



Audiences Black Country Project

Regional Audience and Visitor Profile

Summary Report

Report compiled by:
Max Toynbee and Penny Mills, Audiences London
April 2012

A project developed by Audiences Central, supported by Audiences London

Contents

Audiences Black Country Project	1
Regional Audience and Visitor Profile	1
Wolverhampton and the Black Country.....	Error! Bookmark not defined.
Summary Report	1
Contents.....	2
Introduction	4
Region Definition	4
Objectives of the Regional Profile	4
Regional overview.....	6
Mapping.....	6
Catchment Area.....	6
Map 1: Catchment Area Map	7
Penetration	8
Map 2: Penetration map with local authority boundaries.....	9
Mapping summary	10
Demographic profiling	10
Acorn Profile	10
Chart 1: Regional population and ABC benchmark Acorn Groups.....	11
Chart 2: Regional population and ABC benchmark Top Acorn Types	12
Mosaic Profile	12
Chart 3: Regional population Mosaic Groups	13
Chart 4: Regional population Mosaic Types	13
Demographic summary.....	13
Engagement and Penetration.....	15
Population engagement - methodology	15
Map 3: Population engagement mapping by number of household	16
Propensity mapping	17
Engagement mapping summary	17
Map 4: Propensity Map	18
Potential and penetration categories and mapping	19
Map 5: Engagement mapping Wolverhampton and Black Country	20
Regional focus on engagement and penetration	21

Higher engagement, lower penetration (orange)	21
Higher engagement and potential, higher penetration (pink)	22
Lower engagement, some penetration (blue)	22
Low engagement, very little penetration (green)	23
Conclusions and Outcomes	24
Appendix	26
Caveats.....	26
Mosaic and Acorn profiling.....	26

Introduction

The regional profile is designed to be used in the context of individual organisations' own data profiling, to

- support identification of hot spots of cultural engagement which could be further penetrated through ongoing CRM activity,
- areas of un-tapped or little tapped potential where the population is potentially culturally engaged and
- areas with a high degree of non-culturally engaged population.

Participating organisations are:

- Arena Theatre, Wolverhampton
- Black Country Living Museum, Dudley
- Light House, Wolverhampton
- New Art Gallery Walsall
- Newhampton Arts Centre, Wolverhampton
- The Public, West Bromwich
- Wolverhampton Arts and Heritage Service including: Wolverhampton Art Gallery, Bilston Craft Gallery and Bantock House Museum
- Wolverhampton Grand Theatre
- Wolverhampton Civic

The project therefore effectively used the data from 11 different organisations.

As part of the Audiences Black Country project, participating organisations were also provided with one to one support to help understand and engage with their own reporting and CRM questions. Alongside these a range of seminars were delivered to develop knowledge and skills on using data analysis and profiling, audience monitoring, customer relationship management (CRM), using social media, social media analytics and friends and membership. Finally, a resource was developed to support organisations calculating return on investment.

Region Definition

The region referred to in this report is effectively a combination of the catchment areas of the participating organisations and covers the local authorities – Wolverhampton, Sandwell, Dudley and Walsall and also extends to include parts of Staffordshire, Birmingham and Shropshire.

Objectives of the Regional Profile

This regional profile report demonstrates that:

- The organisations as a group serve a cross-section of the local population
- Each organisation draws visitors/audiences from across local authority boundaries

It then goes further to:

- Describe what the audiences and visitors are like
- Understand their differing levels of engagement

- Identify where there is potential for audience development and/or CRM activity by describing:
 1. Areas of potential – engaged people, some of whom attend
 2. Hotspots – geographic areas of engaged people who attend
 3. Cooler spots – less engaged people, some of whom attend
 4. Non-engaged areas

