

What We Count Matters, What We Measure Counts KEY PERFORMANCE INDICATORS

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Key Performance Indicator (KPI) is a measured value that shows how effectively an organization is achieving its **key objectives**.



Prerequisite

Objectives = clear, defined, measurable

- **Objectives relate to your organizational mandate, mission, vision**
 - Can be contained in your strategic plan; business plan; plan of action for the next season



Count

- # of shows
- # people
- \$ revenue
- % expense ratios

Measure

- Short-term effect on individuals
- Long-term impact on community

Examples

- **What are the objectives in your organization in the next year?**
- **How do you know whether you are achieving your objectives?**



What is a measurable objective?

Increase attendance at our shows

Vs

Increase attendance to 95% of capacity sold

Vs

**Increase attendance to 95% of capacity sold
within 3 seasons**



What is a measurable objective?

To increase community engagement with the arts

Vs

To foster an engaged community through the arts

Vs

**To build three new long-term relationships with
[specify who] in the next two years**



Translating mission into measurable objectives

“The mission of [our organization] is to promote the love of great music [in our geography] through the presentation of concerts, workshops, masterclasses and other music appreciation events throughout the year.”

What are the important aspects that merit measuring progress?



Translating mandate into measurable objectives

Mandate

- To encourage the development of the performing arts from all cultural traditions and to provide a venue in the Northwest Territories for community and professionally produced performances.

Objectives

- To manage and operate facilities in the NWT for community and professionally produced performances, including any type of musical and theatrical performances.
- To hold leases, licences and contracts in connection with the operation of such facilities.
- To engage in such other activities as may, in the opinion of the Board of Directors, further the development of cultural activities and facilities in the NWT.



Consider Output vs Outcome



Photo by Inga, 2016
Greyson Gritt, Trade-Offs, Harpoonist and the Axe Murderer
at Alianait Arts Festival, Iqaluit, Nunavut



Photo by Inga, 2016
Audience members at Alianait Arts Festival, Iqaluit, Nunavut



The easy part

of shows

- Type, too – keep track of key info in spreadsheet over time

people

- paid attendance; decide how to count sponsor tickets; comps

\$ revenue

- By show and total; by type of ticket

% expense ratios (Net of any tax)

- Performance fee / Ticket sales
- Bar expenses/sales
- Fundraising expense/ income



The forgotten part: Contextualize

people

- Paid attendance and Total attendance / local population (Census population)
- Critical in small communities where your total numbers can be quite small
 - Atlin Arts and Music Festival in BC has 2,000+ attendees, volunteers, musicians, crew in a place with 400 total population = 5x population
 - Yukon Arts Centre welcomes 58,000 annually = 2x local population
 - Downtown Toronto theatre – 58,000 = 0.02% of local population
- What tells the better story?



The forgotten part: Contextualize

\$ revenue

- How much of your budget is ticket sales revenue?
 - Know how you compare to peers (CRA charitable listings; CAPF program statistics by size of budget)
- Amongst others consider impact on messaging
 - We earn 50% of our annual budget at the box office and related sales, we outperform x charitable art organizations similar to us ...
 - We are grateful to our sponsors who play a vital part in our success at building a vibrant, caring, connected community where everyone is welcome ...



Outcomes measurement is harder

- **Figure out what specifically you care about and collect data about that.**
- **Data can be both quantitative (numbers) and qualitative (stories)**



Examples (figures are fictitious)

- **Learning through the Arts (Conservatory) and Sistema-inspired programs use achievement in school and they establish a control groups to prove their impact.**
 - It is not enough to say 80% graduation rate with 75% average mark or higher.
 - The difference your program makes is the measure of success
 - Sistema participants have a 99% graduation rate compared to 80% of all students and compared to 75% for our carefully designed control group
 - That means we achieve a 32% better outcome for Sistema Participants (99-75/99)



Examples (figures are fictitious)

- **Self-reported measures**
 - Satisfaction
 - Like / enjoyment
 - Perceptions of change due to attendance/activity
 - Likelihood to recommend
- **Anecdotes**
 - Stories about impact on individuals



Be systematic

Survey engine (free)

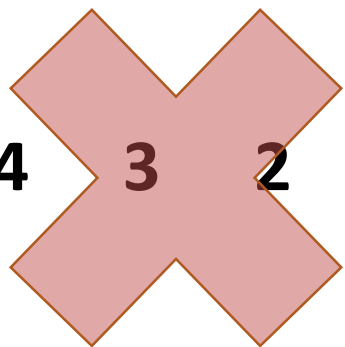
- **Very short (2 to 3 minutes)**
- **Well-constructed questions**
 - No leading questions!
 - Scales that are balanced!



