Welcome to the survey!

We're excited to debut the new and improved Arts Industry Digital Marketing Benchmark survey. We think your time will be well-spent. The data gathered will provide insights into digital marketing practices among your peers and across the field, and serve as a tool for strategy development and infrastructure planning.

A few notes & reminders before you begin:
1. Before beginning the survey, please gather all the data you'll need:

https://ideas.capacityinteractive.com/hubfs/Benchmark%20Study/2017/2017%20Benchmark%20Survey%20Data%20Requirements%20for%20SurveyMonkey.pdf

2. Once you have that information gathered, we estimate it will take you 20-30 minutes to complete the survey.

3. As you take the survey, you'll see additional tips and notes to clarify questions along the way. Need assistance? Please reach out: johnna@capacityinteractive.com

4. You may edit your responses as you go along, but once you click "done" or close your browser, you will not be able to return to, or modify, your responses.

Your privacy:
All data will be kept completely confidential by Capacity Interactive. Identifying information will be used by CI to plan and administer this benchmark study for the field (i.e., to maintain stable cohorts of respondents year over year).

Organization names will only be used as a means of acknowledging the contributing organizations in the final study report and will never be shared in conjunction with survey responses.

Organization Type

Let's start off by getting an understanding of the shape and purpose of your organization.

* 1. **What is your email address?**

This is used to confirm your survey submission and to email the results of the Benchmark study to you as soon as they're available. You will not be added to any mailing lists and your email will never be shared with another party.

[   ]

* 2. **What is the name of your organization?**

This is used solely for de-duplication and data validation. It will never be shared in conjunction with your responses.

[   ]

* 3. **What discipline best describes the <u>majority</u> of your organization's work?**

Please choose one:

◯ Dance

◯ Film

◯ Music

◯ Multidisciplinary

◯ Opera

◯ Science/Nature

◯ Theater

◯ Visual Arts

◯ Other (please specify):

[   ]

* 4. **Which category best describes the <u>majority</u> of your organization's work?**

TIP: If you're part of a larger organization, like a college, university (or school therein), or conservatory, answer for your specific audience-serving entity, **not** the overarching institution.

Please choose one:

◯ Festival - Presenting

◯ Festival - Producing

◯ Museum, Visual Arts Center, or Science/Nature Center

◯ Performing Arts Presenter

◯ Performing Arts Producer (e.g., Opera Company, Theatre Company, Dance/Ballet Company, Symphony, etc.)

◯ Primarily provide Classes/Workshops

◯ Other (please specify):

[   ]

* 5. **What is your financial/tax category?**

Please choose one:

◯ For profit

◯ Not for profit

◯ Part of a College/University/Conservatory (i.e., you do not have separate 501(c)3, or other, status)

◯ Other (please specify):

[   ]

Budget

Now, we'll collect some baseline budget information so that we can identify trends among organizations of similar size. Hopefully you have your data in hand- if not, please gather it based on the instructions here.

* 6. **What was your organization's operating budget for FY17?**
Please use total operating expenses for FY2017.
Please round your answer to the nearest dollar and **do not** include a $ sign (e.g., 5,000,000).

[   ]

* 7. **What was your overall marketing budget for FY17?**
Please calculate using the instructions provided.
Please round your answer to the nearest dollar and **do not** include a $ sign (e.g., 500,000).

[   ]

Budget, cont.

Here come three questions designed to understand how the field is allocating marketing dollars. As a reminder, a detailed list of <u>what is included in each category can be found in the instructions</u>**.**

* 8. **How was your marketing budget allocated in FY17?**
Please enter the breakdown based on the total marketing budget calculated in Q7, ensuring that your entries **total to 100%.**
Enter "0" for any that don't apply.
Please enter a whole number and **do not** enter a % sign (e.g., 20)

% Paid Media - DIGITAL *(do not include Google Grant)*

[   ]

% Paid Media - NON-DIGITAL

[   ]

% Creative & Content-Related Costs

[   ]

% Consulting or Outside Agency Costs

[   ]

% Infrastructure, if applicable

[   ]

% All Other Marketing Expenses

[   ]

* 9. **Narrowing the lens, where did you spend your <u>paid digital media</u> budget in FY17?**

Choose as many of the following as necessary for FY17:

☐ Display - Direct placements on websites
(i.e., NYTimes, local newspaper website, Pandora, Spotify, etc.)