Regional overview

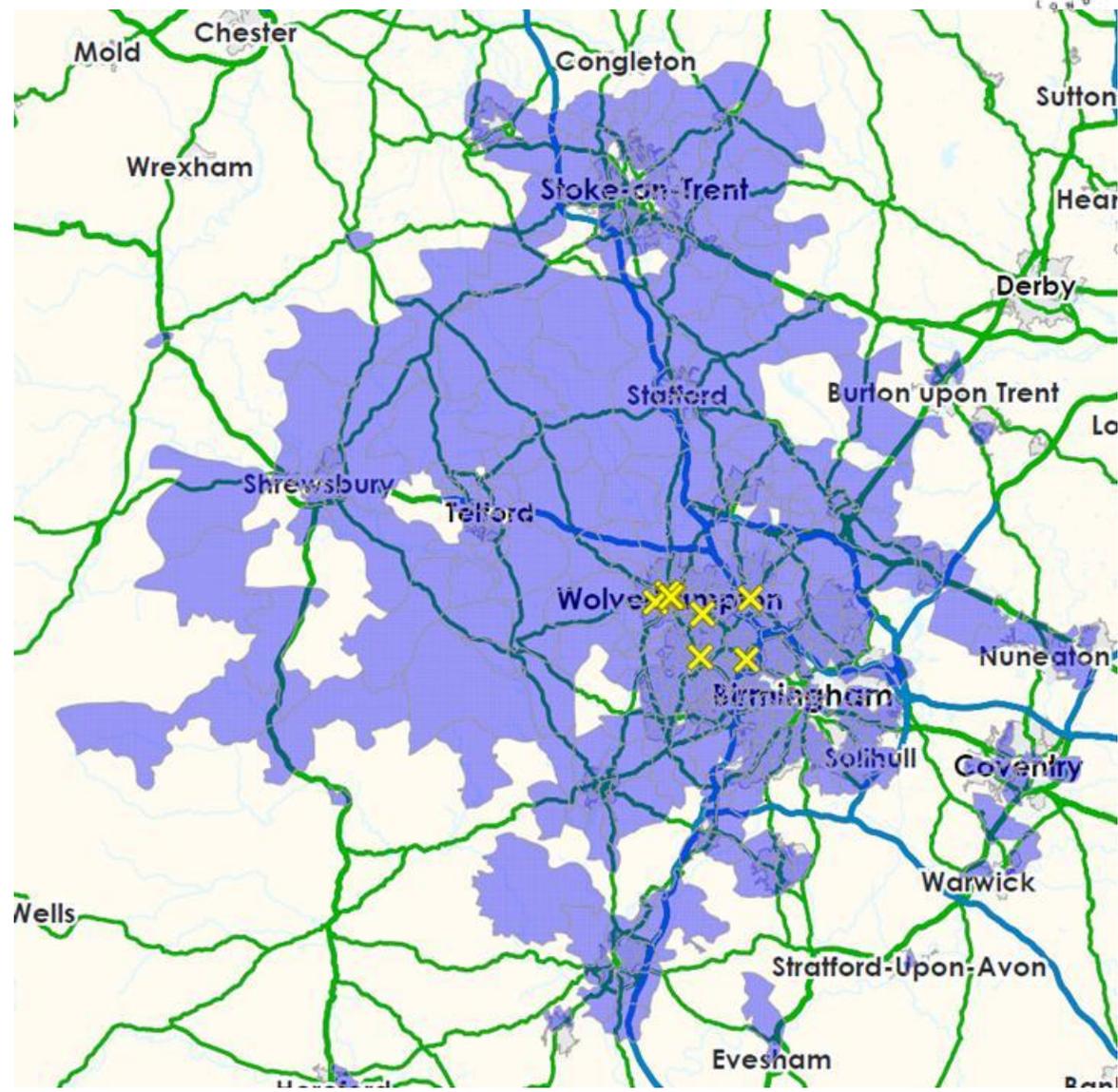
Mapping

Catchment Area

The catchment area map below was created by putting together all of the individual catchment areas for each organisation. So if you imagine that we laid each catchment area on top of one another and then drew around the outline of the resulting shape, this gives us the overall catchment area. The catchment areas for the participating organisations were made up of 75% of the households which made up the datasets provided.

The catchment area spreads out towards the north as far as Stoke-on-Trent and to the west around Shrewsbury. Whilst geographically close to the Black Country, significant parts of Birmingham do not feature in the combined catchment area and fewer of the urban areas to the east such as Coventry and Nuneaton are included.

Map 1: Catchment Area Map



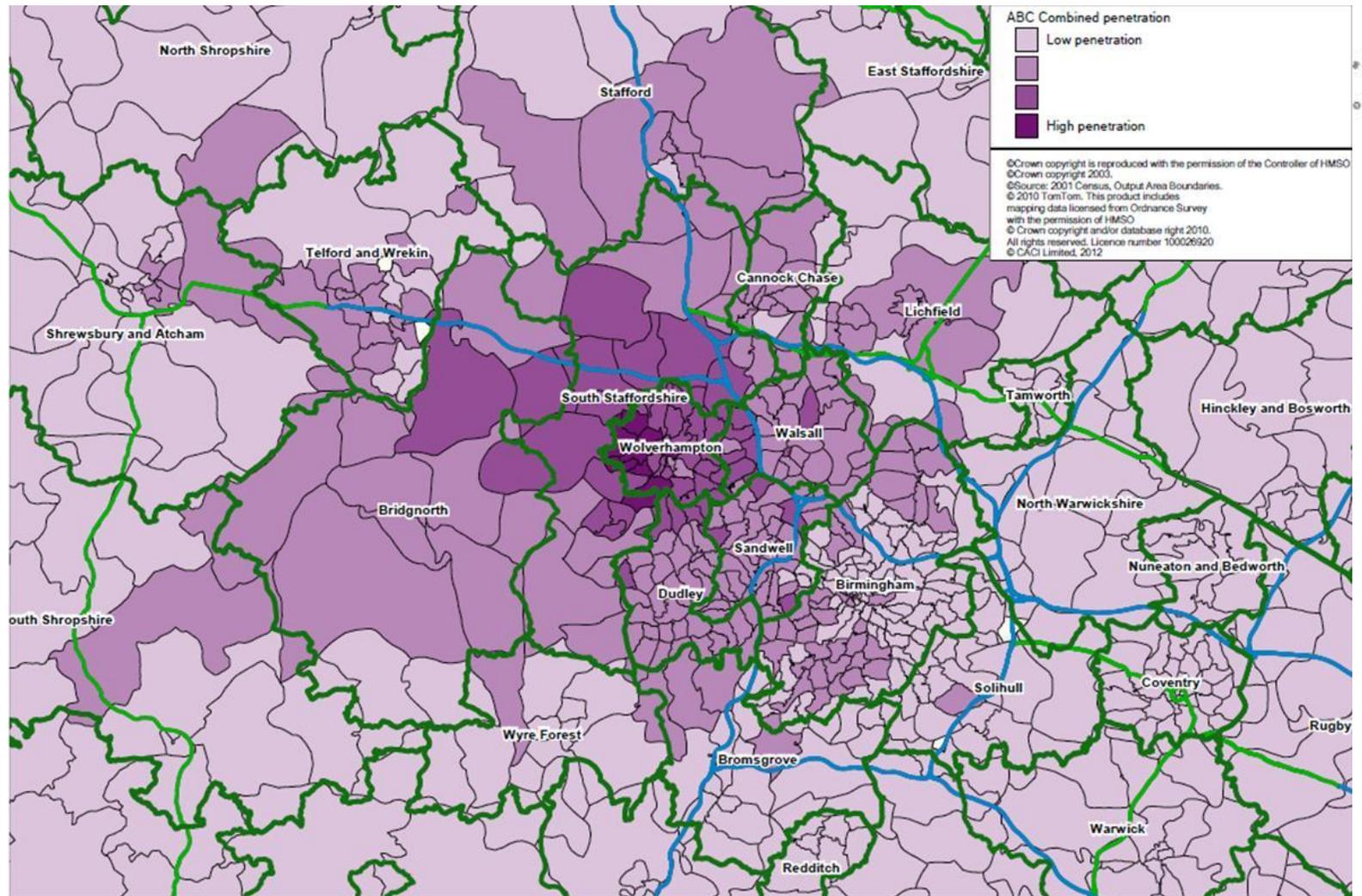
Penetration

The levels of penetration illustrated in the following map 2, were calculated by taking an average of all the individual organisations' penetration maps. Each organisation contributed equally to the overall penetration map, regardless of audience size. This was done so that organisations which provided larger datasets did not drown out smaller data sets from other organisations.

You can see that the penetration map follows a similar pattern to the catchment map as it extends westwards towards the SY postal sectors of Shrewsbury and north up to the ST postal sectors of Stafford and Stoke-on-Trent. However, the penetration map also reveals particularly high levels of penetration in the areas immediately to the west and north of urban Wolverhampton. These postal sectors such as WV6 7 and WV7 3 represent the wealthier suburbs.

When local authority boundaries are overlaid onto the penetration as in map 2, you can see that there are significant areas with high penetration which fall outside of the local authorities of Wolverhampton, Walsall, Sandwell and Dudley. For example there is a large area of the second highest level of penetration which stretches into the local authorities of South Staffordshire and Bridgnorth.

