advantage of CAC Offerings (7 -10 Scores)

	TOTAL	CAC Members
● Popular culture	72%	84%
● Social issues.....	71	77
● Design/architecture.....	69	69
● New media/new technologies.....	68	71
● Retrospectives.....	67	75
● Solo artists.....	66	77
● Group shows.....	65	72
● Greater Cincinnati artists/themes.....	62	61
● Ecology/environmental themes.....	60	69
● Political themes.....	60	72
● Psychology, relationships, understanding self....	59	56



Recommendations:

1. Diverse art and continually bringing in fresh exhibitions are key to engaging current members as well as attracting new visitors.
2. CAC should provide a broad range of art, including popular culture, social issues, new media, retrospectives, solo artists, group shows and more.



ADVERTISING & PROMOTIONS

Concept A: “CAC – The Place to Experience New Things”

■ When asked to react to a promotion built around the unique architectural style of the CAC, only 43% would go to the CAC, yet one-fourth would not.

	Total	CAC Members
Favorable (7 – 10).....	43%	49%
Unfavorable (1 – 3)....	23	27



Recommendations:

1. This concept, with focus on the building, does not give enough attention to the art within.
2. Elements can be used as secondary messages.

THE PLACE TO EXPERIENCE NEW THINGS

The Contemporary Arts Center is a unique architectural “stage” for displaying, observing and interacting with today’s most compelling contemporary art.

- In unique gallery spaces, artists' visions are transformed from the ordinary into the extraordinary through exhibitions, site-specific installations, and performance art and films in our intimate theater.
- The CAC provides a venue to showcase artistic experimentation and creative commentary on the world.
- According to the *New York Times*, the CAC is “The most important American building to be completed since the end of the Cold War.”



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ADVERTISING & PROMOTIONS

Concept B: "Meet Others in an Exciting, Dramatic Environment"

☐ **This emerged as the weakest concept, with only one-third likely to go to the CAC based CAC as an "event venue." Equally high numbers did not like this concept.**

	Total	CAC Members
Favorable (7 – 10).....	34%	40%
Unfavorable (1 – 3)....	36	32



Recommendations:

1. CAC needs to frame their promotions to attract a broad and diverse customer base.
2. While events and parties are engaging, the focus still needs to be on the exhibitions and inviting attendees to the galleries.

MEET OTHERS IN AN EXCITING, DRAMATIC ENVIRONMENT

The Contemporary Arts Center is a place where you meet and socialize with people who are in the know and on the go.

- The Contemporary Arts Center hosts special events, unusual arts performances and unique parties like "Gala After-Parties" and "Rockin' on Walnut" in a happy-hour atmosphere. These events attract a young-minded and hip crowd from all over Greater Cincinnati and Northern Kentucky.
- At CAC events, you'll engage with others who enjoy a lively, multi-cultural experience in a social setting.
- The CAC is one major reason why Cincinnati ranks in the top 10 cities for attracting young professionals.



ADVERTISING & PROMOTIONS

Concept C: “Engage with Contemporary Art”

Of the 3 concepts tested, this emerged as the strongest for CAC members as well as with the broad arts-loving public. Only about one-tenth of participants did not like this concept.



Recommendations:

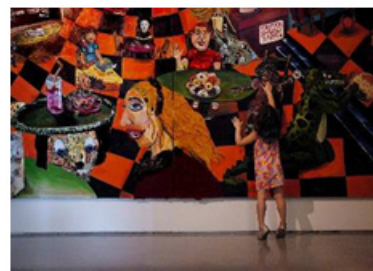
1. Use this concept to develop a coherent marketing & promotions message for the CAC.
2. This builds on consumers’ value for dynamic, creative exhibitions that challenge, educate and inspire.

	Total CAC Members	
Favorable (7 – 10).....	62%	72%
Unfavorable (1 – 3).....	11	11

ENGAGE WITH CONTEMPORARY ART

Reaching beyond boundaries and willing to take chances, the Contemporary Arts Center introduces world views that challenge, entertain and inspire.

- From seasoned art lovers to children exploring their creative impulses, the CAC awakens the imagination and capacity to discover.
- The CAC is committed to presenting the most dynamic artwork of emerging as well as established contemporary artists.
- The CAC offers unique programs for adults and children including classes, lectures and artist talks to interact with contemporary art in an entirely new way.



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ADVERTISING & PROMOTIONS

Headline Appeal

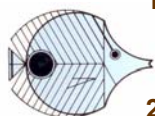
☐ **Consumers rated 4 phrases** to support CAC advertising. “CAC – Experiences without Boundaries” obtained the highest *favorable* and lowest *negative* response among Total and CAC members.