☐ Display - Behavioral/Content Networks or Programmatic
(i.e., through a 3rd party such as Rocketfuel, AdRoll, Quantcast, OR through a display network, such as Google Display Network)

☐ Paid Search Engine Marketing *(i.e., SEM; <u>do not</u> include Google Grant)*

☐ Facebook - via Facebook Ads Manager account

☐ Facebook - via Boosted Posts *(i.e., clicking "boost" in your org's Facebook account)*

☐ Instagram

☐ Twitter

☐ Snapchat Geofilters

☐ YouTube

☐ None of these

☐ Other (please specify channel/platform):

[   ]

10. **Out of the paid media platforms you used, where did you spend the most?**

Only choose one, please.

○ Display - Direct placements on websites
(i.e., NYTimes, local newspaper website, Pandora, Spotify, etc.)

○ Display - Behavioral/Content Networks or Programmatic
(i.e., through a 3rd party such as Rocketfuel, AdRoll, Quantcast, OR through a display network, such as Google Display Network)

○ Paid Search Engine Marketing *(i.e., SEM; <u>do not</u> include Google Grant)*

○ Facebook - via Facebook Ads Manager account

○ Facebook - via Boosted Posts *(i.e., clicking "boost" in your org's Facebook account)*

○ Instagram

○ Twitter

○ Snapchat Geofilters

○ YouTube

○ [Insert text from Other]

○ None of these

Google Grant

11. **Do you have a Google Grant? If so, are you currently using it?**

◯ We're not eligible for a Google Grant

◯ We do not have a Google Grant

◯ We have a Google Grant but we're <u>not</u> using it

◯ We have a Google Grant and we <u>are</u> using it

External Digital Partners

This question looks at when you're turning outside of your organization to meet your digital marketing needs.

12. **Do you partner with a 3rd party for digital marketing services, creative services, and/or digital infrastructure?**

Choose all that apply:

☐ Digital Marketing - strategy

☐ Digital Marketing - social media campaign implementation/execution (this includes ad placements)

☐ Digital Marketing - all other campaign implementation/execution (this includes ad placements)

☐ Digital Marketing - content creation (copy, graphics, etc.)

☐ Videography used for digital marketing content (freelance or agency-based)

☐ Website design or UX (this may be sporadic or project-based in the past year)

☐ SEO

☐ Website Analytics - strategy/implementation

☐ Website Analytics - analysis

☐ Website maintenance and technical updates (e.g., updating tags/code, CMS, etc.)

☐ E-commerce related maintenance and technical support

☐ Dynamic pricing services

☐ None of these

☐ Other (please specify):

[   ]

Digital Strategy

The following two questions look at your digital marketing strategy.

13. **Which of the following best describes the digital strategy within your marketing department/team?**
Select the option on the scale (1-5) that best reflects where you fall along this spectrum:

1. We do not have a digital strategy for our marketing team	2.	3. Digital strategy exists but it's not clearly understood or used by our full marketing team	4.	5. Digital strategy is clearly outlined and understood across the marketing team
○	○	○	○	○

14. **Which of the following best describes how digital strategy is implemented across your organization?**
Select the option on the scale (1-5) that best reflects where your organizations falls along this spectrum:

1. There's no overarching digital strategy and no coordination across departments	2.	3. There's no overarching digital strategy but some coordination between departments on campaigns	4.	5. There is an overarching digital strategy and strong campaign coordination across the organization
○	○	○	○	○

Infrastructure: Content Strategy & Production

In this section of the survey, we'll delve into three resourcing and infrastructure areas related to digital marketing. First up, we'll look at content strategy and production.
TIP: Some of the elements of the resourcing questions that follow may not fall precisely under the umbrella of marketing in your org chart. Please answer based on the resources to which you have consistent, dedicated access, even if they technically fall under another department.

* 15. **How many team members in, or working with, your department are creating content that you use for digital marketing (e.g., for your website, social media, email, media campaigns, etc.)?**
As a reminder, this includes copy, design, video, visuals/assets, and any other content.