Map 2: Penetration map with local authority boundaries



Mapping summary

- All participant venues are drawing audiences and visitors from across the region, and from across local authority borders.
- While the concentration of visitors is from Wolverhampton and its suburbs, there are key hot spots in the surrounding towns and villages.
- The catchment area represents a clear offer to the residents, who are using their local facilities ie. the venues are not relying on audiences or visitors from Birmingham for instance.
- This indicates that the organisations are not in competition with Birmingham venues as there is lower audience penetration and fewer visitors in the Birmingham area. This suggests that performances could play in Birmingham as well as in the surrounding towns and cities which attract their own discrete audiences.

Demographic profiling

For this project, we have used two demographic profiling tools – Mosaic and Acorn.

Acorn Profile

As with the combined penetration map, the overall profile of Acorn Groups and Types was calculated by taking an average of all of the individual organisations' profiles. So we took each of the eleven organisations' Acorn profiles and added the percentages together for each Group/Type. We then divided this total by the number of organisations (eleven) to give an average for each Group/Type and this gave us the overall profile which we've called the overall ABC benchmark.

The profile of Acorn Groups for this benchmark broadly follows the profile of the background population in the overall catchment area. This is shown by the similarity in the yellow and blue bars in chart 1 below. There are some exceptions to this where particular Groups are over-represented in relation to the population. Such Groups are 3.H Secure Families, 1.A Wealthy Executives, 1.C Flourishing Families and 1.B Affluent Greys. The profile for Acorn Types contrasts more sharply with the background population with particular Types being more over-represented in the ABC benchmark. For example, 1.C.9 Older Families, Prosperous Suburbs makes up 2.8% of the ABC benchmark but just 0.1% of the background population in the catchment.

Chart 1: Regional population and ABC benchmark Acorn Groups

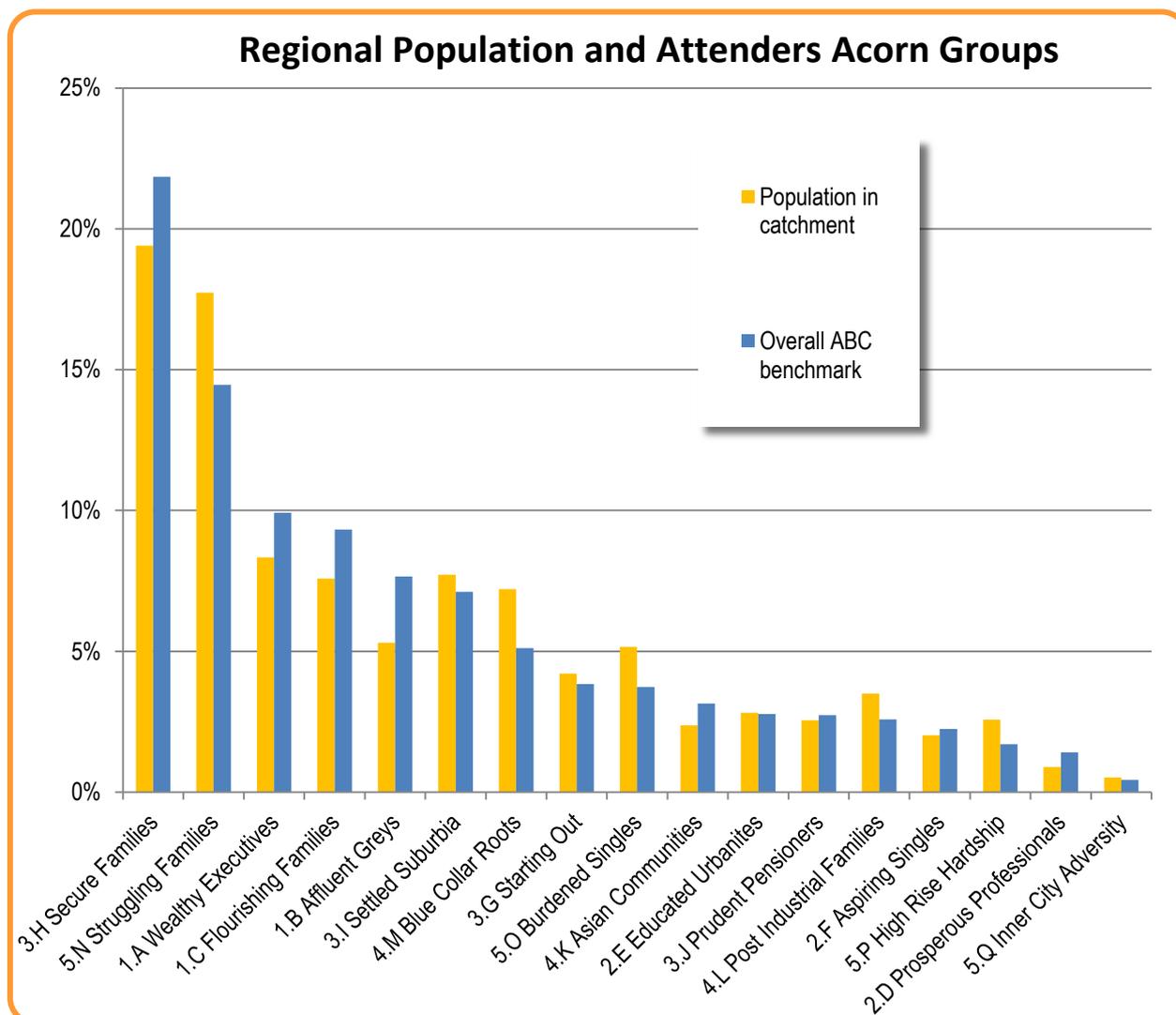
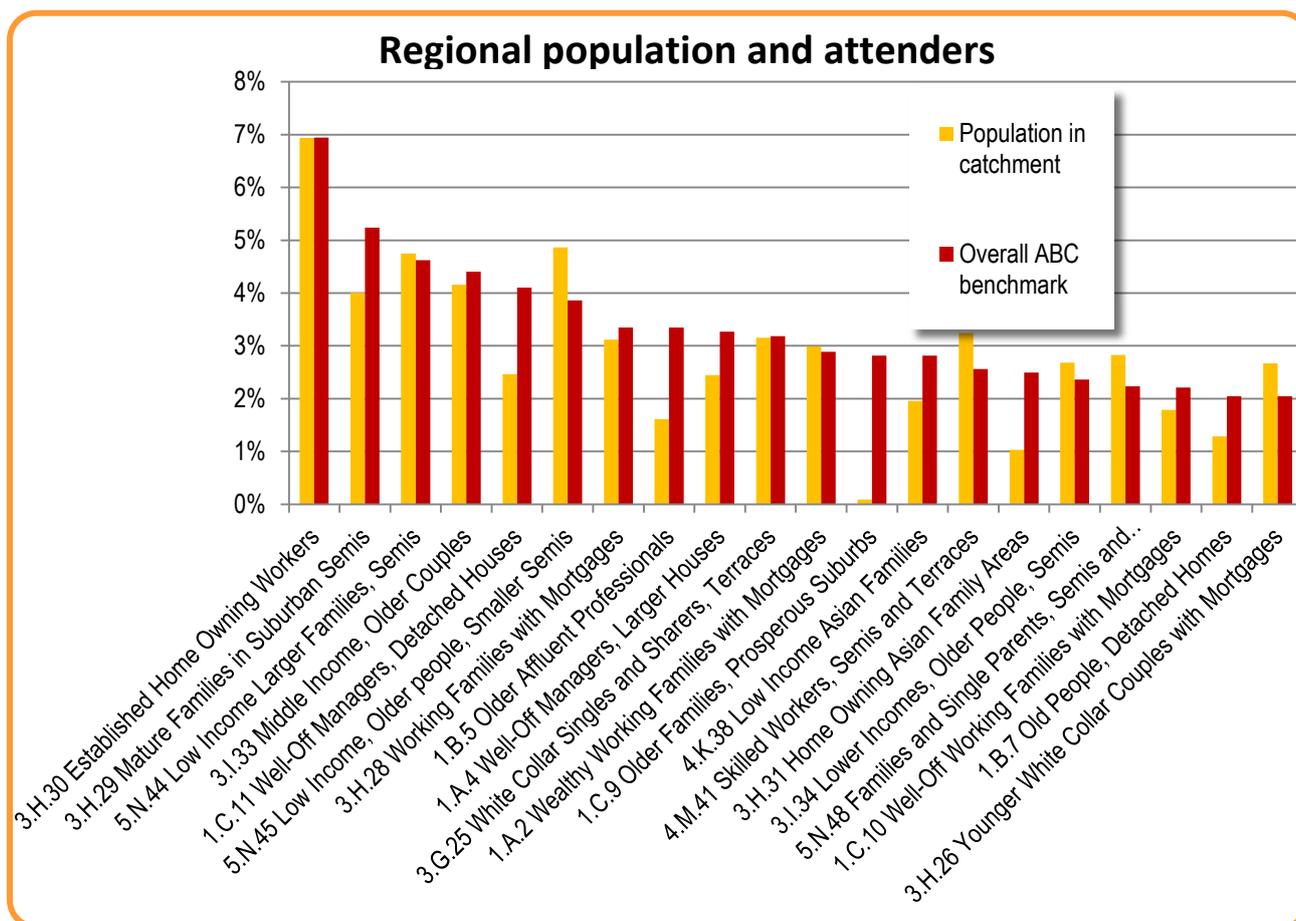


