



ADVISORY  
BOARD  
for the ARTS

*Transforming Arts Organizations Worldwide*

## Innovative Subscriptions and Memberships Research

JANUARY 2022

# Our Research Process

## Your Research Question

What are best practices in membership programs, especially how they work alongside subscriptions?

To understand how American theaters are addressing their current subscription and membership program offer, we benchmarked 16 organizations and interviewed 8 of them (7 Theaters and 1 Ballet). These interviews were aimed to provide answers about best practices to attract younger patrons while generating revenue.

### *We spoke with:*

#### Different roles

- Managing Directors
- Marketing & Communication Directors
- Advancement Officers

#### Organizations across the US

- 1 California
- 2 Connecticut
- 1 New York
- 1 Texas
- 3 Washington

### *We asked them:*

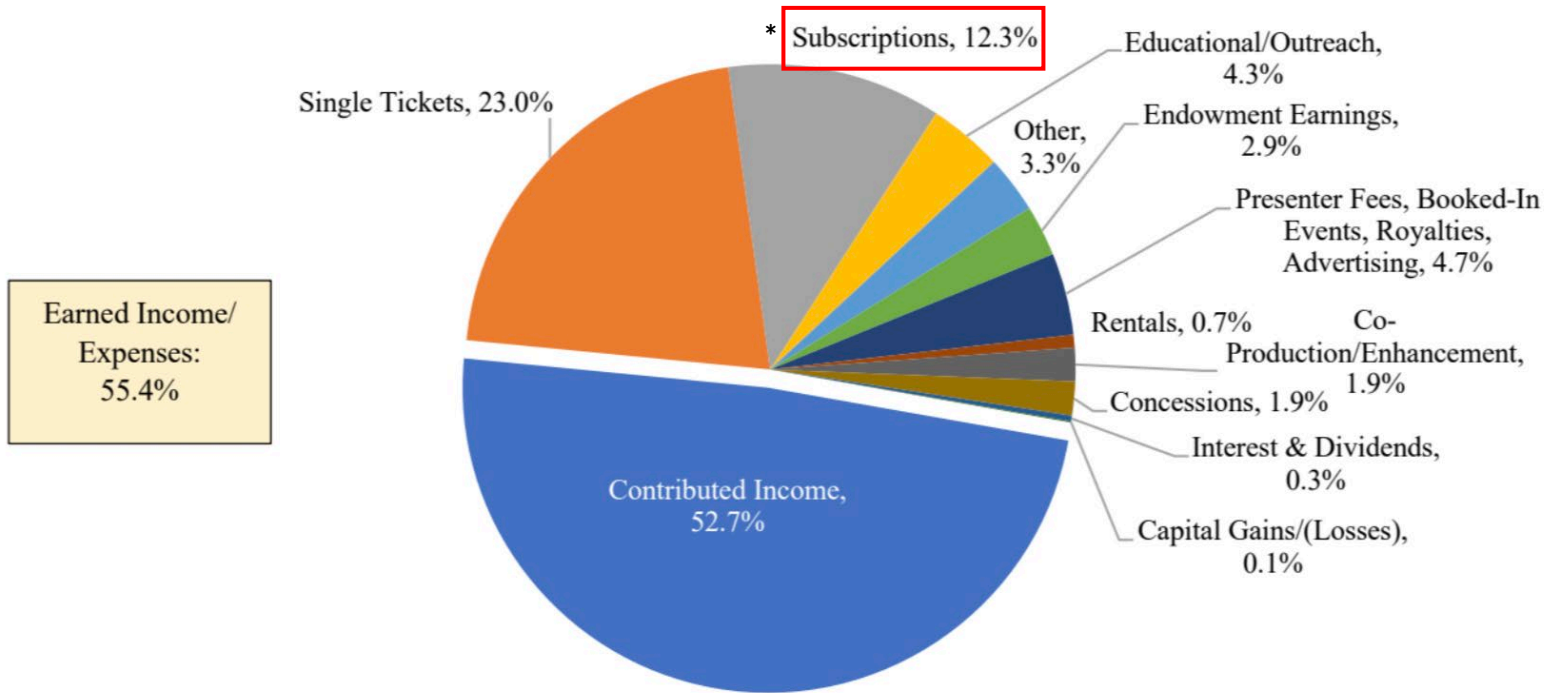
#### Main topics discussed

- How membership & subscription programs have evolved over time
- What are their current value proposition
- What are some tangible marketing strategies used to promote the programs

# Low Subscription Income, Declining Subscriber Numbers

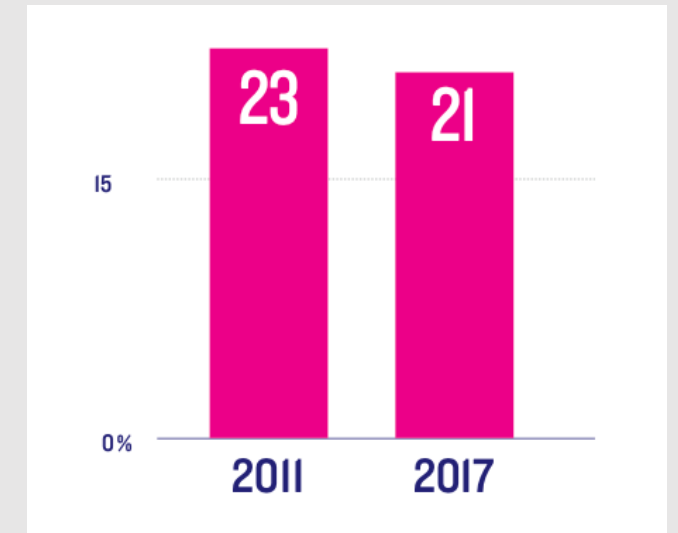
**FIGURE E: INCOME AS A PERCENTAGE OF EXPENSES WITH EARNED INCOME DETAIL\***

\*Percentages total more than 100% because total unrestricted income exceeded total expenses.