Please give the full time equivalent (FTE) for all staff (full-time, part-time, or temporary) completing these tasks. For example, if three full time staff across your organization are doing this with half of their time, your response would be 1.5. **If none, enter "0".**

FTE for all staff creating/producing digital marketing-related content:

[   ]

Of those, the FTE for staff creating/producing video (available for digital marketing):

[   ]

16. **Did any team members complete professional development/training during work time in FY17 for creative, content, copywriting, video, or related skills for digital marketing?**

◯ Yes

◯ No - staff didn't take advantage of available opportunities

◯ No - no opportunities were available

Infrastructure: Content Strategy & Production, cont.

17. **How frequently do you customize content for audience segments?**
TIP: by this we mean customization to a segment (e.g., new ticket buyers vs. subscribers/members), not personalization to an individual.
Select the option on the scale (1-5) that best reflects where your organization falls along this spectrum:

N/A (we don't customize)	1. In isolated instances and only on specific channels (e.g., email, social media, or display)	2.	3. Somewhat consistently, across most channels	4.	5. Very consistently across all channels, including our website
○	○	○	○	○	○

* 18. **What, if anything, prevents you from developing the creative and content for digital that you would like to?**
Choose the most significant (up to four):

☐ Not a priority in our department

☐ Staff spread too thin (competing priorities)

☐ Staff doesn't have adequate skills/training

☐ Inadequate budget

☐ Inadequate infrastructure (e.g., website functionality, technical tools)

☐ Brand guidelines (either too restrictive or not enough clarity)

☐ Need help from experts - don't know how to access them

☐ Need help from experts - don't have adequate budget

☐ No leadership support for prioritizing and/or finding resources

☐ N/A - we don't have any challenges

☐ Other (please specify):

> [   ]

Infrastructure: Data & Analysis

Now, we'll look at the role data and analysis play in your department and organization.

* 19. **How many team members in, or working with, your department dedicate time towards data analysis for digital marketing?**
This could include monitoring data quality, reporting from multiple data sources, analysis of the data against Key Performance Indicators (KPIs), etc.

Please give the full time equivalent (FTE) for all staff (full-time or part-time) completing these tasks. For example, if three full time staff across your organization are doing this with a quarter of their time, your response would be .75. **If none, enter "0".**

[   ]

20. **Did any team members complete professional development/training during work time in FY17 for data reporting, analysis, or related skills that would benefit digital marketing?**

○ Yes

○ No - staff didn't take advantage of available opportunities

○ No - no opportunities were available

Infrastructure: Data & Analysis, cont.

21. **How often do you use data/reporting from the any of the following sources to review and adapt digital marketing strategy?**
Please answer with the appropriate report reviewing frequency (listed horizontally) for each of the digital channels (listed vertically):

	Never	< Once per Year	Annually	Quarterly	Monthly	Weekly	Daily
Paid Media	◯	◯	◯	◯	◯	◯	◯
Non-paid Media	◯	◯	◯	◯	◯	◯	◯
Email	◯	◯	◯	◯	◯	◯	◯
SEO	◯	◯	◯	◯	◯	◯	◯
Website Analytics	◯	◯	◯	◯	◯	◯	◯

* 22. **What challenges, if any, do you experience in accessing data (e.g., from marketing campaign data, website/analytics data, database insights, etc.) and gaining useful analysis for digital marketing?**
Choose the most significant (up to four):

☐ Not a priority in our department

☐ Staff spread too thin (competing priorities)

☐ Staff doesn't have adequate skills/training

☐ Inadequate budget

☐ No trust in existing data

☐ Difficulty getting data from platforms

☐ Need help from experts - don't know how to access them

☐ Need help from experts - don't have adequate budget

☐ No leadership support for prioritizing and/or finding resources

☐ N/A - there are no challenges

☐ Other (please specify):

[   ]

Infrastructure: Website & Related Tech.

The third infrastructure area we'll look at centers on your website and related technical elements.

