

Case study

Data Mutualisation:
New ethics for collaboration
and deeper audience insights

CAPACOA conference
Montréal – November 12th, 2018



MISSION OF SYNAPSE C

Develop and bring together expertises in data for the arts & culture organizations in Québec and in Canada and become an international reference in the valorization of data for the arts & culture ecosystem



Mutualization and
analyzing data



Knowledge &
competence transfert



Training



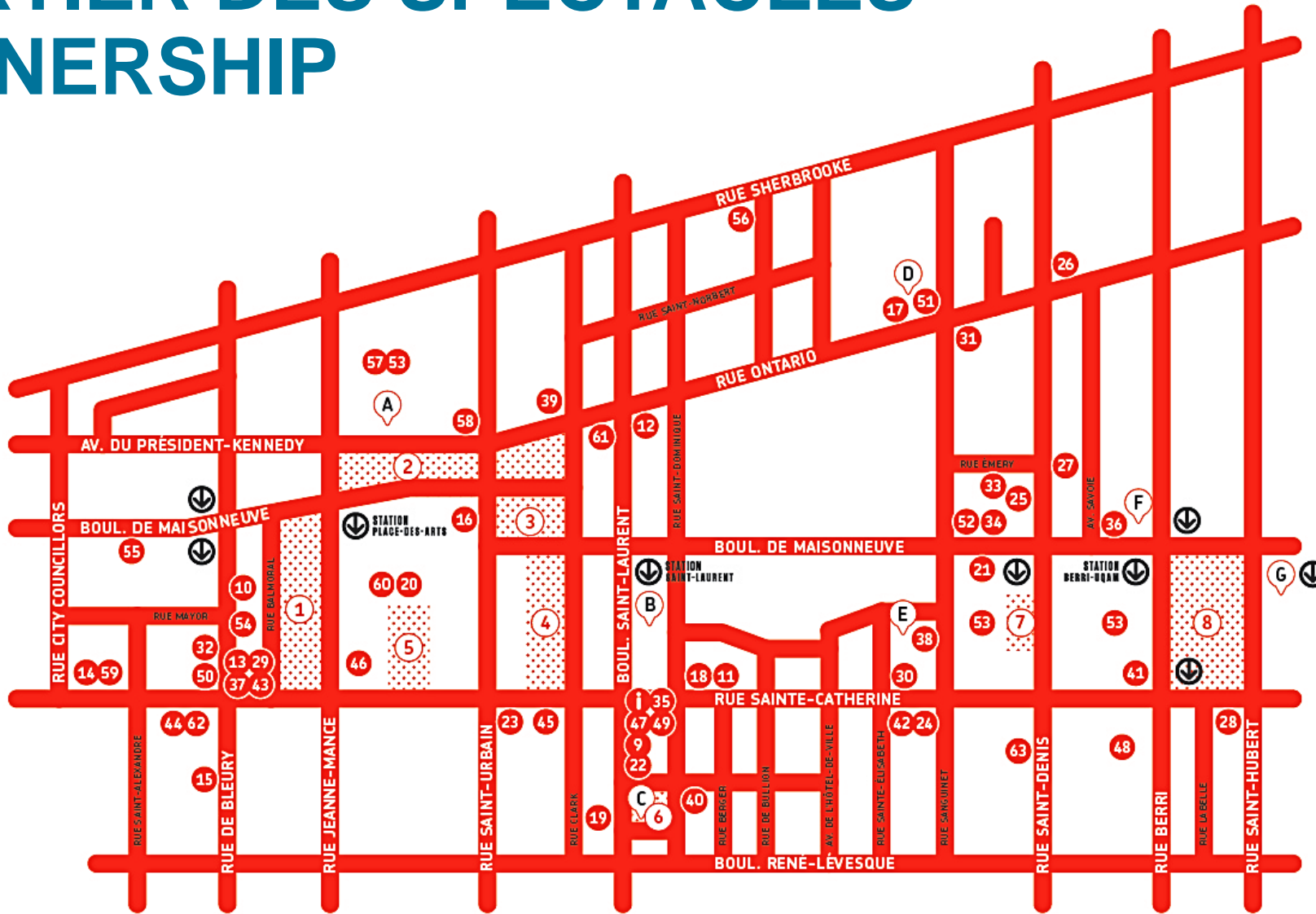
Research in
partnership

CAPACOA @ CINARS - November 12th, 2018

Project with Quartier des spectacles



QUARTIER DES SPECTACLES PARTNERSHIP



QUARTIER DES
SPECTACLES IS ...