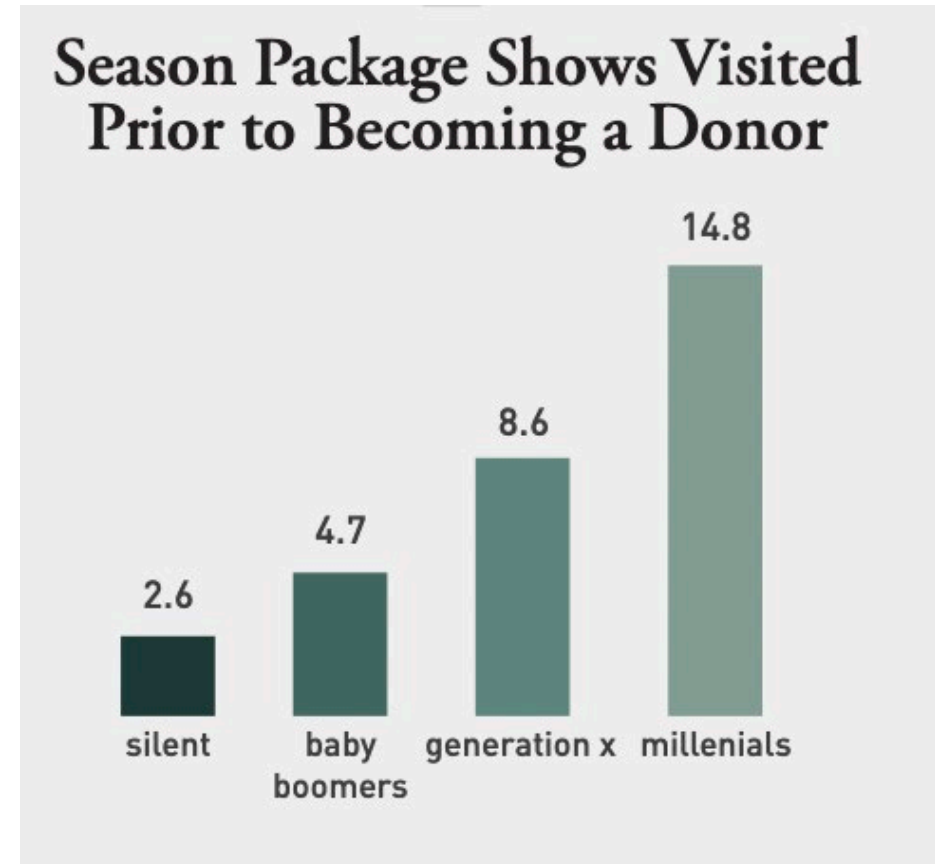
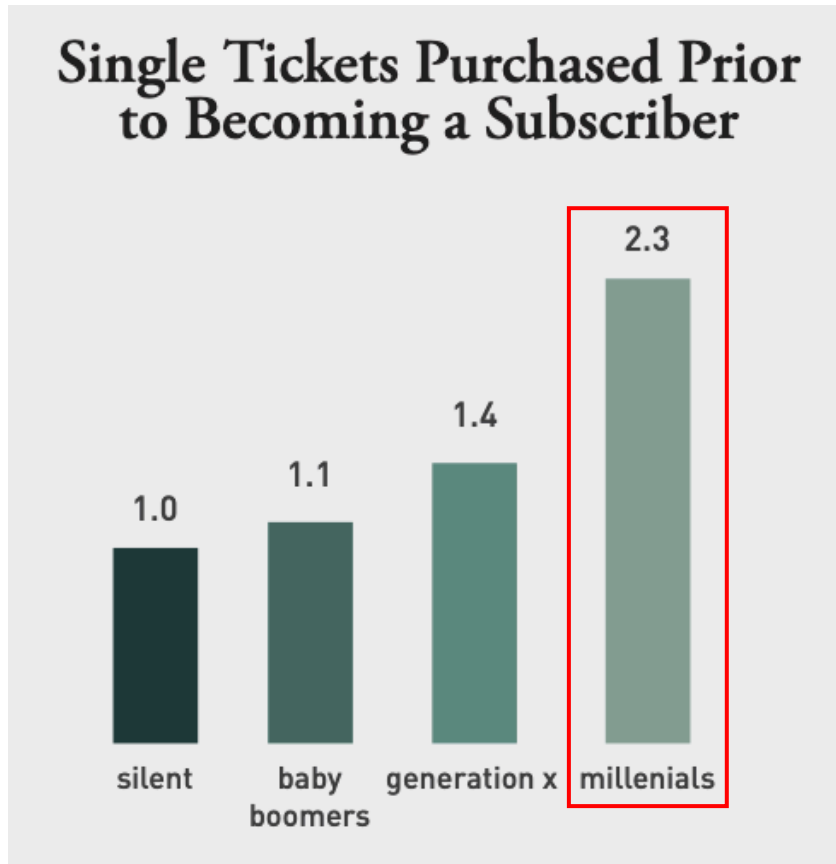
\*Subscriptions reflect both subscriptions and membership.

**Percentage of Performing Arts Audiences Holding Subscriptions**



While subscription income rose by 5.2% between 2015 and 2019, the average number of subscribers fell by 4.1% during this period.

