



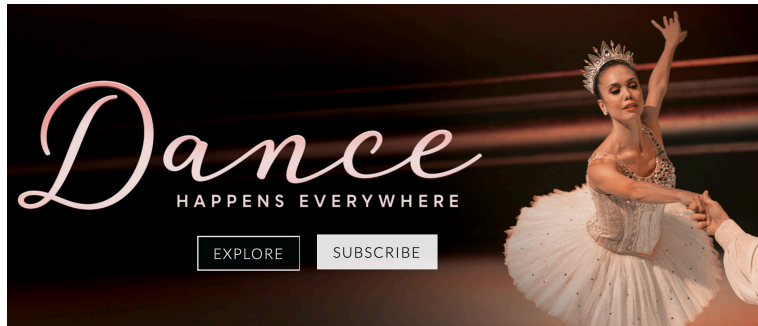
Transforming Arts Organizations Worldwide

Case Study: Creating a High-Value Digital Season



Overview of PNB's Digital Season: 'Dance Happens Everywhere'

Digital Season Webpage



This season will showcase a combination of new work, videos of past performances, conversations with dancers and artists, plus bonus content curated and crafted to inspire, delight, and educate. We are devoted to creating a meaningful season of dance and hope you'll join us on this new adventure.

Digital Tiered Pricing Structure

Digital Single Ticket
\$29

- Access to 1 performance event during the viewing window
- Informal welcome to the event

Digital Plus Single Ticket
\$39

- All base level content
- Exclusive behind-the-scenes footage, interviews, galleries, and other content
- Access to additional archived productions

Designed for single ticket holders and new, lapsed audiences

Digital Subscription
\$190

- 6 performance events with a mix of new and archival video
- All content included in Digital Plus single tickets

Designed for existing subscribers who had renewed before the COVID-19 pandemic hit

1 **Creating a Digital Value Proposition: Test Capacity for Monetization with Existing Audience Base**

When creating a digital value proposition, begin by creating a digital experience – including both content considerations and creative packaging – that aligns with the wants and needs of patrons who already know and love the organization. Focusing on loyal subscribers first and foremost, and thereby creating something the organization is uniquely known for, has the added benefit of also appealing to new and lapsed audiences.

2 **Selecting a Platform: Use Set of Standard Considerations to Make Organizational-Specific Decision**

Pick a platform based on a pre-determined set of considerations so decisions are made based on organizational need and digital strategy – not based on vendor features or what is most popular.

Lesson 1: Test Capacity for Monetization with Existing Audience

Steps to Pricing Digital Subscription

Step 1: Retain Renewed Subscribers by Demonstrating Continuity

- The rate for digital subscriptions was set at **\$190**, which is the lowest price for a live subscription
- A 6-rep digital season was announced concurrently, with a schedule that mirrored a live season
- This demonstrated intended continuity from an in-person season for subscribers
- Subscribers who had renewed for the upcoming season were defaulted into the subscription
- Subscribers who had paid more than \$190 could donate the balance of their subscription, use the credit to gift single ticket viewings or purchase PNB's Digital Nutcracker event



Step 2: Increase Revenue with Individual Ticketing at Two Levels

- Digital single tickets were segmented into two tiers to capture more revenue:
 - **Base Level: \$29**
 - **Digital Plus: \$39**
- Digital Plus was created for subscribers and single ticket holders who did not want a subscription, but still wanted additional content
- Base level pricing was then something to fall back back on for single ticket holders or new, lapsed audiences who did not want Digital Plus
- Approximately 1/3 of single ticket holders opted for the Digital Plus level, while 2/3 chose the base level
- PNB's Digital Nutcracker was offered for single ticket purchases only, with higher pricing to reflect demand around the holidays:
 - **Base Level: \$39**
 - **Digital Plus: \$55**



Step 3: Offer Differentiated Content to Justify Monetization

- Performances and bonus content was a mix of new work and archival content
- Retaining subscribers allowed PNB to transition to digital-first programming, including hiring more artists to collaborate on the season
- An experience was created around each event with interactive elements and behind-the-scenes content, making it an experience that is beyond what a live performance would offer

Lesson 2: Platform Choice Based on Standard Considerations

Platform Consideration Checklist

Technology Integration: Can we use our own ticketing software and CRM with this service?

Ticket Prices: Can we set our own ticket price structure?

Customer Data: Can we capture customer data? If so, is the data usage plan flexible to meet our needs?

Support: Does this service provide the level of technical and consultative service we require, especially given the skillsets of our staff?

Content Flexibility: Can we use the service to stream live or synchronous content, and content extras like interviews and behind-the-scenes, in addition to hosting archival content?

Ease of Use: Will the platform be easy to navigate to and within for our patrons and staff?

Price: Is the service reasonably priced for our budget and needs?

Unions: Will union agreements permit use of the platform for the intended purpose?



After evaluating the available platform, PNB settled on **JW Player**, a website plugin that offered the clearest purchase path and would enable the organization to host content natively.