40 FESTIVALS
AND EVENTS

80 VENUES

6 FRONTS
WITH
ARCHITECTURAL
VIDEOPROJECTIONS

8 PUBLIC
PLACES

+ 50 SHOWS
PER DAY



Fairmount,
The Queen Elizabeth

CAPACOA @ CINARS - November 12th, 2018

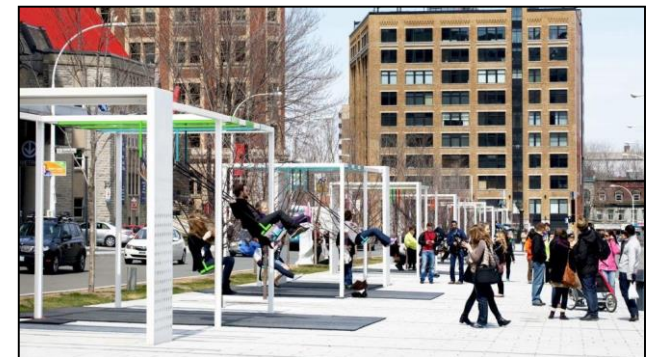
QUARTIER
DES SPECTACLES
MONTREAL



PARTNERSHIP

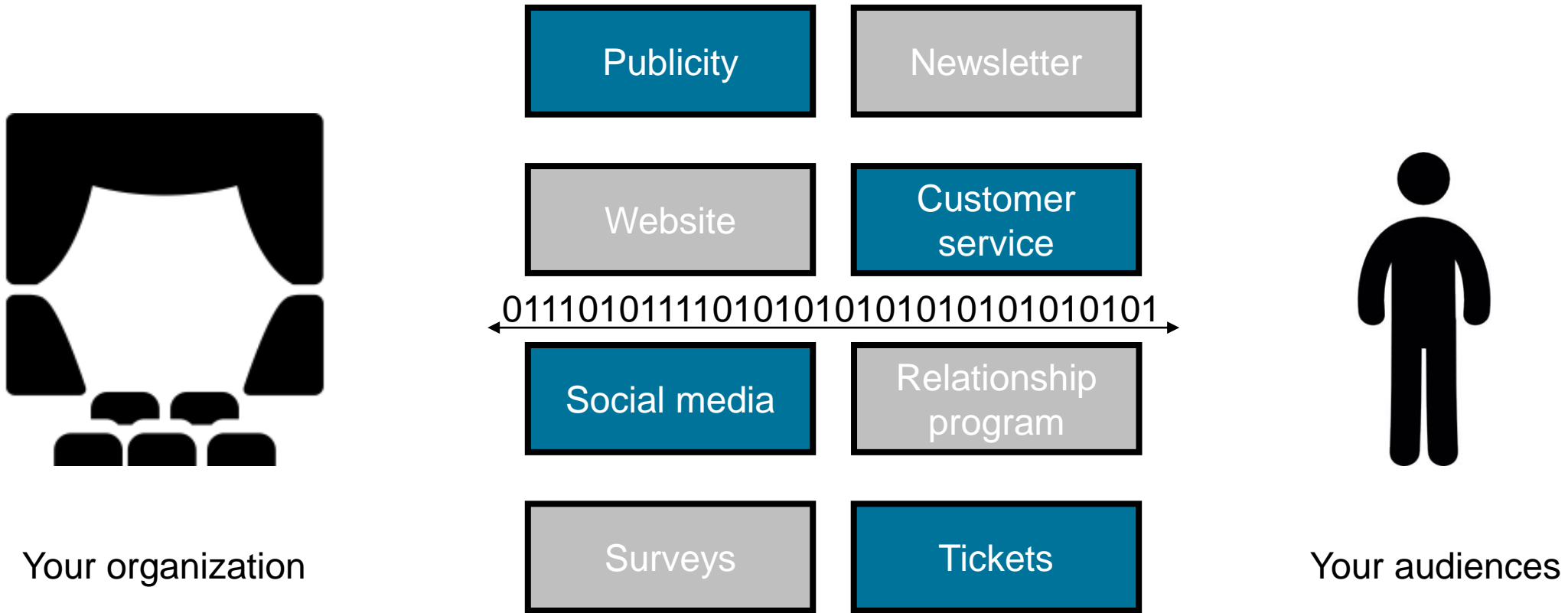
CONTEXT FROM QDS PARTNERSHIP MISSION

- Management of the public spaces
- Illuminate the Quartier des spectacles
- Animation of the Quartier des spectacles
- Promotion of the destination
- Support of the arts & cultural ecosystem
 - Action plan of the venues



UNLOCK THE VALUE OF DATA

Adapted from E. Boudreau



CAPACOA @ CINARS - November 12th, 2018

PROJECT: MUTUALISATION OF DATA

Value existing assets

« Most organizations are data-rich, but information-poor »



Address time, resource and skills issue

Be innovative in the model

SHARING IN A SAFE ENVIRONMENT

- **Motivations**

- Improve knowledge on audiences
- Know when to collaborate
- Benchmark, compare

- **Controlled environnement**

- Compliance
- Anonymisation
- Data sharing policy

STEPS AND APPROACH TOWARDS MUTUALISATION

Building a climate and a culture of sharing

1. Overlap exercise between 2 organizations

- Go beyond perceptions



2. Sharing 500 zip codes, 10 organizations

- Market intelligence on the publics



3. Mutualisation of data experience

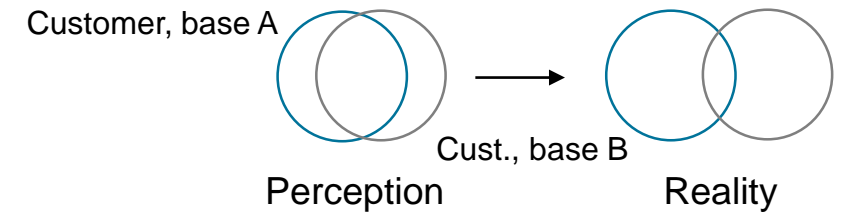
- From 12 organizations to 20 organizations



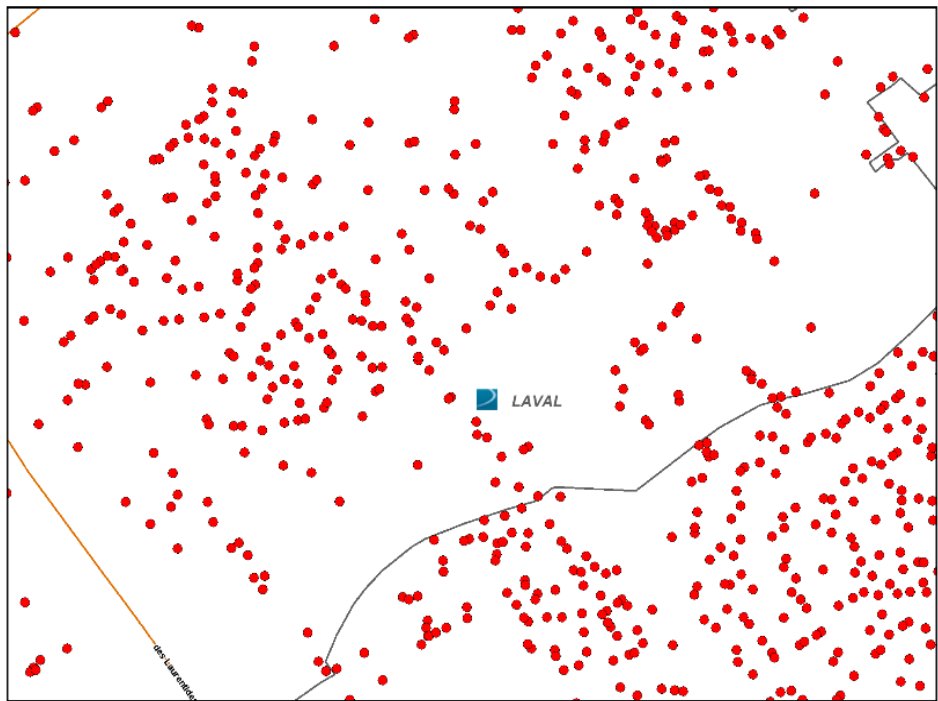
FIRST STEPS WITH DATA

Building a climate and a culture of sharing

1. Overlap exercise between 2 organizations
2. Sharing 500 zip codes, 10 organizations



H7S 1M9 →



CAPACOA @ CINARS - November 12th, 2018

MUTUALISATION OF DATA (3)

MAKING MONTRÉAL'S CULTURAL CENTER SHINE

Data

Global month of
philanthropy
March 2017

AIMIA



QUARTIER
DES SPECTACLES
MONTREAL



PARTNERSHIP

A PERFECT EXAMPLE OF 'COOPETITION'