# Your Future Audiences Will Take Longer to Commit



Source: [TRG Arts Leaders Review 2019](#)

# Traditional Subscriptions Remain Important for Organizations

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## Benefits of Traditional Subscription Model (not comprehensive)

- Pre-payment of funds to support productions
- Subscriber signs up for fully curated season, enabling more risk-taking
- Specific nights (and often seats) reserved in advance
- Frequent attendance leads to more engagement, loyalty, and likelihood to support the organization in other ways

### A Note of Caution

Given flexible seat models or reduced subscriptions tend to have lower renewal rates, it is important to proceed with caution when developing new membership models.

Flexible memberships should be viewed as a *complement* to subscriptions, not a substitute. In particular, flexible models need to be designed such that they will appeal to non-subscribers and not pull away existing subscriber base.

# Early Findings from Subscription Innovations

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# Finding Answers in an Unusual Time

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While the current environment makes it challenging to identify best practices...

*“We are still seeing how the new program works. We will collect information for another year before being able to truly evaluate it.”*

ZACH Theatre

*“We’re still trying to figure out if we are comfortable with encouraging people to come [because of COVID-19]. We walked into this season with different expectations.”*

TheaterWorks Hartford

...interviews did provide early answers to the following questions

1. Can membership and subscription coexist?
2. What is the right number or complexity of packages?
3. What is the best “membership” value proposition?
4. How can we best encourage members to attend?
5. What’s the best way to talk about membership as a new concept distinct from subscriptions?

# Finding 1: Three Value Propositions for Subscriptions

1

Supporting the Organization

Annual Fund Replacement

2

Securing Fixed Seats

Assigned Seats  
*(traditional subscription model)*

3

Attending with Flexibility

Ticket Voucher

Ticket Discount Access

Flex-Pass

Unlimited Access Pass



# Value Proposition 1: Supporting the Organization

## Annual Fund Replacement



Description

Mailing list providing exclusive access to discounts

User Benefits  
(Beyond Discounts)

Exclusive access, latest news, social events

Challenges

Turning discounted ticket users into long-term subscribers

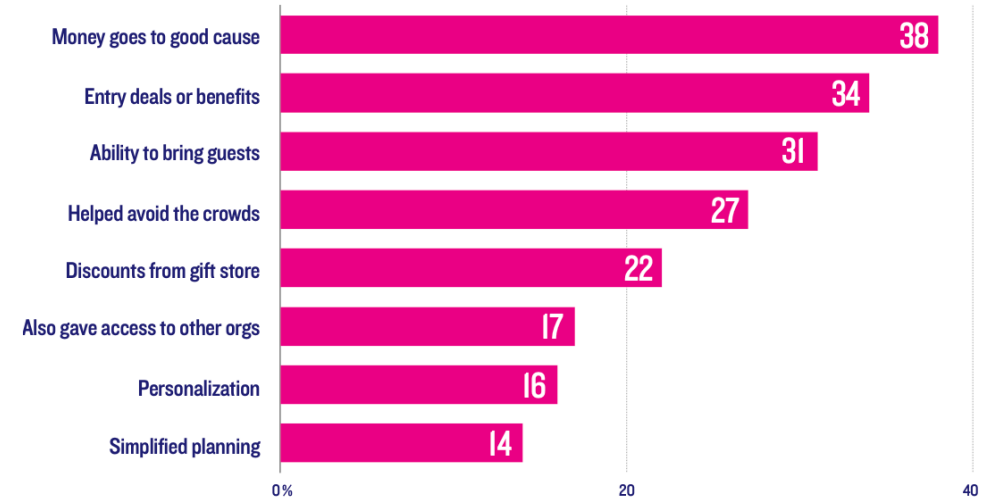
Full Sample Price

\$10  
/month

\$100-1250  
/annually

**Note of caution:** if orienting your loyalty program towards supporting your organization, it is key to separate it from your annual giving — as motivations for giving to both often overlap.

**Motivators for Joining Loyalty Program**



Source: [Culture Track Report - 2017](#)

# Value Proposition 2: Securing Fixed Seats

Typical Subscription  
(with assigned seats)



All-season access to the same seats/night each show

Fixed seats, access to curated season of shows; supporting the organization

Audience willing to commit to full season declining

\$278-\$498 /season

Description

User Benefits  
(Beyond Discounts)

Challenges





Full Sample Price

Many organizations have this more traditional subscription structure, but Fifth Avenue Theatre has invested heavily in its program.

## A Constant Investment in Subscriptions Maintained Loyalty at Fifth Avenue

- Unlike most theatres, Fifth Avenue did not see subscriptions decline pre-pandemic and maintained 20-25K subscribers/year.
- In the past, they have extended their productions, adding a third week of an initial two-week season, to allow single ticket purchases.
- Fifth Avenue typically uses known 'blockbuster' shows to sell new subscriptions before general availability. Subscriptions are typically priced such that the blockbuster show alone could justify the cost.
- Their full-season subscription (\$498) gives access to 5 Musicals and a radio-play podcast. They also have a 4-show subscription package (\$278).

# Value Proposition 3: Attending with Flexibility

	Ticket Voucher	Ticket Discount Access	Unlimited Access Pass	Flex-Pass
				
Description	Pre-purchased single ticket vouchers	For-fee program that allows for future discounted tickets	Monthly or annual fee for unlimited access to shows/events	Package of 2-6 shows of your choice
User Benefits (Beyond Discounts)	Flexibility in when/how often you attend (not limited to seasons)	No need to commit to shows; early access	The ability to go frequently without paying more; last-minute ticket access	Only pay for the shows you want
Challenges	Typically, not as appealing because specific programming is not named	Requires additional work to get members to use benefits enough to renew	Monthly fee puts pressure on organization to provide value each month	Can undercut the traditional subscription program, best remedied by age limitations, etc.
Full Sample Price	\$45-\$85 /ticket	\$100 /year	\$40/month \$288/season	\$100- \$375 /4-show package

# Finding 2: Simplicity is Critical for Loyalty Programs Portfolio



### Combinations Work

Two organizations have added a flexible option to a fixed-seat subscription

"We have found that the more we try to accommodate everyone, the less likely people are to commit. With ZACHXP, we wanted simplicity." Plan to continue traditional subscription for former subscribers but currently offer only one membership.