23. **Who is the final decision maker in your organization for strategy, planning, updates, and redesigns for the website?**

◯ Marketing Department - with significant input from IT

◯ Marketing Department - <u>without</u> significant input from IT

◯ IT/Technology Department - with significant input from Marketing

◯ IT/Technology Department - <u>without</u> significant input from Marketing

◯ Executive/Leadership - with significant input from Marketing

◯ Executive/Leadership - <u>without</u> significant input from Marketing

◯ Other Department (please specify):

[   ]

* 24. **What limitations, if any, does your marketing team face in the way your website and related infrastructure (e.g., e-commerce) is managed in your organization?**
Choose the most significant for your marketing team (up to four):

☐ We hit technical limitations with the ticketing system/CRM our organization uses

☐ We have challenges with our current web vendor (e.g., non-responsive, slow with updates, etc.)

☐ We have difficulty getting our problems resolved when we bring them to light

☐ We aren't playing an influential role in strategy or planning for the website

☐ We don't have final decision making authority for changes/updates

☐ Insufficient budget is allocated to these areas in our organization

☐ Limited understanding or lack of agreement across the organization of the website's importance

☐ Lack of leadership support in meeting our team's needs in these areas

☐ N/A - we don't encounter limitations

☐ Other (please specify):

[   ]

Infrastructure: Website & Related Tech., cont.

In the next several questions, we'll look at your practices around updating and redesigning your site.

25. **What were the years of your two most recent major website redesigns/overhauls?**
Please use project **completion fiscal year** and enter four digits (e.g., 2017)

Year of most recent website redesign/overhaul:

[   ]

Year of second most recent website redesign/overhaul:

[   ]

* 26. **What informed your most recent redesign?**
Choose the most significant inputs (up to four):

☐ Existing plan/road map for the site

☐ Direction from web vendor/design firm

☐ General best practices

☐ Website analytics data

☐ A/B Testing

☐ Bugs in existing functionality/broken site

☐ Audience surveys/research (more formal than anecdotal feedback)

☐ Market research (by your org. or an outside firm)

☐ Competitor analysis

☐ Organization's internal priorities or needs

☐ Anecdotal feedback

☐ Opinions of leadership or the board

☐ N/A - we haven't used any of these inputs

☐ Other input (please specify):

[   ]

Infrastructure: Website & Related Tech., cont.

* 27. **Thinking about the past three years, how often did you make incremental updates or changes to your website?**
If you made a major redesign/overhaul of your website in the past three years, please think about the time since that redesign.

TIP: here we mean substantive changes that impact performance (e.g., changing page templates or updating calendar template to improve UX), not just updating content on pages for a new production/exhibition (i.e., simple content updates in your CMS).

◯ Less than once per year

◯ Annually

◯ Quarterly

◯ Monthly

◯ N/A - We don't make substantial updates/changes outside of total website redesigns/overhauls

Infrastructure: Website & Related Tech., cont.

* 28. **What informs those substantial, incremental website updates?**
Choose the most significant inputs (up to four):

☐ Site broke or bugs in functionality

☐ Existing plan/road map for the site

☐ Direction from web vendor/design firm

☐ General best practices

☐ Website analytics data

☐ A/B Testing

☐ Audience surveys/research (more formal than anecdotal feedback)

☐ Market research (by your org. or an outside firm)

☐ Competitor analysis

☐ Organization's internal priorities or needs

☐ Anecdotal feedback

☐ Opinions of leadership or the board

☐ N/A - we haven't used any of these inputs

☐ N/A - we haven't done this type of update

☐ Other input (please specify):

Website Traffic

For the next two questions, you'll need the data you pulled from your website analytics platform. You can <u>find the steps to find the data in Google Analytics here</u> if you haven't yet.

29. **What was the <u>total number</u> of visitor sessions on your website in FY17?**
Please use whole numbers.
TIP: here we're looking for *total*, not unique.

[   ]

30. **Of those total visitor sessions in FY17, what percentage was on a mobile device?**
Please do not include Tablets in your response; please enter a whole number and **do not** include a %.

[   ]

31. **Do you take steps to ensure you have a mobile-optimized website?**
Choose all of the actions you take and/or standards you ensure:

☐ We monitor and take steps to improve site speed, as needed

☐ We work to improve how search engines crawl and index our mobile site

☐ We have a responsive site design *(i.e., automatically scales to device screen size)*

☐ We have a highly usable mobile version of our site navigation

☐ We ensure our purchase path is optimized for mobile users *(e.g. purchase path is responsive, forms are optimized for mobile keyboards, etc.)*

☐ The mobile version of our ticketing/SYOS is highly usable and meets our visual standard

☐ No - we haven't taken any of these actions

☐ Other (please specify):

[   ]

Digital Marketing Metrics: Website & Databases

You're into the final third of the survey!
On the next several pages, we'll gather some baseline metrics around your digital marketing practices/platforms. First, let's get information about your website and databases.