LES GRANDS EXPLORATEURS



DUCEPPE
DES ÉMOTIONS EN TEMPS RÉEL

Club Soda

UQÀM

LA VITRINE .COM
VOTRE GUICHET CULTUREL

MAC

MAISON THÉÂTRE
POUR LES JEUNES DE TOUS ÂGES



OPÉRA
DE MONTRÉAL



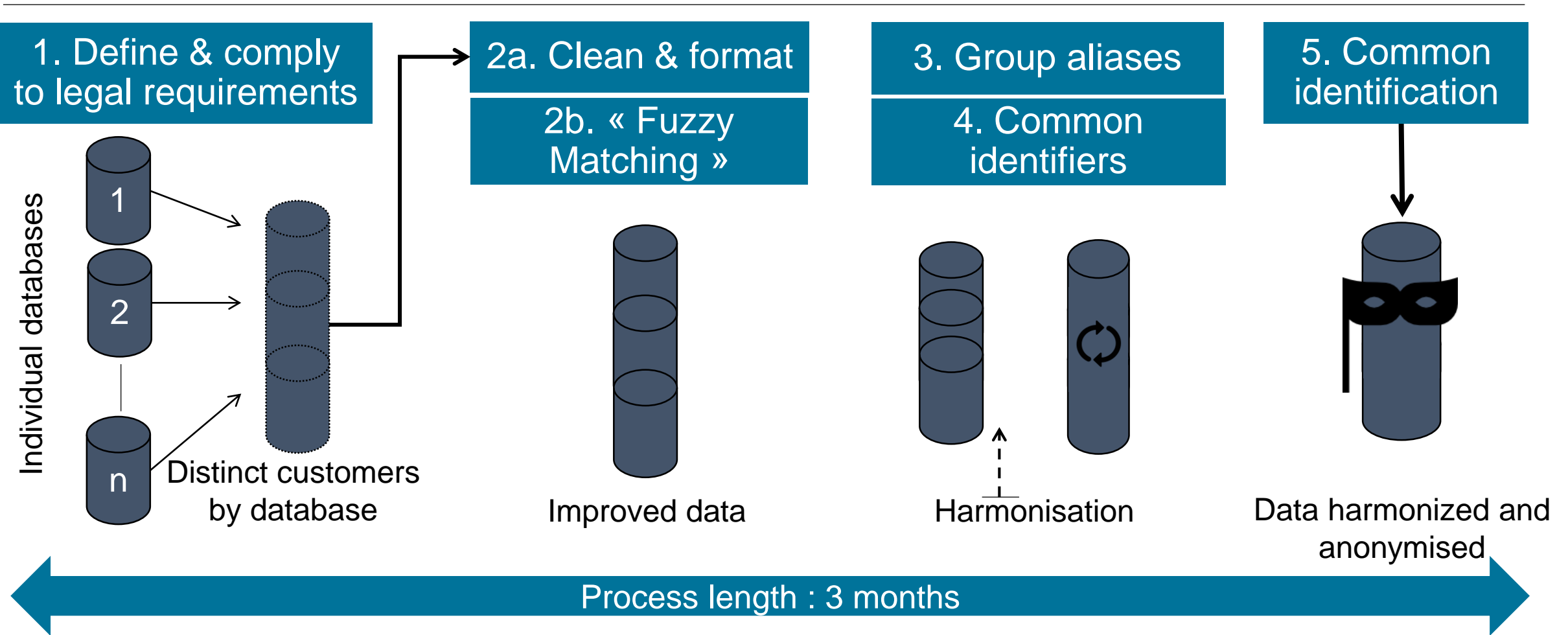
L'ÉQUIPE SPECTRA

SAT SOCIÉTÉ DES ARTS TECHNOLOGIQUES

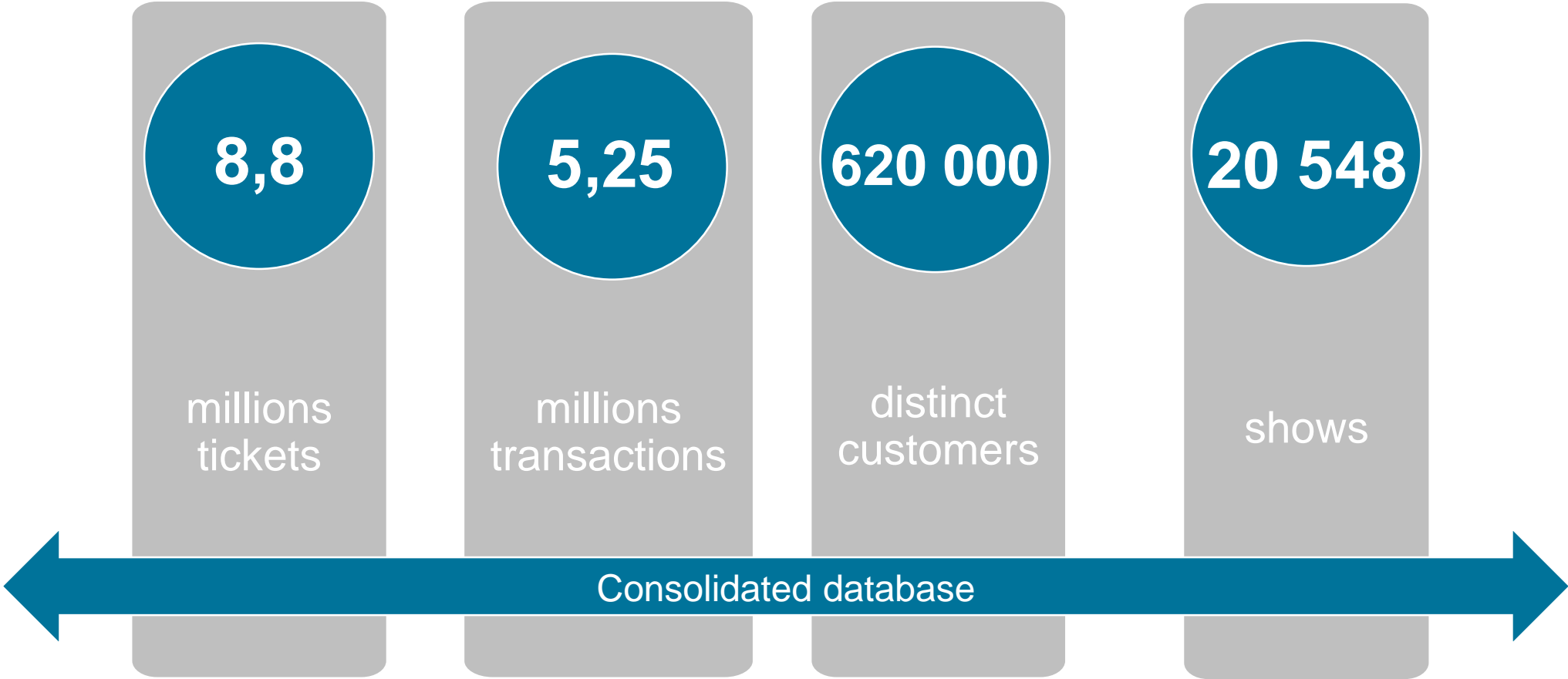
MONUMENT NATIONAL

PLACE DES ARTS

MUTUALISATION AND DATA ANONYMISATION



