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 and international reference in the valorization of data for the arts & culture ecosystem.
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

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• 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

Your organization

Publicity
Newsletter
Website
Customer service
Social media
Relationship program
Surveys
Tickets

Your audiences

Adapted from E. Boudreau

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Value existing assets

Data → Information

Understand, take action(s)

Adress time, resource and skills issue

Be innovative in the model

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

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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

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MAKING MONTRÉAL’S CULTURAL CENTER SHINE

Global month of philanthropy
March 2017

MUTUALISATION OF DATA (3)
A PERFECT EXAMPLE OF ‘COOPETITION’
MUTUALISATION AND DATA ANONYMISATION

1. Define & comply to legal requirements

2a. Clean & format

2b. « Fuzzy Matching »

3. Group aliases

4. Common identifiers

5. Common identification

Individual databases

Distinct customers by database

Improved data

Harmonisation

Data harmonized and anonymised

Process length: 3 months

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

- 8,8 millions tickets
- 5,25 millions transactions
- 620,000 distinct customers
- 20,548 shows

Consolidated database

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### ORGANIZATION OF THE WORK: 10 THEMES

<table>
<thead>
<tr>
<th>Global offer</th>
<th>Consumer profile</th>
<th>Consumer journey</th>
<th>Data management</th>
<th>Urbanism, transport and logistics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marketing, comms, social media</td>
<td>Myth buster</td>
<td>Transaction &amp; cross sells</td>
<td>Offer performance</td>
<td>Marketing research</td>
</tr>
</tbody>
</table>

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GLOBAL OFFER IN THE QUARTIER

BY MONTH

Jan. 200 250 300 350 400 450 500
Feb. 200 250 300 350 400 450 500
Mar. 200 250 300 350 400 450 500
Apr. 200 250 300 350 400 450 500
May 200 250 300 350 400 450 500
Jun. 200 250 300 350 400 450 500
Jul. 200 250 300 350 400 450 500
Aug. 200 250 300 350 400 450 500
Sep. 200 250 300 350 400 450 500
Oct. 200 250 300 350 400 450 500
Nov. 200 250 300 350 400 450 500
Dec. 200 250 300 350 400 450 500

BY WEEKDAY

Friday 32%
Monday to Thursday 54%
Weekend 14%

BY HOUR

9am to noon 39%
Noon to 4 pm 6%
6pm to 8pm 48%
8pm to 12pm 6%

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## OFFER DISTRIBUTION BY WEEKDAY

<table>
<thead>
<tr>
<th></th>
<th>Total</th>
<th>Cinema</th>
<th>Comedy &amp; variety</th>
<th>Music</th>
<th>Other performance arts</th>
<th>Theater</th>
<th>Others</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>QDS</td>
<td>Out QDS</td>
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<td>Out QDS</td>
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<td>Monday</td>
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<td>Tuesday</td>
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<td>Thursday</td>
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<td>Friday</td>
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<td>Sunday</td>
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</tr>
</tbody>
</table>

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Too much offer? 

Attendance rates (%) with the number of events on the same day
INSIDE VS OUTSIDE THE ISLAND OF MONTREAL

Average # of visits by year

- Montreal island: 2.5
- Out of Montréal island: 2.2

Average spend per visits

- Montreal island: $96
- Out of Montréal island: $106

Average spend per year

- Montreal island: $231
- Out of Montréal island: $233

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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

Distance vs penetration in Montréal

People from greater distance
Less Montrealers
Shorter booking window

Distance index
Reach Index in Montréal
Booking window index

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

Relevant marketing actions?

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LEVERAGE MEAL TIME SALES TREND TO OPTIMIZE COMMUNICATION TIMING

Marketing in relevant time for more conversion

Pourcentage of total sold tickets

Marketing in relevant time for more conversion

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## CROSS SELL OPPORTUNITIES PER SEGMENTS

<table>
<thead>
<tr>
<th>Category</th>
<th>Impromptu fun lovers</th>
<th>Retirer, affluent</th>
<th>Professionnals</th>
<th>Average Joes</th>
<th>Bulk buyers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Comedy / Concert others</td>
<td>Theatre / Concert other / Fashion show / Classical</td>
<td>Comedy / Theatre / Concerts/Classical</td>
<td>Fashion / Youth Shows / Cinema / All Music. concerts</td>
<td>Theatre / Variety / Benefits / Corporations</td>
<td></td>
</tr>
<tr>
<td>Rock and pop</td>
<td>- 2x more likely to purchase alt rock</td>
<td></td>
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</tr>
<tr>
<td>Variety</td>
<td>- 1.6x more likely to purchase concerts - other</td>
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<tr>
<td>Dance</td>
<td>- 2.4x more likely to purchase concerts - other</td>
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<tr>
<td>Rock and pop</td>
<td>- 4.6x more likely to purchase dance/electronic</td>
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<tr>
<td>Youth</td>
<td>- 2x more likely to purchase concerts - other</td>
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<tr>
<td>Comed</td>
<td>- 1.6x more likely to purchase concerts - other</td>
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<tr>
<td>Rock and pop</td>
<td>- 2.3x more likely to purchase alt rock</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Variety</td>
<td>- 2.3x more likely to purchase concerts – other</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Youth</td>
<td>- 2x more likely to purchase concerts - other</td>
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<tr>
<td>Comed</td>
<td>- 2.2x more likely to purchase concerts other</td>
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<td></td>
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<tr>
<td>Rock and pop</td>
<td>- 1.7x more likely to purchase comedy</td>
<td></td>
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</tr>
</tbody>
</table>

- **Youth**: - 2x more likely to purchase concerts other - 1.7x more likely to purchase comedy

None. Reference overall cross sell strategy.

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**Rock and pop** - 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

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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

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.
4. Collaboration with universities

• Training of actual and future managers for the arts & culturel 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

- Missing records
  - Multiple databases
  - Last contact?
- Historical data
  - (vs change of system)
- Manual
  - Incomplete records
  - Default values

Completeness

Consistency

Accuracy

Integrity

- Accents
- Date formats
- Same field for multiple uses
  - (tile + producer, etc.)
- Event vs show language
- Missing postal codes outside Canada

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

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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

• Philadelphie, *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)
EXAMPLE: THE AUDIENCE FINDER (2)
THANK YOU!

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