32. **What percentage of your ticketing/admissions revenue was made through online sales in FY17?**
Please round to a whole number; please **do not** include a %.

[   ]

33. **Which e-commerce solution do you use?**

◯ Custom API/Custom Development

◯ 3rd party hosted solution (e.g., Ticketmaster, TNEW, Spektrix) - "off the shelf" with <u>NO</u> customizations.

◯ 3rd party hosted solution (e.g., Ticketmaster, TNEW, Spektrix) - with <u>limited</u> customizations (e.g., visual modifications (colors, fonts etc.))

◯ 3rd party hosted solution (e.g., Ticketmaster, TNEW, Spektrix) - with <u>HEAVILY</u> customized functionality (i.e., more than just visual elements)

◯ N/A - we don't have ecommerce

◯ Other (please specify):

[   ]

34. **What is your primary patron database/CRM?**

◯ Audience View

◯ Blackbaud (e.g., Raiser's Edge/Patron's Edge)

◯ OvationTix

◯ Patron Manager

◯ Salesforce

◯ Spektrix

◯ Tessitura

◯ Ticketmaster

◯ Other (please specify):

[   ]

Digital Marketing Metrics: Email

Next, let's gather information about your email practices.

35. **What is your primary email platform for emailing your patrons?**

○ Blackbaud (e.g., via Raiser's Edge/Patron's Edge)

○ ConstantContact

○ Delivra

○ Mail2

○ MailChimp

○ PatronMail

○ Prospect 2

○ Salesforce

○ Wordfly

○ Other (please specify):

36. **What was the average open rate (% opened) for the following types of emails in FY17?**

Please enter a whole number; please **do not** enter a %. If an email type doesn't apply, please enter "0".

% Newsletters

[   ]

% Production, exhibition, or event promotions

[   ]

% Donation appeals

[   ]

% Pre-performance, -exhibition, or -event focused

[   ]

% Post-performance, -exhibition, or -event focused

[   ]

% Triggered emails based on patron behavior

[   ]

Digital Marketing Metrics: Email, cont.

37. **Which of the following email practices do you routinely do?**

Choose all that apply.

TIP: By routinely, we mean for most campaigns or on a regular basis; for list hygiene, we mean at least once per year.

☐ General segmentation (e.g., user-defined preferences when signed up for email)

☐ Detailed segmentation (e.g., marketing-driven segments such as top vs. bottom of funnel for an event, loyalty/commitment levels to the org., etc.)

☐ Website activity segmentation (e.g., visited specific landing pages or abandoned cart, etc.)

☐ Personalization of email copy (e.g., inserting patron's name or information about them)

☐ Triggered cascades based on changes in relationship (e.g., initial email submission, ticket purchases, subscription/membership/donations, etc.)

☐ A/B testing of subject lines

☐ Re-sending emails to non-openers

☐ List hygiene - Re-engagement campaigns for subscribers who haven't engaged with your emails in a certain time period

☐ List hygiene - If they don't re-engage, you opt them out of your email list

☐ N/A - we don't do any of these

Digital Marketing Metrics: SEO

Just one question about SEO.

38. **How often do you dedicate time/resources to SEO?**
This could include activities such as monitoring organic search results and making updates/optimizations to keywords, meta tags, and descriptions.

◯ Less than once per year

◯ Annually

◯ Quarterly

◯ Monthly

◯ Weekly

◯ N/A - we don't put time/resources into SEO

Digital Marketing Metrics: Media Platforms

Let's look at Facebook, paid media, and video. As a reminder, you can <u>find steps to access data here</u>.

39. **First, we'll gather some baseline metrics around your FY17 Facebook performance.**
Please answer using whole numbers; if you don't use Facebook, you can skip this question.

What was your average daily organic reach on Facebook in FY17?