THE INFORMATION TAKEN FROM THE CONSOLIDATED DATABASE IS GREATER THAN THE SUM OF ITS PARTS

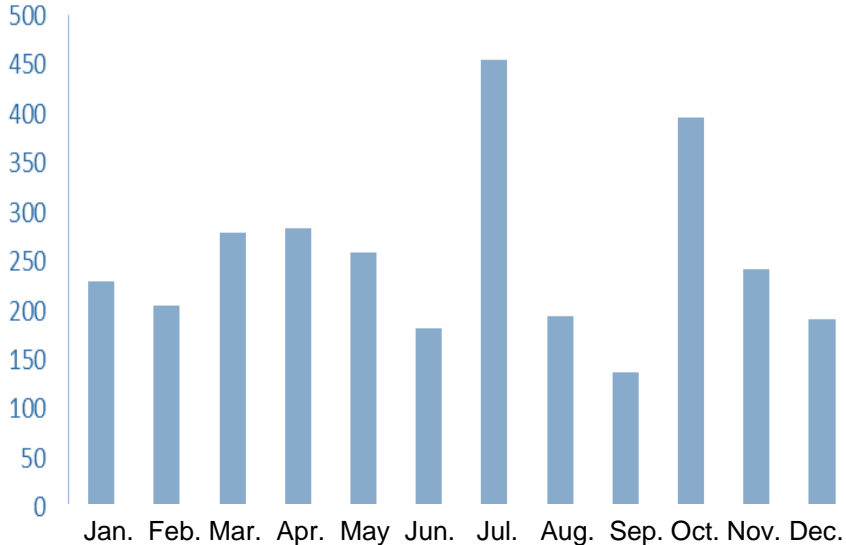


ORGANIZATION OF THE WORK: 10 THEMES

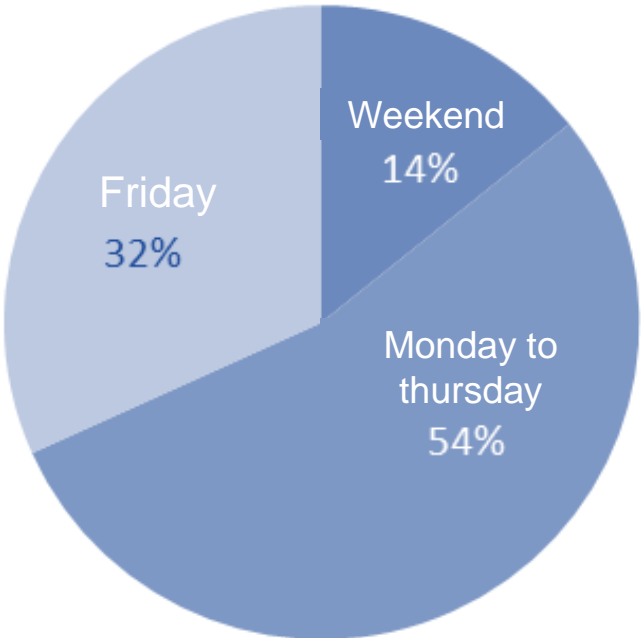
Global offer	Consumer profile	Consumer journey	Data management	Urbanism, transport and logistics
Marketing, comms, social media	Myth buster	Transaction & cross sells	Offer performance	Marketing research