Scales

1 2 3 4 5 6 7 8 9 10
Very poor Very good

10 9 8 7 6 5 4 3 2 1 0
Very poor Very good



-5 -4 -3 -2 -1 0 1 2 3 4 5
Very poor Very good



Scales – concept in words

Not at all satisfied

Somewhat satisfied

Moderately satisfied

Mostly satisfied

Completely satisfied

Dissatisfied

Somewhat dissatisfied

Neither satisfied nor dissatisfied

Somewhat satisfied

Satisfied

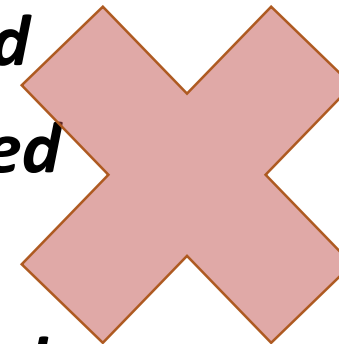
Dissatisfied

Somewhat satisfied

Moderately satisfied

Mostly satisfied

Completely satisfied



Matrix question (multiple answers)

	Generally interested	Participated in activity
Pre-concert lecture	60%	5%
Post-concert talk back	65%	4%
Reception with artists	80%	10%
Reading program notes	45%	91%
Sharing the experience live on social media	35%	0%
N=200		

- Counts all who checkmarked and divided by total N = %
- Each parameter is meaningful, e.g. “last concert” figures will be different than if you’d said in the “last year”.
- Also – ensure activities were offered in the time frame specified
- Consider decision-making implications of findings like this



All figures are fictitious!

Online generates much data

- **Web analytics – visits, unique visitors, frequency, length, entry and exit pages**
- **Pay-per-click advertising campaigns**
- **Social media metrics – followers, likes, interactions, reach**
- **Social media listening – quality of conversation**
- **Consider**
 - What marketing problem or research question are you trying to answer?
 - Are these interactions coming from your target market?



What to do with unstructured data

- **Why do you care?**
 - What are you listening for?
 - How will you use this data?
 - What decisions will you make based on this?
- **Collect it** → **Testimonials (permission-based!)**
 - Database
 - Organize it
 - Characteristics of speaker
 - Analyze it
 - Count interactions
 - Understand limitations – opinions are not projectable
 - Text / sentiment analysis
 - Word Clouds



Developing insight

Decisions require

- **compelling facts**
- **socializing the results**
- **evolving meaning together**
- **demonstrating application in decision-making**



Arts research and data secondary sources

- Your own reports and data
- Local Media kits – call your local radio, newspaper, TV and request them!
- Value of Presenting study (Strategic Moves)
 - http://www.capacoa.ca/valueofpresentingdoc/ValueofPresenting_Final.pdf
 - http://www.strategicmoves.ca/wp-content/uploads/2014/10/Reflections_Future_March2013.pdf
- Statistics Canada – Census, Industry, General Social Survey
 - <http://www12.statcan.gc.ca/census-recensement/index-eng.cfm>
- Hill Strategies – Arts Research Monitor and commissioned reports
 - <http://www.hillstrategies.com/resources>
- Canada Revenue Agency – Charities Listing
 - <https://www.canada.ca/en/revenue-agency/services/charities-giving/charities-listings.html>
- Canada Council for the Arts <http://canadacouncil.ca/en/council/research>
- Canadian Heritage
 - <http://www.pch.gc.ca/eng/1364987593253/1364990923637>
 - http://epe.lac-bac.gc.ca/100/200/301/pwgsc-tpsgc/por-ef/canadian_heritage/2012/089-11-e/index.html
- Environics Analytics – Prizm Lifestyle, CensusPlus and much more
 - <http://www.environicsanalytics.ca/>
- WolfBrown (USA) <http://wolfbrown.com/insights/books-and-reports>
- National Endowment for the Arts
http://arts.gov/publications?field_artistic_fields_tid=All&keys=&sort_by=field_alphabetic_title_value&sort_order=ASC
- Americans for the Arts <http://www.americansforthearts.org/research>
- MarketingSherpa <http://www.marketingsherpa.com/freestuff.html>





Let's stay in touch

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