Pasadena Playhouse has a fixed-seat/ticket subscription (called "classic membership") along with membership package. "Before we were working with 10 different levels, now everything is much easier."

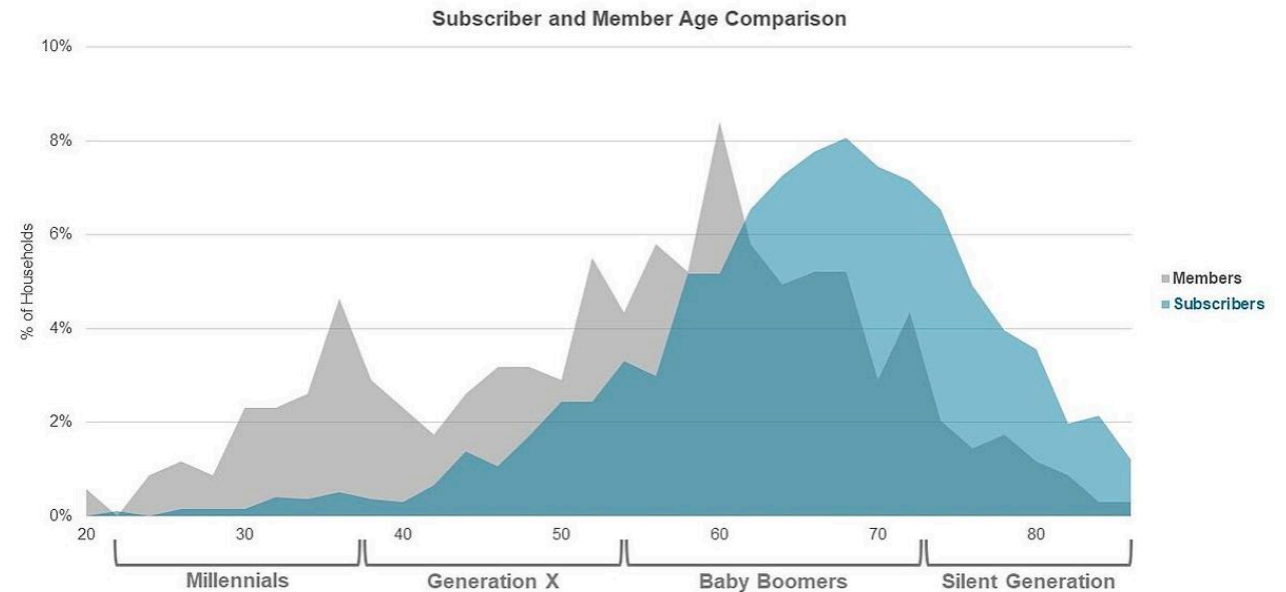
# Combining Flexible & Fixed Subscriptions Increases Overall Revenue

Capacity Interactive analyzed data for an arts organization who offers both a membership and a subscription to its audiences.

- Membership: early and exclusive access to single tickets
- Subscription: fixed seats to performances, with the option to add on membership

**Subscribers who added membership had the highest annual ticket spend of \$653 and attended an average of 15 events per year.**

Patrons who were solely members attended a slightly higher 16 events annually, but at \$321 their annual ticket spend was half of subscribers with membership.



Source: [Capacity Interactive - The New Duel: Subscriptions vs. Memberships](#)

# Finding 3: Flexible Members Need Encouragement To Use Benefits

The less structured a subscription package is, the higher the chance that patrons will need an extra reminder to use it — and then have a higher chance of renewing. Arts organizations have employed a variety of creative tactics to encourage subscribers with flexible ticket options to get the most from their subscriptions.



**Pasadena Playhouse** offers a discount ticket membership that requires separate ticket purchase.

For every show, when tickets go on sale, Pasadena sends two reminder emails per week. Their box office also calls every member to remind them to buy tickets.



During shutdown, **American Shakespeare Center** used text messages to remind audiences of their tickets to digital programs.



Knowing that too many options can be overwhelming, the **Minnesota Opera** identified specific seating areas for its special subscription for new audiences.

Reducing steps in the decision-making process makes it a frictionless process to purchase.

# Finding 4: Feedback Dramatically Impacts Program Success

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ZACH Theater designed their membership program based on initial feedback from audiences; focus groups lead them to change pricing and structure before launch.

They changed the monthly price point from \$50/month to \$39.

They changed the program to have “unlimited” access after focus groups encouraged simpler messaging around benefits.



Surveys showed Pasadena Playhouse that traditional subscribers missed their assigned seats with the new program (more flexible, but with no seats).

They brought back seats, with a “traditional” offer, which still accounts for 65% of their members.

*Even limited feedback can help you shape your program more closely to audience preferences*

# Finding 5: Consider Alternatives to “Membership”

Membership means different things to different people. It can connote an annual fee, an exclusive club, and more. Some organizations have avoided creating confusion for customers by avoiding the word “membership” altogether, using creative solutions like the ones listed here.

## Woolly Mammoth’s “Golden Ticket”



### GOLDEN TICKET

Cheer up, Charlie, the Golden Ticket is back! After a successful launch of this Wonka-inspired all-access pass in 20-21, we are so happy to continue on with this innovative way to experience Woolly all season long. The Golden Ticket unlocks a completely unlimited experience for the 2021-2022 Season.