GLOBAL OFFER IN THE QUARTIER

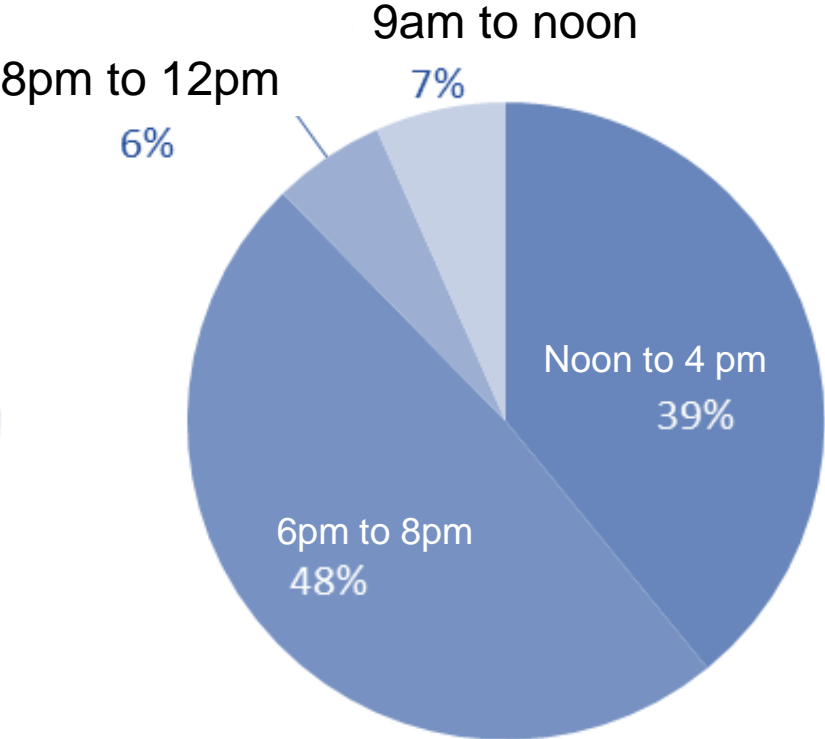
BY MONTH



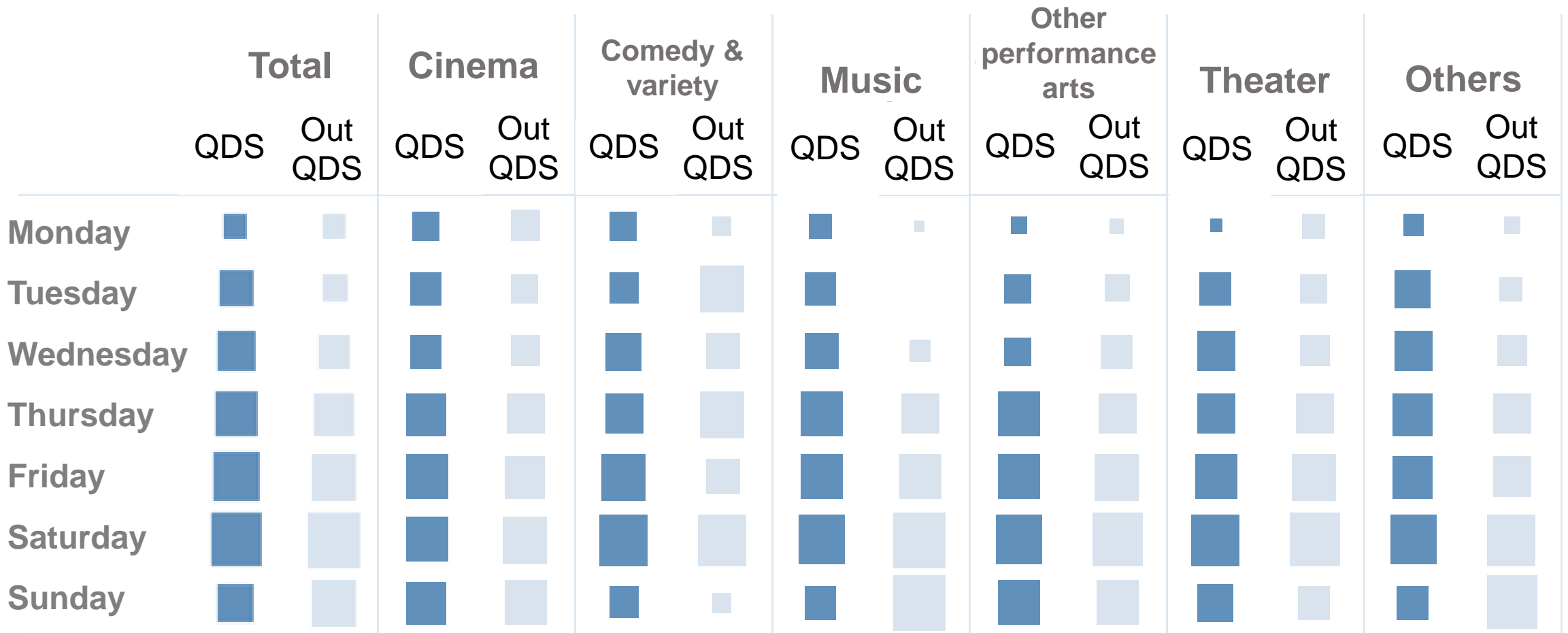
PAR WEEKDAY



BY HOUR

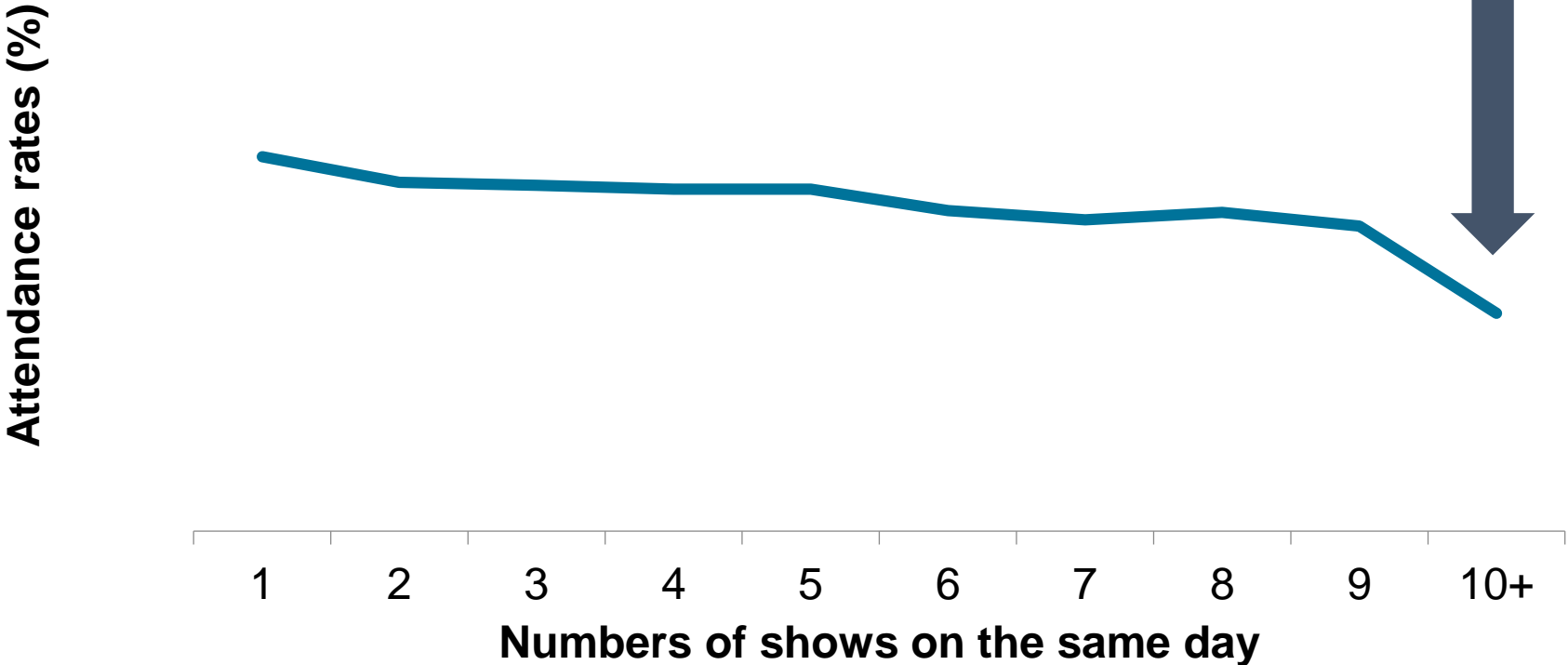


OFFER DISTRIBUTION BY WEEKDAY



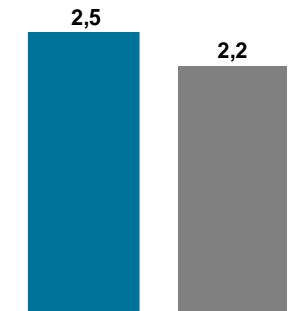
TOO MUCH OFFER ?