Chart 2: Regional population and ABC benchmark Top Acorn Types



Mosaic Profile

While we did not profile all organisations’ data using Mosaic, we can identify the key Groups and Types which make up the local population. The following two charts show the profile of the background population in the catchment area by Mosaic Groups and Types. The Groups and Types broadly follow the comparable Acorn classifications.

Mosaic Groups

The Groups with the highest propensity to engage with cultural activities for the region are Professional Rewards and Suburban Mindsets, Alpha Territory and Liberal Opinions also have a high propensity, however there are few of these household types in the region. In terms of the ABC region specifically, the Groups which have moderate engagement and which make up high proportions of the population are Small Town Diversity, Ex-Council Community, Industrial Heritage and some Terraced Melting Pot. These latter Groups therefore make up a large proportion of attenders and visitors within the region, as organisations are adept at engaging them.

However, in terms of actual engagement there are other Groups which make up the region’s audiences and visitors, as there are high proportions within the population, such as Ex-Council Community, and therefore local organisations are adept at engaging these Groups.

Chart 3: Regional population Mosaic Groups

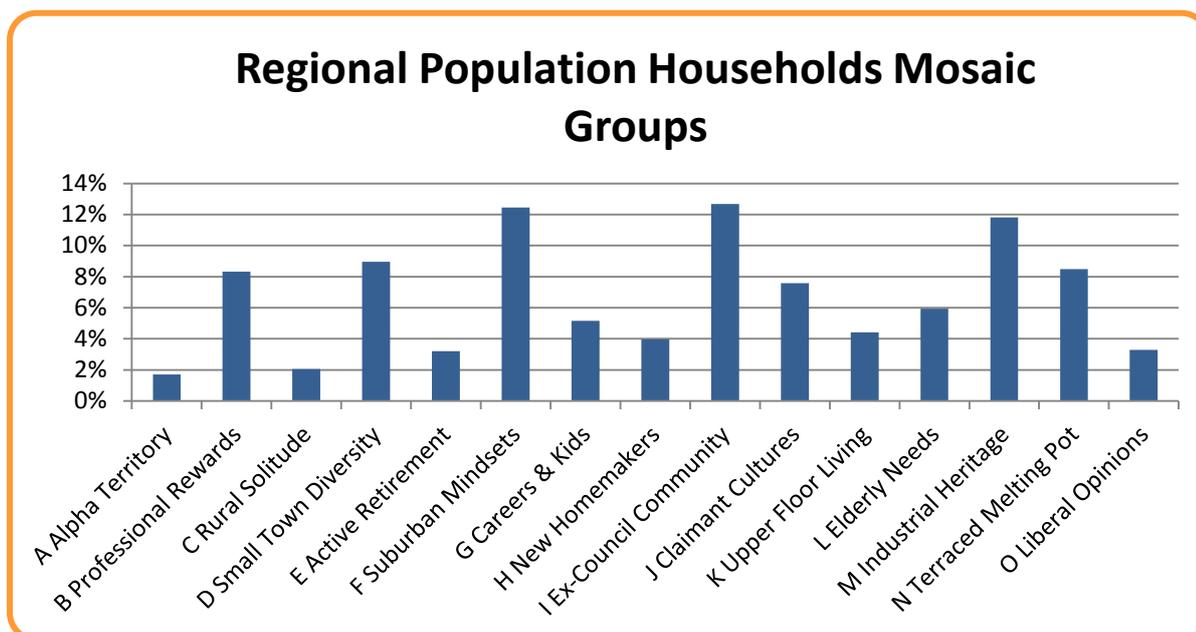
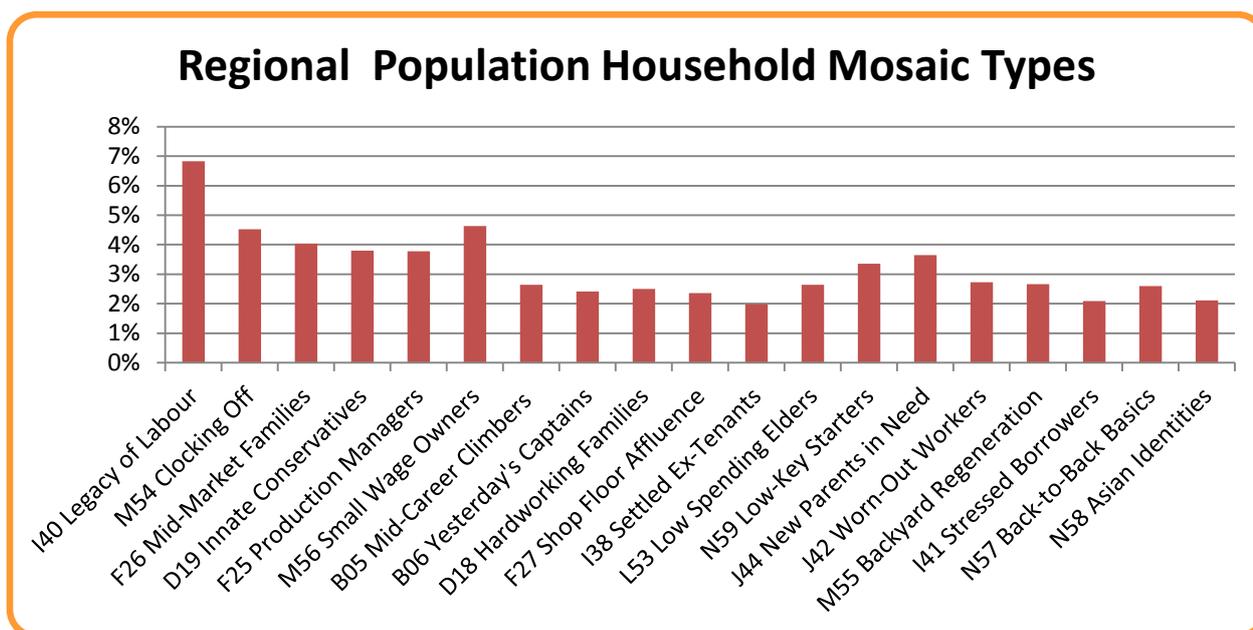