**GET YOUR GOLDEN TICKET**

#### SO HOW IS IT DIFFERENT FROM A SUBSCRIPTION?

In a typical subscription you’re selecting the shows you want and often renewing into specific dates and seats. This model provides more flexibility – you can choose to come on ANY date and sit in ANY seat as long as there is availability. You aren’t beholden to things like preview performances, specific price zones, or days of the week, and you can still exchange your tickets as many times as possible with ZERO fees or upgrade charges.

## Steppenwolf’s “Red Card”

### TOTAL ACCESS FOR TWENTY-SOMETHINGS



#### 1. GET RED

Buy your RED card or call 312-335-1650 and we’ll hook you up.



# Finding 6: Your Value Proposition Has Implications on Pricing Structure

If you are framing your loyalty program as...

## A donation with added benefits

### Price structure: monthly

A monthly payment can feel more like a recurring donation, rather than a large purchase. It also opens up avenues for new audiences to gain access to benefits.

### Benefits for the organization

- Requires less attention on the part of the purchaser — benefits extend automatically and do not require the decision to renew
- Revenue stream is consistent, rather than tied to annual renewal cycles

Used by:



## A way to gain ticket discounts

### Price structure: annual

An annual payment creates a higher incentive for audience members to purchase tickets, as they have already paid to discounts.

### Benefits for the organization

- One decision to subscribe lasts for a full subscription cycle — no risk of cancellation month-to-month
- Revenue is collected upfront and more secure

Used by:



**\*Note:** a combination of monthly and annual options can be a fantastic way to offer options to multiple audiences.

The Public Theater, for instance, offers both annual and monthly versions of its supporter levels.

# Detailed Profiles of Interviewees

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# Long Wharf Theatre Positions Membership As Donation

## Membership

Do you believe theatre is for everyone?

Then become a member of Long Wharf Theatre, a theatre renowned for incubating new works, celebrating the kaleidoscope of human experiences, and most importantly, making theatre that is for everyone.

If you hold a membership and wish to renew it, please log in to your account before adding the item to your cart.

## Membership

### \$10 per month (ongoing)

Along with sustaining our efforts, you'll receive discounted tickets and a few perks along the way as a thank you for your invaluable support:

As a Long Wharf Theatre Member, your unrestricted monthly gift will be paid in the most convenient method of your choice—on the day that you specify. Your commitment will automatically continue unless you choose to cancel or change it.

Membership Period: 1 month  
Price: \$10.00

Automatically Renew?

ADD TO CART

GIFT MEMBERSHIP

WE'RE A MEMBER-SUPPORTED THEATRE

## Prove Theatre Is For Everyone By Becoming A Member

BECOME  
A MEMBER →

Long Wharf Theatre is in New Haven, CT with 612 seats in its 2 spaces.

## Membership Program Details

- Membership program started during pandemic shutdown as a way for subscribers to maintain support. In 2019 was \$150 or \$10/month; now only the monthly option is available.
- \$10/month membership is contributed revenue, provides access to discounted tickets (\$35 best price) and other benefits. Members can cancel at any time.
- Donors above a certain level are automatically members.
- Subscriptions may return but are currently paused given COVID spaced seating.
- Currently 500 members for abbreviated season and only few months of sales. Not seeing many month-over-month drops.

## Additional Background

- The membership is positioned heavily as a way to support the theatre rather than as a ticket discount program. When communicating the opportunity to become a member, the communication is primarily about impact, mission, and the future of the organization.

Source: ABA Member Interviews; LWT website

# ZACH Theatre Offers Netflix-like Membership



One Pass. Unlimited live theatre.

ZACH XP is the all-access ZACH Theatre membership that is your pass to unlimited shows and events at ZACH. Book a ticket whenever you want, right up to showtime! Plus, ZACH XP members get first access to tickets, free parking, exclusive discounts at the bar, and more – the entire ZACH Experience for one monthly fee. It's easy to sign up, and you can cancel anytime. Whether you can quote every word of Hamilton, or you just want to fill up your social calendar, ZACH XP makes it easy to get all-access to live theatre all the time.



ZACH is in Austin, TX with 1212 seats in its 4 spaces.

## Membership Program Details

- A \$39 monthly fee offers access to all shows and events.
- ZACH XP works as the culmination of several years of transitioning into more flexible subscription packages. They substituted their previous 4 subscribers' packages for ZACH XP and kept only the most traditional subscription fixed-seating main stage package.

## Additional Background

- Although the membership fee is charged monthly, the package is communicated as an ongoing purchase to use year-round.
- Over the past 2 years, ZACH did intense research to support the shift in subscription offers, including surveys with their audience and a partnership with a research team from Visa.

Source: ABA Member Interviews; ZACH's website

# ACT Ended Membership Program Because of Drops



## What is ACTPass?



### One Monthly Fee

For one monthly fee, you can see as much or as little as you want of ACT's Mainstage and ACTLab productions.

[Read More >](#)



### Reserve and Go

Just reserve a seat to every show of your choice in advance (or just before the show based on availability). Your tickets will be mailed if time permits or held at Will Call for pick-up if purchased close to the show date. No additional ticket charges apply.

[Read More >](#)



### Ultimate Flexibility

With ACTPass, you can pick your day and even exchange to another night for no additional fees (pending availability).