Attendance rate with the number of events on the same day



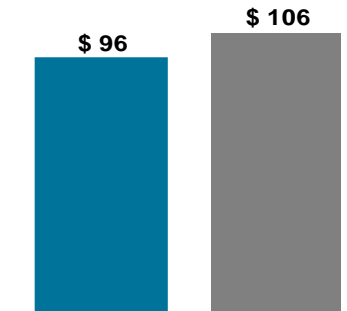
INSIDE VS OUTSIDE THE ISLAND OF MONTREAL

Average # of visits by year



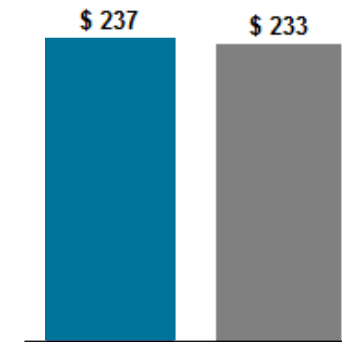
Montreal island
Out of Montréal island

Average spend per visits



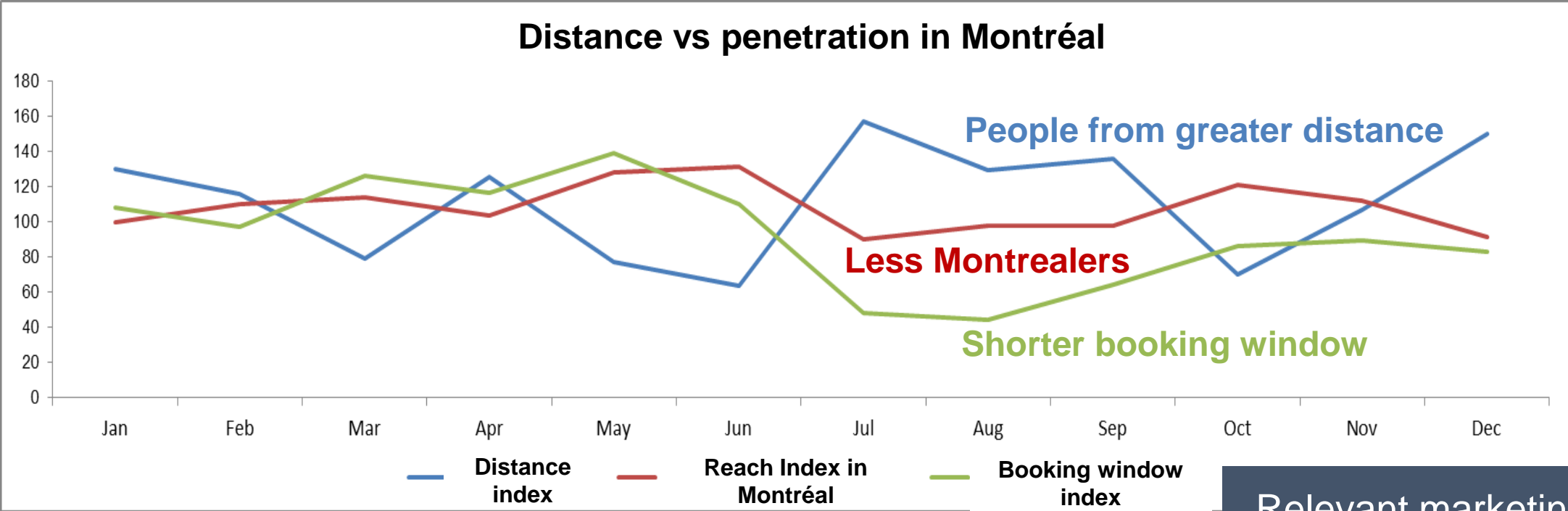
Montreal island
Out of Montréal island

Average spend per year



Montreal island
Out of Montréal island

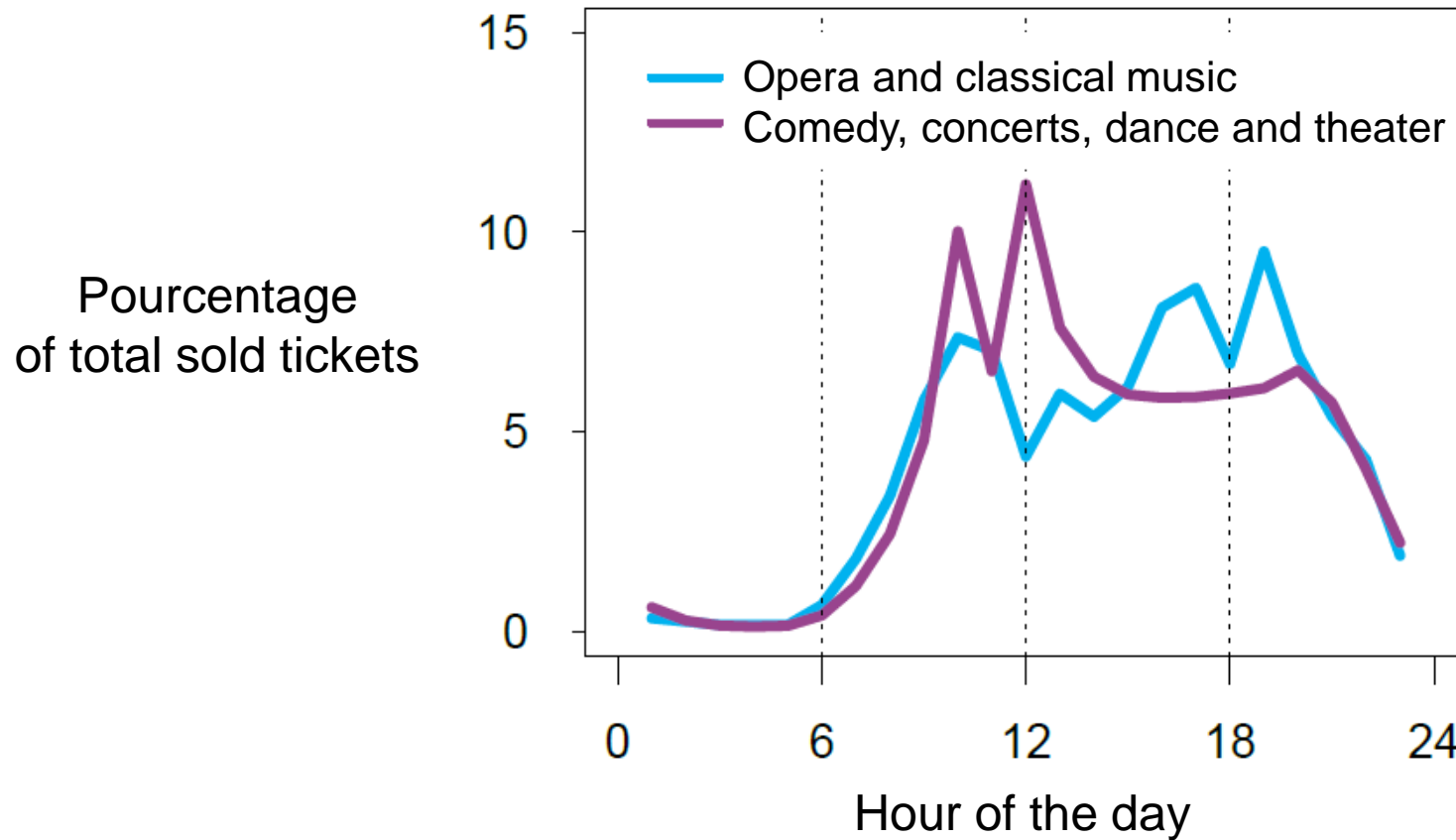
TICKETS SALES : A LOWER PENETRATION OF MONTREAL CUSTOMERS DURING SUMMER PEAK



Based on data of 2016 for the key venues within the Quartier des spectacles

Relevant marketing actions ?