Chart 4: Regional population Mosaic Types



Demographic summary

- All venues across the region are collectively and individually attracting a cross-section of demographic types to their organisations
- Moderate and low engagers make up the majority of the population, but have engaged due to the nature of local organisations' offer and the successful efforts of those organisations to attract them. These people make up the majority of attenders.
- Demographics indicate an audience/visitor base with a relatively conservative outlook, and some with specialist interests.

- The population and make-up of audiences and visitors is family oriented with higher engagement by those with younger children ie primary school age, with some families with older children represented.
- Many of the demographic types are community oriented and socially motivated.
- Although a smaller proportion of the population, urban, younger professionals and students do find an offer to attract them.

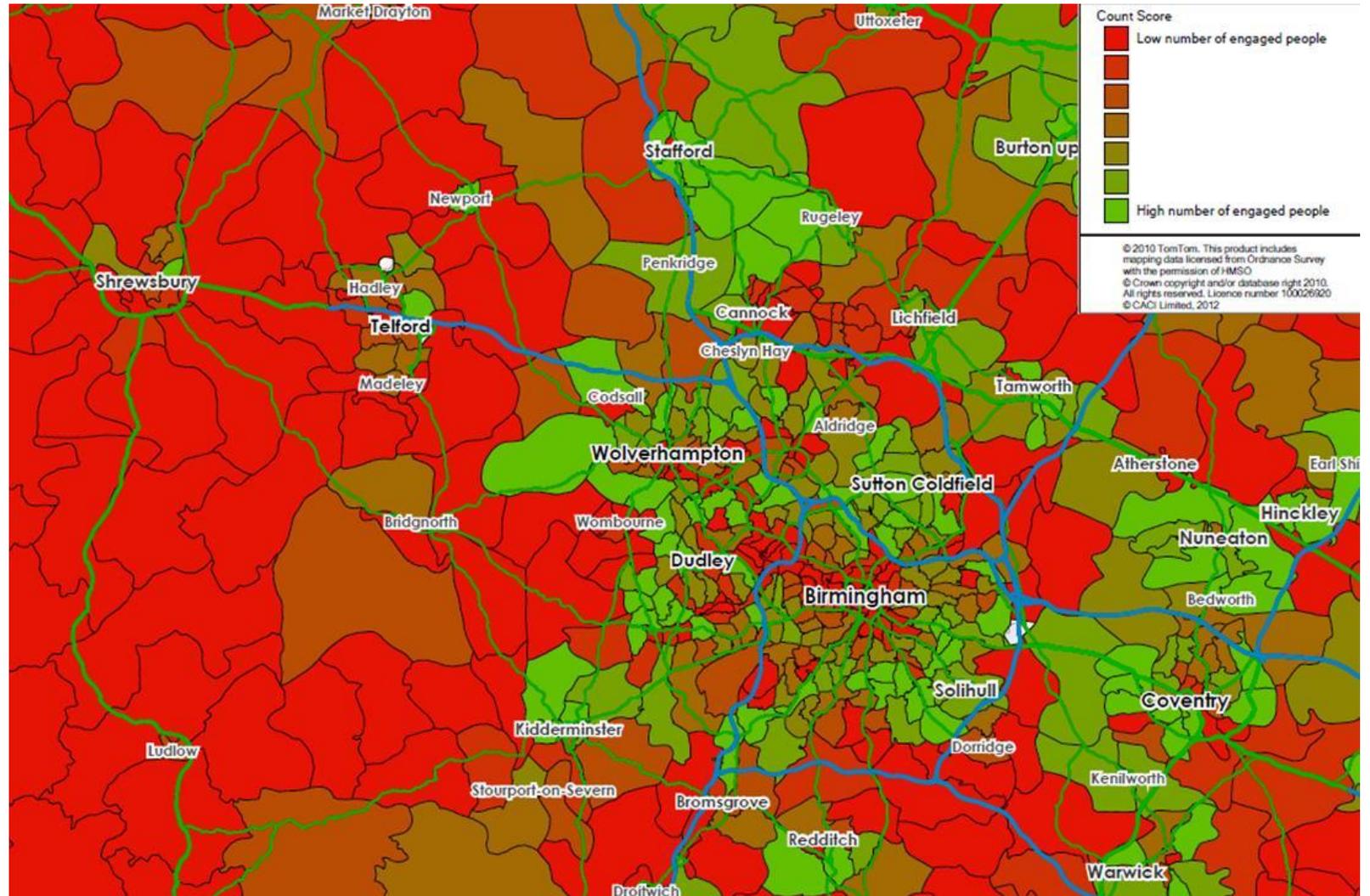
Engagement and Penetration

Population engagement - methodology

We created two different maps (3 and 4) looking at levels of arts engagement in the region broken down by postal sectors. One map looked at the number of people in each postal sector whose population were likely to be highly engaged with culture and the other looked at the likelihood of any individual person in a postal sector to be highly engaged with culture. We based the analysis and ranking system on the postal sectors which make up the overall catchment area (map 1) but we then applied this ranking system to all of the postal sectors in England. This means that the breaks between the different ranks of engagement are calibrated to, or most relevant for the ABC region. Three different measures of engagement fed into these maps:

- Data from the Target Group Index (TGI) survey (which is used for the Area Profile Reports)
- Data from Arts Council England's Arts Audiences: Insight segmentation
- The Acorn profile of the overall ABC benchmark (Charts 1 and 2).