[Read More >](#)

## Choose from 4 ACTPass Memberships

ACTPass	Dual ACTPass	ACTPass+	GiftGiver ACTPass
<b>\$40<sup>00</sup></b> <small>monthly</small>	<b>\$80<sup>00</sup></b> <small>monthly</small>	<b>\$120<sup>00</sup></b> <small>one time</small>	<b>\$120<sup>00</sup></b> <small>one time</small>
The original monthly membership level—one pass for one person.	Monthly membership designed specifically for double-member households. Membership includes two individual membership cards in one convenient transaction.	Already a 6-play ACT subscriber? Add the ACTPass+ membership to your subscription and gain access to ACTLab productions.	Gift the ones you love three months of ACT Theatre with the GiftGiver ACTPass. Perfect for holidays, birthdays, anniversaries, graduations, and other special occasions.
<a href="#">Buy ACTPass</a>	<a href="#">Buy Dual ACTPass</a>		<a href="#">Buy GiftGiver ACTPass</a>

Source: ABA Member Interviews; ACT Theater website and social media

ACT Theatre is a contemporary theatre in Seattle, WA with 400 seats in each of its 5 spaces.

### Membership Program Details (not currently offered)

- ACTPass (ended in 2019) was a one-time or monthly fee that offered access to all productions.
- It was primarily marketed for access to ACTLab productions but also offered access to Mainstage productions
- ACT Theatre sold about 4,000 subscriptions and 300 Act Passes, the latter especially attractive for younger audiences.
- The monthly single (\$40) was the most popular.
- Approximately 10-12% of ACTPass holders dropped in a given month.

### Additional Background

- Because ACTPass had a monthly fee, the organization felt more need to create continuous value through both shows and partnerships. It became onerous for the theater to maintain the added benefits such as restaurants partnerships. In the future they would consider annual instead of monthly passes.

# TWH Leverages Digital to Differentiate Memberships



Subscriptions

Memberships

Events

Cart 0

## 2021/2022 TWH Membership

21/22 ANNUAL MEMBERSHIP

Sometimes VIRTUAL just works best – so we’re putting everything we learned this past year to work to make this year even better. We’ll deliver a year’s worth of virtual content – whether it’s a super exciting WORKshop production (new works), a stream from our live stage (see all 4 plays) or TWtalks (important conversations with important people) - you can’t beat the ease (or cost) of a TWH Membership.

Add items

Back

Next

Annual \$95 (Awesome – that’s less than \$8 per month)

\*all memberships have a one time time set up fee of \$5

Specify quantity

Price: \$95.00 each



TheaterWorks Hartford is in Hartford, CT with 191 seats.

### Membership Program Details

- Annual digital membership is priced at \$95 (less than \$8/month) and includes \$10 off each LIVE ticket purchased.
- In-person subscription also offered for \$190 for four plays including the holiday production.
- Their historical attendance is 36,000+, of which more than 5,000+ are subscribers.
- They ended the 20-21 pandemic season with 2,700 digital members (no subscriptions were sold that season). Subscribers came from 49 states and 17 countries.
- 20% of memberships sold for 21-22 were digital-only.

### Additional Background

- During the pandemic shutdown, they presented 12 digital productions
- To increase their digital capability, they’ve worked with additional 120 creatives across the country, and shipped “tech boxes” to the cast..

Source: ABA Member Interviews; TWH website and social media

# Pasadena Playhouse Has Three Loyalty Offers



## PLAYHOUSEPASS: \$100

Let's PLAY around a bit. Buy a **PlayhousePass** for only \$100 to receive Membership benefits all year long and never pay more than \$50 per ticket — making your money back after only two shows. You'll also get early access to book the best seats available. So dip your toe in the water and start to experience the best of what Membership at Pasadena Playhouse has to offer, like our upcoming productions of *Head Over Heels*, *Teenage Dick*, *Ann*, *freestyle love supreme*, and one more to be announced!

**GET YOUR PLAYHOUSEPASS TODAY!**

Pasadena Playhouse is in Los Angeles, CA with 686 seats.

## Membership Program Details

- The \$100 PlayhousePass offers a fixed maximum of \$50 per ticket.
- The pass is purchased by a household, allowing members to buy many tickets and have different users for it.
- In addition to the pass, they have two traditional subscriptions: *Classic* with a fixed seat (starting at \$275); *Dynamic* with range of seats (starting at \$250);
- The Classic is 76% of membership revenues. The Pass attracts younger and new-to-file audiences.
- Subscriptions and donations packages are marketed together under the category of "membership" -- all members have access to membership benefits such as advanced booking, exchanges, events and discounts to classes.

## Additional Background

- They have a system in place to remind PlayhousePass holders to purchase tickets. When tickets go on sale, they send 2 emails/week, and call members to enable them to buy tickets over the phone.

Source: ABA Member Interviews; Pasadena Playhouse website

# Voucher Language Mattered for Second Stage



## FOREVER TICKETS

### FOREVER IS JUST A 2ND AWAY

Do you miss theater and want to lock in a ticket now that you can use anytime? Introducing the Forever ticket. Much like the Forever Stamp, buy it now at a great price, use it any season, any year, for any production you want! Forever tickets are \$45 for our off-Broadway productions at the Tony Kiser Theater and \$85 for Broadway shows at the Hayes Theater. We'll be back soon, and you'll be supporting our mission of producing contemporary American playwrights and enjoying a steep discount at the same time! Remember, forever is just a 2<sup>ND</sup> away.

## SUBSCRIPTION PACKAGES

By subscribing to 2ST, you'll receive the best ticket prices, the best seats, great flexibility, restaurant discounts, and specially priced guest tickets so you can bring friends and family. [View our 2021 – 2022 Season >](#)

## FLIP THE SCRIPT — \$120

30 or under? See all 4 shows in our 2021/2022 Season for just \$120.

Source: ABA Member Interviews; Second Stage website

Second Stage Theater is a contemporary theatre in New York, NY with 1001 seats in its 3 spaces.

### Ticket Voucher Details

- Second Stage offers “forever tickets” that can be used whenever, independently of the season.
- Tickets are \$45 (off-Broadway) or \$85 (Broadway).
- Initially conceived to sell early tickets to loyal patrons during the pandemic before the season was announced. Now sold as a holiday promotion and gift option.
- Users don't have to choose a date and there are no fixed seats.