LEVERAGE MEAL TIME SALES TREND TO OPTIMIZE COMMUNICATION TIMING



Marketing in relevant time for more conversion

CROSS SELL OPPORTUNITIES PER SEGMENTS



Impromptu fun lovers



Retirer, affluent



Professionnals



Average Joes



Bulk buyers

**Comedy / Concert others
Tribute band**

**Theatre / Concert other /
Fashion show / Classical**

**Comedy / Theatre /
Concerts/Classical**

**Fashion / Youth Shows /
Cinema / All Music. concerts**

**Theatre / Variety / Benefits /
Corporations**

Rock and pop
- 2x more likely to purchase alt rock

Variety
- 1.6x more likely to purchase concerts - other

Dance
- 2.4x more likely to purchase concerts - other
- 1.8x more likely to purchase comedy

Rock and pop
- 4.6x more likely to purchase dance/electronic
- 1.9x more likely to purchase alt rock

Youth:
- 2x more likely to purchase concerts - other
- 2.8x more likely to purchase comedy

Comedy
- 1.6x more likely to purchase concerts - other

Rock and pop
- 2.3x more likely to purchase alt rock

Variety
- 2.3x more likely to purchase concerts – other

Youth:
- 2.2x more likely to purchase concerts other
- 1.7x more likely to purchase comedy

None.
Reference overall cross sell strategy.

Alt rock
- 2.3x more likely to purchase rock and pop

Concerts
- 3.2x more likely to purchase variety
- 1.8x more likely to purchase comedy

Country and folk
- 2.5x more likely to purchase rock and pop

Dance/electronic rock and pop
- 2.5x more likely to purchase dance/electronic

Rock and pop
- 2.5x more likely to purchase

GEO-VISUALIZATION

PENETRATION BY FORWARD SORTATION AREAS

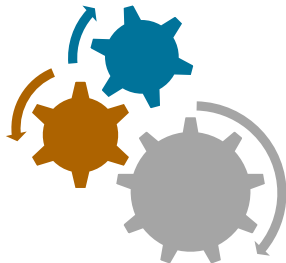


CAPACOA @ CINARS - November 12th, 2018

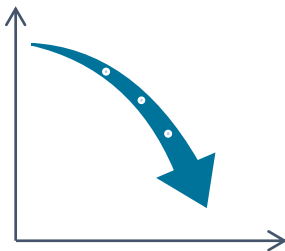
ADDED VALUE OF DATA ACCURACY AND SOLID DATA GOVERNANCE



Make better data-driven decisions



Open up to collaborations



Reduce costs through unified approaches



Innovation in business models



Protection of organization reputation

WHAT YOU NEED



Rahul Bhargava [Follow](#)

Research Scientist, MIT Center for Civic Media at the MIT Media Lab

Dec 6, 2017 · 8 min read

You Don't Need a Data Scientist, You Need a Data Culture

Most of the larger non-profit organizations we work with are scrambling to figure out how to deploy complex technologies like machine learning and “AI” in service of the social good. These include inspiring examples that range from poverty alleviation, to home fire prevention, to self-harm risk reduction. These stories have spread widely and have come to define what a data-centric organization should be doing—namely complicated data science. However, if you're an organization thinking about how to use data better, this is *not* where you should start. **You don't need a data scientist, you need a data culture.**

CAPACOA @ CINARS - November 12th, 2018

STEPS AND APPROACH TOWARDS MUTUALISATION (4)

Building a climate and a culture of sharing

4. Collaboration with universities

- Training of actual and future managers for the arts & cultural sector
 - Data literacy
- Collaboration and co-design processes to generate new ideas
- Data philanthropy model
 - Win-win : real case study for students from the NGOs (e.g. arts sector) vs first contacts to future workers in analytics

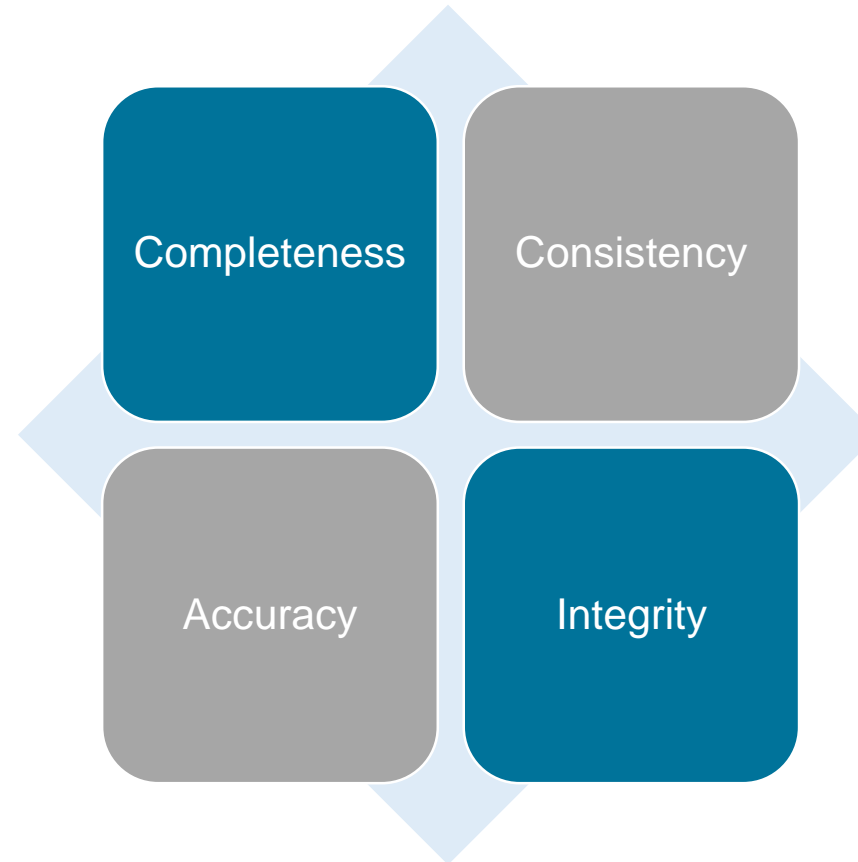
DATA MANAGEMENT

« Data is like food:
fresh is better, well-
labelled is easier »

Missing records
Multiple databases
Last contact ?