Ratings on Phrases to Support CAC Advertising

	Total	CAC Members
<ul style="list-style-type: none"> ● CAC – Experiences without Boundaries <ul style="list-style-type: none"> ■ Extremely Appealing (7 – 10)..... 47% ■ Not Appealing (1 – 3)..... 8 	53%	11
<ul style="list-style-type: none"> ● CAC – UnCommon Ground <ul style="list-style-type: none"> ■ Extremely Appealing (7 – 10)..... 43% ■ Not Appealing (1 – 3)..... 24 	53%	25
<ul style="list-style-type: none"> ● CAC – Art of the Last 5 Minutes <ul style="list-style-type: none"> ■ Extremely Appealing (7 – 10)..... 34% ■ Not Appealing (1 – 3)..... 36 	43%	36
<ul style="list-style-type: none"> ● CAC – The Neo New Now <ul style="list-style-type: none"> ■ Extremely Appealing (7 – 10)..... 13% ■ Not Appealing (1 – 3)..... 59 	20%	61



Recommendations:



1. The notion “experiences without boundaries” resonates with arts lovers.
2. Since boundaries can refer to any number of things ~ art forms, artists, demographic groups, geographies, educational efforts, openings.
3. This phrase has the flexibility to be used in many contexts to promote the CAC.



MARKETING FOCUS

Sources Would Be Valuable

Participants would value a variety of sources to learn about CAC offerings.

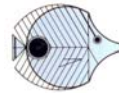
Sources Consumers Would Value for Learning about the CAC

	TOTAL	CAC Member
● E-mails from CAC	70%	88%
● CityBeat	68	72
● CAC Website	63	69
● Cincinnati Enquirer.....	43	45
● CinWeekly.....	38	32
● Direct mail about CAC	38	45
● New York Times.....	19	21
● Radio ads.....	19	9
● TV ads.....	19	5
● Cincinnati Magazine.....	17	21
● E-mails from other orgs	14	11
● Blogs.....	13	9
● Cincy Post.....	9	13
● Business Courier.....	8	9
● Cincinnati Visitors Guide.....	7	4
● All About Kids*.....	5	3
● Playbill.....	5	4
● Cincinnati Family Magazine**.....	5	3
● Cincy Business.....	2	3
● Spanish Journal.....	4	3
● CincyBusiness.....	2	3
● Cincinnati Herald.....	2	--
● Cincinnati Woman Magazine.....	1	--
● Spanish Journal.....	0.4	--



Recommendations:

1. CAC will want to utilize all methods: Print and Broadcast media [feature, advertising and news], direct mail, E-sources.
2. Utilize publications, organizations and sources that serve key target populations.
3. Seek new communications venues such as Fountain Square Jumbotron.
4. Explore partnering opportunities for low-cost methods to increase reach.



*16% among parents/grandparents

**14% among parents/grandparents

MARKETING FOCUS

CAC Partnering Opportunities

☐ CAC visitors attend many other community & arts organizations.

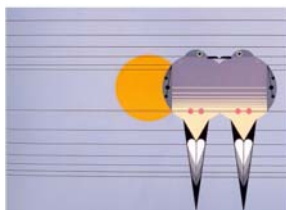
Attend or Belong to Other Arts ~ Entertainment Organizations

	TOTAL	CAC Members
● Cincinnati Art Museum.....	84%	87%
● Cincinnati Zoo.....	78	80
● Cincinnati Union Terminal Museum Center...	78	85
● The Aronoff Center for the Arts.....	72	83
● Playhouse in the Park.....	71	80
● Memorial Hall/Music Hall.....	66	72
● Riverbend Music Center.....	62	66
● Cincinnati Symphony Orchestra/Pops.....	60	65
● Taft Museum of Art.....	58	67
● Newport Aquarium.....	57	68
● Ensemble Theater.....	50	60
● UC College-Conservatory of Music (CCM)...	50	55
● Cincinnati Opera.....	47	53
● Cincinnati Shakespeare Company.....	46	48
● Paramount King's Island.....	44	43
● Know Theater of Cincinnati.....	40	44
● Pendleton Art Center.....	40	52
● Carnegie Center for Visual + Performing Arts	35	48
● Duke Cincinnati Convention Center.....	31	37
● Corbett Center for Performing Arts.....	31	31
● May Festival.....	25	27
● Northern Kentucky Convention Center.....	23	33



Recommendations:

1. Develop strategies to partner with area organizations.
2. Explore where there is overlap in attendance and identify how collaboration might allow CAC to reach new audiences.
3. Schedule events to complement rather than conflict with other organizations.



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MARKETING FOCUS

Brainstorming on Collaborations

☐ How/who can leverage our connections?

☐ What creative ideas do we have for exhibitions tied to this organization?

☐ What creative idea can we offer Marketing?