[   ]

What was your average daily paid reach on Facebook in FY17?

[   ]

What was your average daily # of post reactions on Facebook in FY17?

[   ]

Digital Marketing Metrics: Media Platforms, cont.

40. **For each of the paid media channels you use, please identify which of the following actions you take in typical campaign work.**
Please choose all applicable actions (listed horizontally) for each of the media channels you indicated earlier in the survey (listed vertically):

	Track Reach *(viewable impressions, reach, open rate)*	Track Engagement *(click through rate, likes/shares/comments)*	Track Purchase Conversions	Track Other Conversions *(key page view, form completion, registration)*	Track Revenue *(via e-commerce integration with your website)*
Display - Direct placements on websites *(i.e., NYTimes, local newspaper website, Pandora, Spotify, etc.)*	☐	☐	☐	☐	☐
Display - Behavioral/Content Networks or Programmatic *(i.e., through a 3rd party such as Rocketfuel, AdRoll, Quantcast, OR through a display network, such as Google Display Network)*	☐	☐	☐	☐	☐
Paid Search Engine Marketing *(i.e., SEM; do not include Google Grant)*	☐	☐	☐	☐	☐
Facebook - via Facebook Ads Manager account	☐	☐	☐	☐	☐
Facebook - via Boosted Posts *(i.e., clicking "boost" in your org's Facebook account)*	☐	☐	☐	☐	☐
Instagram	☐	☐	☐	☐	☐
Twitter	☐	☐	☐	☐	☐
Snapchat Geofilters	☐	☐	☐	☐	☐
YouTube	☐	☐	☐	☐	☐

	Track Reach *(viewable impressions, reach, open rate)*	Track Engagement *(click through rate, likes/shares/comments)*	Track Purchase Conversions	Track Other Conversions *(key page view, form completion, registration)*	Track Revenue *(via e-commerce integration with your website)*
None of these	☐	☐	☐	☐	☐
[Insert text from Other]	☐	☐	☐	☐	☐

Digital Marketing Metrics: Video

Almost there- five more questions and then you're done until the FY19 survey!

41. **How many marketing videos did you create in FY17?**
TIP: This includes *all* videos- from bigger budget productions to iPhone videos; if you've created videos for digital fundraising campaigns or promoting other departments' activities (e.g., classes, tours), you can include those, as well.

> [ ]

42. **Where did you post the videos you created?**
Choose all that apply:

[ ] Website

[ ] Facebook

[ ] YouTube

[ ] Instagram

[ ] Twitter

[ ] Vimeo

[ ] N/A - We didn't post any videos

[ ] Other (please specify):

> [ ]

Digital Marketing Metrics: Video, cont.

For the next two questions, we want to get a sense for if you typically post the exact same video across all channels or if you tailor the video for specific channels and audiences.

43. **Please answer along the frequency scale for how often you tailor video length for specific media channels (i.e., Facebook, YouTube, your website):**

Never	Rarely	About 1/2 the time	Frequently	Always	N/A (we only shared videos on one channel)
○	○	○	○	○	○

44. **Please answer along the frequency scale for how often you tailor videos for specific audiences within a given media channel(s):**

Never	Rarely	About 1/2 the time	Frequently	Always
○	○	○	○	○

Final Question!

And, for our last question...

* 45. **In which areas do you see the greatest need for improvement in your organization's digital marketing practices?**
Choose the most significant areas (up to four):

☐ Creative & content production

☐ Data analysis & use of analyzed data in updating strategy

☐ Mobile optimization of your website

☐ Patron segmentation

☐ Professional development and training to keep staff up to date

☐ SEO

☐ Strategy (i.e., overarching digital marketing strategy)

☐ Technical infrastructure (e.g., e-commerce, tagging, etc.)

☐ Website (i.e., overall UX and content)

☐ N/A - we don't need to improve in any areas

☐ Other (please specify):

[   ]

Thank you!

Thank you for taking time to participate in the Arts Industry Digital Marketing Benchmark Survey. We think your investment will be worthwhile and we can't wait to share the findings with all in the field!

In the meantime, check out our Performing Arts Ticket Buyer Media Usage Study or visit our blog for ideas and inspiration for all things digital. Then, we hope you'll tune in to our podcast on your commute home!