Taking the time to really research the video platform you use and evaluating what fits best for your needs is worth the added time.

– Lexi Clements, Director of Marketing, Pacific Northwest Ballet

Additional Takeaways from Digital Subscriptions

Structuring Teams for the Digital Sphere

1 Break Down Silos to Create a Shared Vision for Digital

Having a **combined development and marketing team** going into the pandemic helped PNB ensure that digital products would serve the needs and wants of existing subscribers and donors, as well as new audiences.

2 Search All Levels of the Organization for Digital Capacity

PNB found they would need an additional videographer, but after talking with all staff, PNB found a team member already trained and equipped to capture digital media at a high level. The individual quickly shifted over to videography – **proving that an expensive additional hire may not be necessary** to create high-quality digital content.

Increasing Engagement

3 Leverage Customer Loyalty to Expand & Fortify Digital Audience

PNB found that **most digital audience members were not brand-new to the organization**. They had: (1) learned about PNB through a friend/family member, (2) were not local but had attended PNB when visiting or (3) belonged to a lapsed local audience who cannot attend live performances.

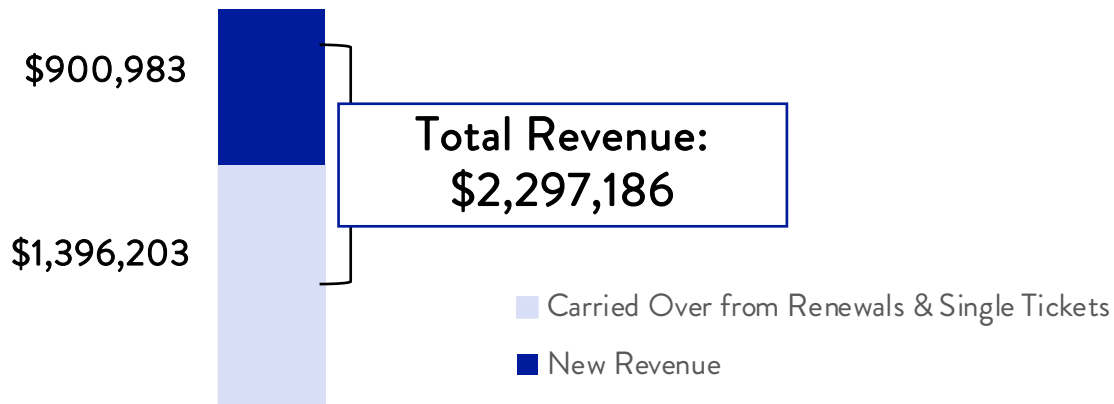
4 Evaluate Trends Among Different User Types

PNB found **content featuring actual dancing received the highest engagement**, while behind-the-scenes content was most appealing to aficionados.

Off to a Strong Start

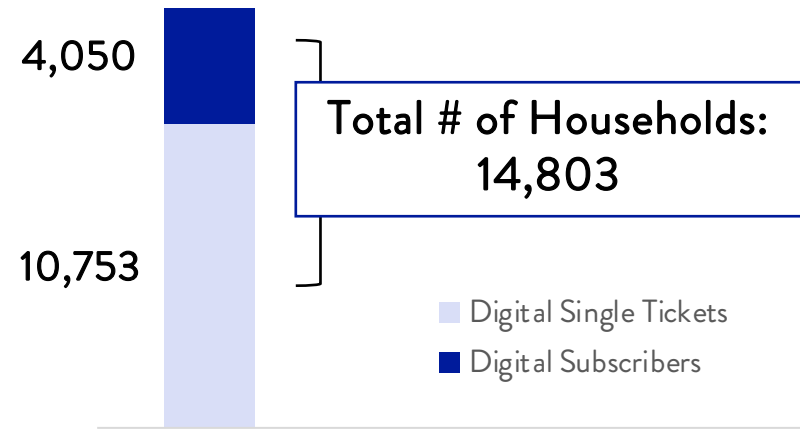
Revenue from Digital Subscription and Single Tickets

Reps I-III & Digital Nutcracker, 10/2020 – 2/2021, USD



Number of Digital Patrons

Reps I-III & Digital Nutcracker, 10/2020 – 2/2021, # of Households

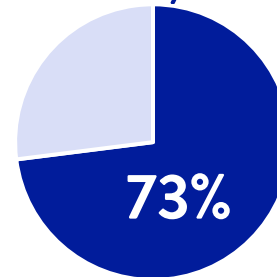


Location of Digital Subscribers

> **36** countries worldwide

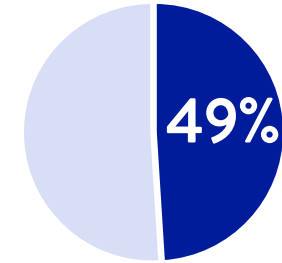
> **50** U.S. states

Audience Completion Rate of Primary Content*



*Includes Archival Footage, New Productions

Audience Completion Rate of Premium Content**



**Includes Interviews, Galleries, Additional Archival Content