Map 3: Population engagement mapping by number of household



Propensity mapping

We used the same methodology to create a map which showed the propensity of people in each postal sector to engage. To do this we used the percentages of the population rather than the numbers of households. For example, for TGI we used the percentage of people in each postal sector who said they had attended any kind of arts performance or art galleries/exhibitions in the last year.

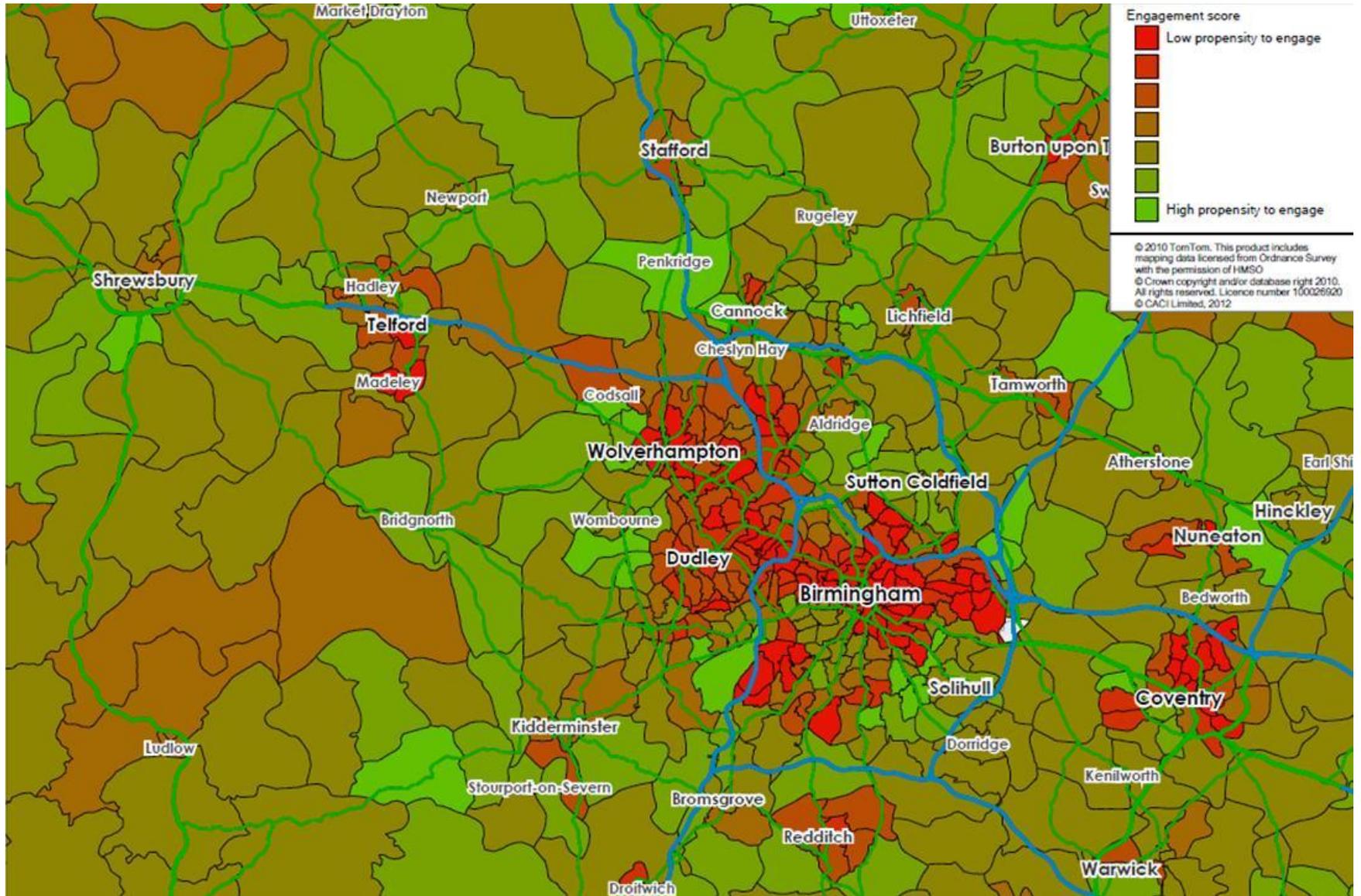
Engagement mapping summary

The numbers map above shows that there are high numbers of engaged people in the north and west of Wolverhampton as well as south west Dudley. Further afield there are particular areas with high numbers of engaged people in Stafford, Telford, Shrewsbury and Kidderminster. Other green areas to the east of the ABC area in Birmingham, Sutton Coldfield and Solihull, don't feature in the overall catchment area and have low levels of penetration. For people in these areas the cultural offerings of Birmingham may be more attractive and accessible than Wolverhampton.

The propensity map following shows us that people who live in more rural areas are more likely to engage in the arts than those in urban, particularly inner city areas. However, it is important to cross reference this with the numbers map as there are still areas with a high population which, whilst having a lower propensity to engage with cultural activities (i.e. red on the propensity map) still have high numbers of engaged people (i.e. green on the numbers map) due to their high population levels and proximity to venues.

These maps enable organisations to cross-check their own levels of penetration with the potential in the population, and identify areas to attract potential audiences or further engage existing audience or visitor types through targeted communications and/or CRM activity.

Map 4:
Propensity Map



Potential and penetration categories and mapping

Finally, we took the engagement mapping data and the overall penetration data and used them to classify the postal sectors in the catchment area into four different categories as follows, illustrated in maps 6 and 7:

1. Higher potential to engage with culture in the population but lower penetration by participant organisations (orange)
2. Higher potential to engage with culture in the population and good penetration by participant organisations (pink)
3. Lower potential to engage with culture in the population and some penetration by participant organisations (blue)
4. Lower potential to engage with culture in the population and very low penetration by participant organisations (green)

We then mapped these categories using different colours for each category. Looking more closely at Wolverhampton in map 5 following, we can see the suburban areas to the north and west of the city are in the second category (pink areas). These are areas of higher potential and higher penetration. They are areas from which participant organisations already draw audiences and visitors, important for CRM activity and attracting as yet non-attenders who have a higher potential to engage.