Historical data
(vs change of system)

Manual
Incomplete records
Default values

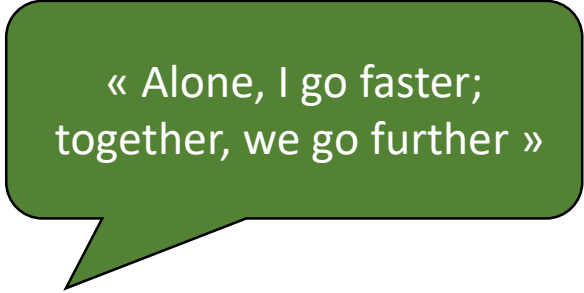


Accents
Date formats
Same field for multiple uses
(tile + producer, etc.)

Event vs show language
Missing postal codes outside
Canada

DIGITAL TRANSFORMATION : LEARNING TOGETHER

- Better data at the source
 - *Garbage in, garbage out*
 - 60% time of a data analyst : clean and organize data
 - Process will become easier over time, return in time invested
- Start small, then scale-up
 - Systems by systems within the organization
 - Data mutualized :
 - Have more meaning (and value), being in context
 - Learning together avoids to re-invent the wheel
- Standards and common language become essential
 - Examples : art forms, segments



« Alone, I go faster;
together, we go further »

INSPIRING INITIATIVES

- Pittsburgh Cultural Trust
 - One-stop shop for the whole city
- Philadelphia, *Audience research center* project
 - *Audience research* pilot with mutualized data
- United-Kingdom, *The Audience Agency*
 - National website, allowing benchmarking and reporting

EXAMPLE: THE AUDIENCE FINDER (1)

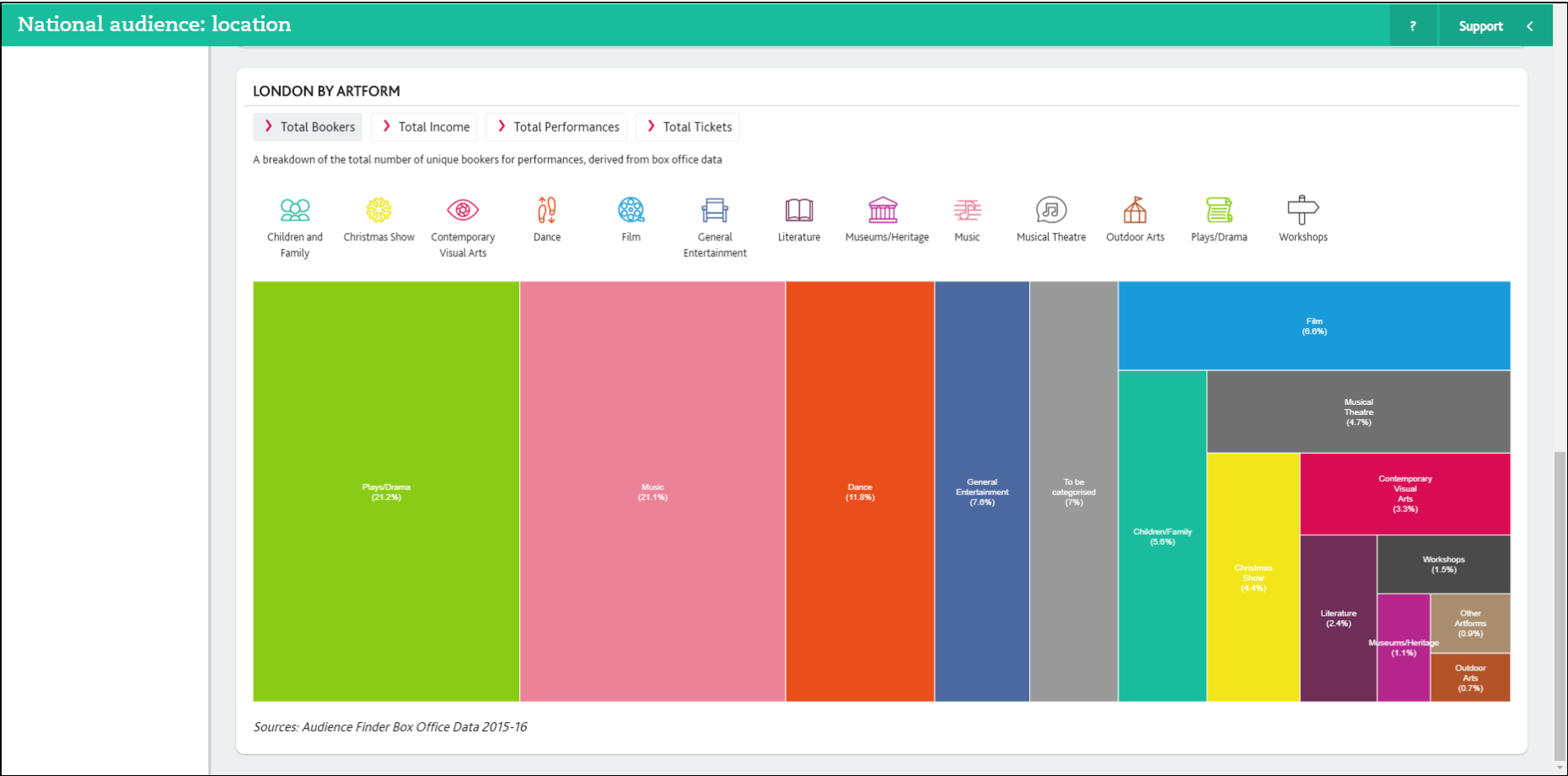
The screenshot displays the 'audience finder' web application interface. The header includes the logo and navigation links: 'About', 'Features', 'Clients', 'Contact', and 'Support'. The main content area is titled 'National audience: location' and is currently set to 'LONDON'. A sidebar on the left lists various UK regions, with 'London' selected. The main content for London includes a 'Download' button and a description of the data. Below this are four key metrics:

Metric	Value	Source
AVERAGE TICKET YIELD	£26.20	Audience Finder Box Office Data 2015-16
TOTAL HOUSEHOLDS	3,370,205	2011 ONS Census
TOTAL INCOME	£105,414,849	Audience Finder Box Office Data 2015-16
TOTAL POPULATION	8,433,333	2011 ONS Census

Below the metrics is a 'LONDON BY SEGMENT' section with tabs for 'Total Bookers', 'Total Income', 'Total Population', and 'Total Tickets'. A dot matrix chart shows the breakdown of unique bookers by segment. The segments are: Metroculturals, Commuterland Culturebuffs, Experience Seekers, Dormitory Dependables, Trips & Treats, Home & Heritage, Up Our Street, Facebook Families, Kaleidoscope Creativity, and Heydays. A 'WHAT'S THIS?' tooltip explains that the chart displays the London break-down by segment and that hovering over or clicking a segment reveals its national proportion.

CAPACOA @ CINARS - November 12th, 2018

EXAMPLE: THE AUDIENCE FINDER (2)



CAPACOA @ CINARS - November 12th, 2018

THANK YOU !

@: v.cao@synapsec.ca