### Additional Background

- This season, Second Stage offers four levels of subscriptions - 2 (\$165); 3 (\$225); or 4 shows (\$375). They also offer a season subscription for those under 30 called “Flip-the-script” (\$120).
- \$30 tickets are available to people aged 30 and under, for all Second Stage productions.



# Fifth Avenue Sacrifices STs for Subscriptions



Fifth Avenue Theatre produces musical theatre in Seattle, WA, with 1,950 seats.

## Subscription Program Details

- Unlike most theatres, Fifth Avenue did not see subscriptions decline pre-pandemic and maintained 20-25K subscribers/year.
- In the past, they have extended their productions, adding a third week of an initial two-week season, to allow single ticket purchases.
- Their full-season subscription (\$498) gives access to 5 Musicals and a radio-play podcast. They also have a 4-show subscription package (\$278).
- Fifth Avenue typically uses known 'blockbuster' shows to sell new subscriptions before general availability. Subscriptions are typically priced such that the blockbuster show alone could justify the cost.

## Additional Background

- They program primarily musical theater, with mostly self-productions and one tour a year, usually a known piece that sells well.
- They have discount partnerships with restaurants that work as a push for subscriptions. Each show gets a restaurant sponsor.

Source: ABA Member Interviews; 5<sup>th</sup> Ave website and social media

# Steppenwolf's RED card

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Steppenwolf's RED card is only for people in their 20s. It offers the steepest discounts on tickets, flexibility and events.

## 6 TICKETS FOR \$100

Steppenwolf RED is all about accessibility. RED is a membership for people in their 20s, for students and young professionals with a love of great theatre. RED also offer networking opportunities, exclusive events, and the best ticket deals in town! **In these unprecedented times, accessibility has taken on new meaning, and Steppenwolf's RED card is evolving.**

**For just \$100, the RED card includes:**

- 6 flex tickets to future Steppenwolf on-stage performances
- Immediate access to our virtual stage
- Exclusive member content including events, workshops, and behind the scenes extras

With our RISK FREE membership promise, the RED card offers a much needed flexibility—onstage performances combined with an outstanding array of online content, giving members something to look forward to and something to enjoy NOW.

# Woolly Mammoth Golden Ticket and Discounts

Cheer up, Charlie, the Golden Ticket is back! After a successful launch of this Wonka-inspired all-access pass in 20-21, we are so happy to continue on with this innovative way to experience Woolly all season long. The Golden Ticket unlocks a completely unlimited experience for the 2021-2022 Season.



## GET YOUR GOLDEN TICKET

How it works – one flat fee of \$348 that gets you:

- A seat to any project we do, on any date, in any seat, as many times as you want (subject to availability)
- For the 21/22 Season this includes:
  - Teenage Dick
  - A Strange Loop
  - Hi, Are You Single?
  - Parable of the Sower
  - There's Always the Hudson
  - Any other projects announced through June 2022
- Unlimited 20% off companion tickets to bring along friends and loved ones
- Special access and invitations to events all year long

<https://www.woollymammoth.net/box-office/golden-ticket/>

AND because we don't want cost to be a barrier to anyone joining us for this season, we are making some Golden Tickets available at a lower price of \$219 too!

"Two prices for the same thing? How does that work? Which should I choose?" If you are able to pay the full amount, that financial support is deeply needed and appreciated. However, some Woolly loyalists may not be able to afford it, such as students, seniors, or those on a fixed income. If that is you, then we invite you to join us at a lower price, no questions asked.

And at either price point, you can choose to pay over three installments; 3 payments of \$116 or \$73 respectively (per Golden Ticket) on the day you buy, then Sept 1, then Nov 1.

And if you preferred having set dates/seats – we can do that for you! Just contact our box office and we'll set you up with a ticket to every show, in a great seat, that you're able to exchange just like with the previous subscription packages.

Woolly Mammoth offers the same "golden ticket" at two different prices, \$348 or \$219. They ask you to pay the more expensive one if you can afford it.

## SPECIAL DISCOUNTS

Woolly Mammoth Theatre Company is proud to make its work extra-accessible to the members of vital segments of the DC community: students, public school teachers, members of the armed services, and patrons age 30 and under. We also offer special discounted tickets on Pay-What-You-Will nights and right before a performance!

### Pay-What-You-Will Nights MAKING OUR WORK ACCESSIBLE

The concept is simple: we perform the show, you tell us how much you're going to pay for your ticket.

[Learn More](#)

### Stampede Seats LAST-MINUTE, LOW-COST ENTRY

On sale two hours before showtime, only in person. Available on a first-come, first-served basis.

[Learn More](#)

### 30 & Under Pricing ACCESS FOR YOUNGER AUDIENCES AND STUDENTS

\$20 Section B and Section C tickets for audience members 30 and under and full-time graduate and undergraduate students.

[Learn More](#)

### Educator Discounts SERVING OUR COMMUNITY

We are committed to giving DC teachers access to enriching, expansive art of the highest caliber.

[Learn More](#)

### Military Discounts WELCOMING OUR MILITARY








Woolly has a long-standing commitment to the military personnel in our community.