In the more central/inner-city areas of the city and to the east towards Walsall there are blue areas representing the third category. These are areas which have a lower potential in the population but which nevertheless have some penetration. This is likely to be because of the proximity of these areas to the majority of venues involved in the ABC project. Whilst these areas would appear to have low potential, their good level of penetration reinforces the importance of venue's local communities as audiences and visitors.

There are large green areas in Walsall, Dudley, Sandwell and Birmingham which represent areas with low levels of potential and very low penetration. Attracting these less engaged populations is a resource intensive process invariably involving a community engagement approach.

The darker, shadow areas in map 5 represent built-up or urban areas.

Regional focus on engagement and penetration

Higher engagement, lower penetration (orange)

Description:

- Mostly in outlying more rural areas around the region towards Shrewsbury, Telford, Stafford, Bridgnorth and beyond the conurbation to the east, including Warwick and Coventry.
- Moderate, affluent and some lower income households of retirees, empty nesters, families with older children and some younger professionals.
- Moderate to high engagement with cultural activities, some specialist interest, from AAI highly and somewhat engaged segments.
- While the density of population in these areas is less, there are small towns and villages that have population of higher engagement.
- Given ease of transport routes into the Black Country area (particularly for areas to the east and north), specific targeted campaigns may engage these areas further.

Main Acorn Types

Established Home Owning Workers, Middle Income, Older Couples, Mature Families in Suburban Semis, Well-Off Managers, Detached Houses Wealthy Working Families with Mortgages.

Main Mosaic Types

Innate Conservatives, Production Managers, Mid-Market Families, Legacy of Labour, Clocking Off Small Wage Owners.

Ideas for CRM and/or engagement:

This group is familiar with cultural experiences and will have expectations and a certain level of knowledge, however they may be new or unfamiliar with some organisations and therefore need information, reassurances about the facilities and guarantees on the experience to justify the investment and trip out. Motivations will range from a specialist interest, a family day out, social trips or treats and an educational trip for themselves or their kids. Suggestions are therefore:

- Geographically targeted campaigns using local media – radio and print
- Follow-up with online media with added content ie. inside pictures of the venue with audiences/visitors engaging, video and photos of the shows/exhibitions ie. ‘try before you buy’
- Special offers and discounts to incentivise, including partnerships with transport providers
- Edit the offer to highlight particular aspects of programming with recognisable/familiar hooks and tailor to engage different ages of children for families
- Emphasise making a day of it ie. shopping, gallery/museum visit, dinner and a show/film/music
- Include information about local facilities ie. parking, transport, restaurants/bars
- Excellent customer service to ensure the experience is one that they’ll want to repeat
- Group travel organisers offer potential
- Consider partnerships with local groups ie. Rotary Club, Women’s Institute, Reading Groups, and other social groups.
- Ensure data capture to support an ongoing relationship

Higher engagement and potential, higher penetration (pink)

Description:

- Concentrated geographically to the west, north and north west of Wolverhampton, with pockets around Dudley, Sandwell and Walsall in urban, suburban and some rural areas.
- Affluent and low income, but mostly moderate income households, older retirees, empty nesters and families with older children, and some younger professionals.
- Moderate to high engagement with cultural activities, ie. likely to have a general interest as well as some with a more specialist interest from the AAI highly engaged and somewhat engaged groups.

Main Acorn Types

Established Home Owning Workers, Middle Income, Older Couples, Mature Families in Suburban Semis, Well-Off Managers, Detached Houses Low Income, Larger Families, Semis Low Income, Older People, Smaller Semis, Working Families with Mortgages.

Main Mosaic Types

Yesterday's Captains, Innate Conservatives, Production Managers, Mid-Market Families, Legacy of Labour, Low Spending Elders, Clocking Off Small Wage Owners.

Ideas for CRM and/or engagement

This group is highly engaged and most likely familiar with the local offer, and will therefore be seeking extras, added value and specific calls to action to keep them engaged. They will be motivated, as with group 1, by a specialist interest, a family day out, social trips or treats and educational activities for themselves or kids, but also by a sense of needing to use and engage with the local cultural offer or they may even have more of a habit to go to local venues on a regular basis. Suggestions are therefore:

- Direct marketing postal and/or online
- Social media with extra content – video/photo, and options for interaction/comment
- Regular updates with calls to action and recommendations
- Excellent customer service will ensure that they act as ambassadors
- Exclusive offers including added value ie. food/drink, tours, behind the scenes, programmes/catalogues (possibly pre-pay with ticket), pre-ordered interval drinks
- Engage with activity of the organisation, behind the scenes, notes from the curator/director
- Respond to extras ie. talks, interviews, depth information either live or online
- Potential membership/friends if suitably cultivated

Lower engagement, some penetration (blue)

Description:

- Mostly, urban areas to the east, south and south east of Wolverhampton, central Walsall and Dudley
- Lower engagement with culture, but where the offer is right, ie. for families, children's activities or as a social night out with recognisable names or at a local attraction they will engage.
- Mostly moderate and lower income households, retirees, empty nesters, families with a range of older and younger children.
- Likely to rely on public transport more.

Main Acorn Types

Established Home Owning Workers, Low Income Larger Families, Semis, Low Income, Older People, Smaller Semis, Low Income Families, Terraced Estates, Families and Single Parents, Semis, and Terraces Low Income Asian Families.

Main Mosaic Types

Settled Ex-Tenants, Legacy of Labour, Worn-Out Workers, New Parents in Need, Clocking Off, Asian Identities Low-Key Starters.

Ideas for CRM and/or engagement

This group will be harder to engage, and may engage more regularly as participants than audiences or visitors. They will be less familiar with more formal cultural venues, and may need advice and guidance on what's on offer and how to engage. However, they are potentially very social and community minded, and mostly family oriented (as parents or grandparents), so like to feel that there is something on offer to entertain them or for their children to engage with. For the ABC region they are therefore more engaged culturally than the profile might suggest, as this group makes up a high proportion of the population. They will be motivated by getting together with friends or as a family, or simply occupying the children, although some may have particular interests in cultural activities, certain performers or local artists. Likely to be once a year pantomime attenders, popular music attenders or users of cafes during the day time. Suggestions are therefore:

- Targeting the right kind of offer – activities for children, family day out, workshop or performances/exhibitions with familiar names, local performers/artists.
- Good information on facilities ie. food/drink, can you bring sandwiches, what to do when they get there
- Stress on the kind of experience they'll have, with guarantees as to what they'll see.
- Topline information will engage them ie. branded shows, names of famous artists, detailed facts about the people involved or the history of the artists will not engage them.
- Emphasise value for money, discounted ticket prices, packages, offers.

Low engagement, very little penetration (green)

Description:

- Mostly in urban areas away from Wolverhampton and towards the South East and Birmingham.
- Low penetration as a result of distance from the Black Country venues, but also because of their socio-demographic characteristics.
- Mostly lower incomes, low potential to engage with cultural activity, dominated by lower income families with younger children or large families.
- Population such as this will fall into the AAI non-engaged segments and require particular community engagement approaches to attract them with cultural activity, as well as some somewhat engaged households.
- It may not benefit some organisations to focus on attracting such groups as engaging them can be resource intensive and requires specialist skills.

Main Acorn Types

Established Home Owning Workers, Low Income Larger Families, Semis, Low Income, Older People, Smaller Semis, Low Income Families, Terraced Estates, Families and Single Parents, Semis and Terraces, Low Income Asian Families.

Main Mosaic Types

Legacy of Labour, Worn-Out Workers, New Parents in Need, Asian Identities, Low-Key Starters.

Ideas for CRM and/or engagement

This group will for whatever reason not have cultural engagement high on their list of priorities, although they may well watch television and listen to music, they will not be in the habit of going out to engage in cultural activities. They may however, if approached appropriately with the right offer greatly benefit from the right kind of engagement using more community engagement techniques and partnerships with local community organisations or services. Some kinds of activities may have instrumental impacts in terms of developing confidence and skills and developing social engagement, or may be about escapism and widening horizons.

Suggestions are therefore:

- Partnerships with local community organisations or local authority services to engage
- Outreach ie. taking work to the communities, performing in community centres and schools, or offering workshops to engage groups with cultural activities
- Engaging with community key workers, gate-keepers or leaders
- Promotion at a local level through shops, local media and radio
- Discounts, subsidised or free tickets
- Local ambassadors, local ticket shops

Conclusions and Outcomes

Informing CRM

This analysis and profiling, as well as reference to the wealth of information provided by Acorn and Mosaic on the types, provides individual venues with a huge resource to inform their CRM planning as it supports them with:

- Identifying geographic areas and demographic types which have
 - o potential for further engagement if existing relationships are built upon
 - o those which represent a potential for growth in reach and
 - o those which are less engaged within the region.
- Devising the appropriate marketing mix to engage these different groups.
- Developing effective messaging, tone and style which the different groups might respond to.
- Identifying the CRM needs of each group – in relation to communications or customer service.

As a result of this project, organisations will be able to do some or all of the following:

- Use the profiling to inform an ongoing process of developing a working segmentation of audiences and visitors.

- Consider how to integrate a range of different types of communications messages within regular marketing activity, on and offline, which might appeal to a range of different types of audience groups and build relationships with them.
- Recognise that while individuals may not be loyal or regular attenders, there are population types which have a high potential to engage and which organisations should target as a segment.
- Engage the organisation internally with the process of CRM, whether through greater interaction with audiences and visitors generally, improved customer service, data collection (marketing and/or research) or increasing understanding of the positioning and branding of the organisation which inform key organisational communications messages.

Outcomes

- The project introduced different ways of approaching CRM and provided a launch-pad from which to develop a CRM strategy by helping to understand where audiences and visitors are from and what they're like.
- The individual organisation's profiling acts as a baseline against which progress can be tracked. The regional profile represents potential, so organisations can assess the gap between their profiling and the regional potential to inform priorities and targets. As some of the analysis was of mailing list data, it may not be completely representative of attendance, so further data collection from attenders is important as an ongoing process.
- The project has also provided a further opportunity for organisations to network and discuss their issues and challenges, through its seminars and events.
- The opportunity to view audience profiling collectively has cemented some nascent collaborations – particularly of the Wolverhampton organisations and provided organisations with the evidence and information they might need to launch new partnerships.
- Strategically the regional profiling indicates that organisations draw audiences and visitors from across the region and across local authority borders.
- The organisations collectively also engage a range of population types, which are reflective of the make-up of the local population, some more and others less likely to engage with culture.
- The regional picture also indicates that the participating organisations do have a discrete catchment area, which only touches on the population of Birmingham. Therefore it seems that touring work should consider the Black Country as a separate region to Birmingham and therefore performances and shows could go to both areas and thereby extend their reach.

Looking forward:

The next step is to develop an ongoing data-sharing programme for the participating organisations so that they can monitor success against objectives and KPIs on an ongoing basis.

Appendix

Caveats

- The data used to generate the regional profile includes a combination of mailing list and box office data
- Therefore it includes both attenders and 'intenders'
- So, there are potentially types of attender effectively not represented within the datasets, although in Audiences London's experience, the data used is a good proxy for the existing and potential audience/visitor base.
- Given that the majority of data was drawn from Wolverhampton venues, audiences are concentrated in and around Wolverhampton
- Although less data was available for Dudley and Sandwell statistical adjustments were made to even things out
- The data is representative of a spread of types of organisation including performing arts venues, cinemas, galleries and museums

Mosaic and Acorn profiling

- Mosaic and Acorn are similar in their approach. Both combine information from over 400 sources to create a profile for the households across the nation.
- Audience members are assigned to a 'Group' which describes their socio-economic and socio-cultural behaviour. There are 15 Groups in Mosaic and 17 in Acorn (Acorn also has 5 overall Categories into which the Groups fit).
- Each Group is then broken down into a number of Types so each audience member has a further more detailed categorisation. In total there are 67 types in Mosaic and 56 in Acorn.
- Mosaic and Acorn are used across a number of business sectors and we have found it to be an effective tool when applied to the arts. This kind of profiling is particularly useful for:
 - o Understanding your audiences
 - o Identifying propensity to engage with culture
 - o Identifying hot-spots
 - o Understanding cold-spots
 - o Targeting to post-code level
 - o Selecting promotional/advertising media
 - o Selecting marketing messages
 - o Providing information on audiences to potential and existing funders and supporters
 - o Reporting to funders and supporters

For full details of the **Acorn** segmentation and descriptions of the Categories, Groups and Types download the guide here: <http://www.audienceslondon.org/3525/our-resources/acorn-user-guide.html> and for **Mosaic** Group and Type portraits download them from here: <http://www.audienceslondon.org/1843/our-resources/mosaic-profiling.html>

For further details on the methodology and approach for this work please contact:
Penny Mills, Audiences London penny@audienceslondon.org 0207 407 4625