[Learn More](#)

# Appendix & Reference

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# Overview of Subscription Value Propositions & Examples

Value Proposition	Supporting the Organization		Attending with Flexibility				Securing Fixed Seats
							
	Annual Fund Replacement		Ticket Voucher	Ticket Discount Access	Unlimited Access Pass	Flex-Pass	Typical subscription with assigned seats*
Description	Monthly or annual fee to support the organization (and get benefits such as discounted tickets, food & drink, etc.)		Pre-purchased single ticket vouchers	For-fee program that allows future discounted tickets	Monthly or annual fee for unlimited access to shows/events	Package of 2-6 shows of your choice	All-season access to the same seats/night each show
User Benefits Beyond Discounts	The opportunity to support the organization; tax deduction; recognition		Flexibility in when and how often you go (beyond season)	No need to commit to shows; early access	The ability to go frequently without paying more; last-minute ticket access	Only pay for the shows you want	Fixed seats, access to curated season of shows; higher opportunity to support the organization
Challenges	Can undercut the traditional annual fund		Typically, not as appealing because specific programming is not named	Requires additional work to get members to use benefits enough to renew	Monthly fee puts pressure on organization to provide value each month	Can undercut the traditional subscription program	Audience willing to commit to full season declining
Full Sample Price	\$100-1250 /annually	\$10/month	\$45-\$85 **	\$65-\$100	\$40/month - \$288/season	\$100- \$375 ***	\$196-\$498

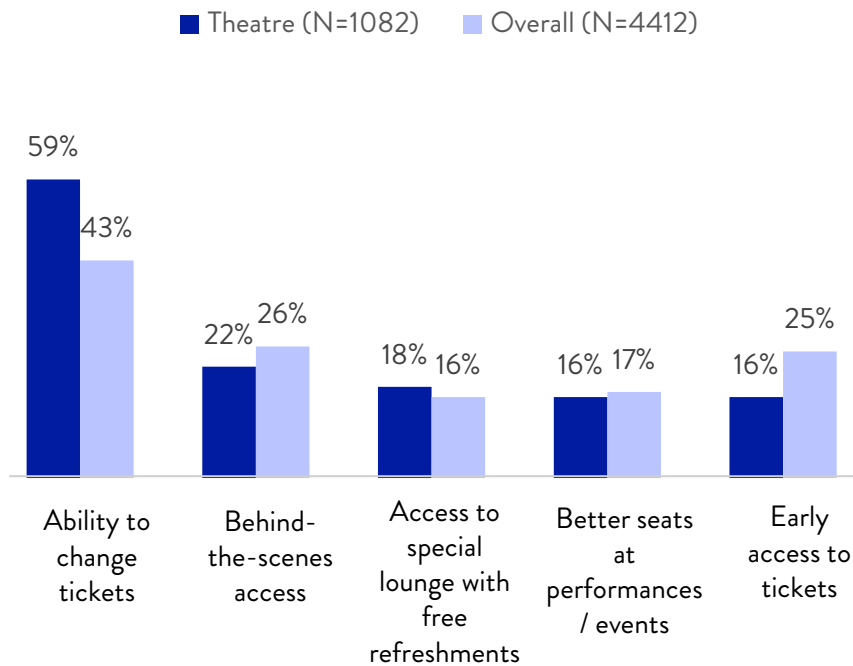
\* Assigning seats appears to be critical to a distinct value proposition between flex-passes and subscriptions

\*\* Varies depending on what shows it gives access to

\*\*\* For a 4 shows package

# ABA Survey Shows The Most Valued Donor Benefits

## Top 5 Valued Donor Benefits from Theatres\*



From January-March 2021, ABA conducted a survey of 5154 individual donors to the arts, including 1309 individuals who donated to a theatre. The online questionnaire was distributed via emailed links by 47 arts organizations across genres and regions.

\*Respondents who did not receive benefits or did not remember what benefits they received did not answer this question  
"Which of the benefits or rewards that you receive as a result of your donation to [PIPE IN ARTS ORG] do you value the most? Please select up to three."

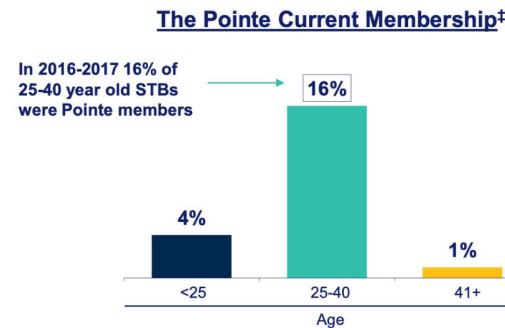
# PNB Manages Age-Focused Discount Programs

Like many performing arts organizations, PNB finds attracting 20 to 40 year-old audiences a challenge. To engage this group they launched *The Pointe*, a single-ticket discount mailing list that attracted over 1,000 buyers in its first two seasons (FY16 and FY17). Nearly half (49%) of those were new-to-file.\*

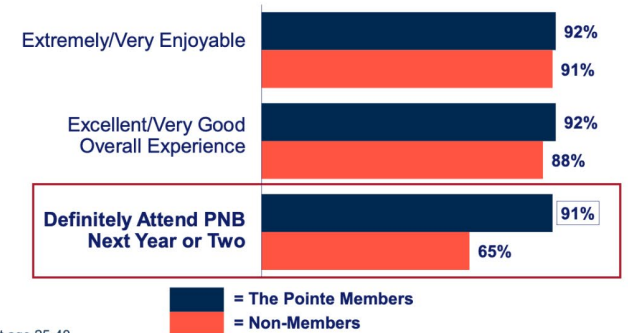


**What is "The Pointe"?**  
 The Pointe mailing list offers occasional discounts and events arts and dance lovers age 20-40. Sign-up is free.

## Recipients of *The Pointe* returned more frequently than their age group peers



\*Current members of The Pointe's Members include some members who are not age 25-40.  
<sup>‡</sup> From PNB database  
 □ = Significantly higher than other group at the 90% confidence level.



\* *The Pointe* maintained a 46-50% retention rate year-over-year through FY19. During this time, the overall 25-40 year old audience (about 10,000 households) increased new-to-file retention from 17% in FY15 to 21% in FY18 and FY19.

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