

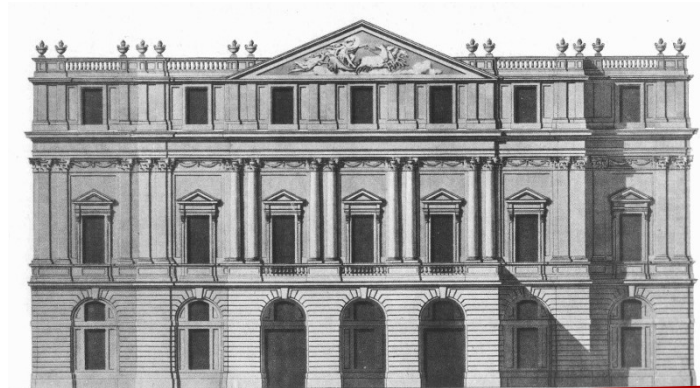


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# MARKETING MIX FOR THE PERFORMING ARTS

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LANFRANCO LI CAULI  
TEATRO ALLA SCALA  
MARKETING AND FUND RAISING DIRECTOR



PARMA 12-10-2017

# THE TEATRO ALLA SCALA BRAND

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## ***Brand loyalty***

La Scala strongly attracts and loyalizes its over 400.000 customers/year. Half of these attenders have been coming for over 10 years and over 70% of our subscribers confirm their support every season

## ***Awareness***

the Scala Brand is easily recognizable and has a widespread awareness at both national and international level, conveying the idea of an excellence institution, a symbol of tradition and authority.



## ***Perceived Quality***

the recent survey highlights a trend of full satisfaction across all our audiences: opera, symphonic and ballet, proving the longlasting artistic excellence of the Theatre.

## ***Proprietary assets and Brand association and identity***

heritage and authority are the terms that characterize these two indexes. The beauty of the main hall, the unique atmosphere, the tradition and the extraordinary performances lead the customer to live an **"La Scala Experience: unique and inimitable"**.

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## THE TEATRO ALLA SCALA BRAND – PUBLICATION

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An article dedicated to “The Brand of Teatro alla Scala” is under development and will be published on the International Journal of Arts Management.

### **International Journal of Arts Management**

IJAM is a non-profit project, published by the Chair in Arts Management of the École des Hautes Études Commerciales (HEC) in Montreal. The HEC is the oldest business school in Canada. Published for the first time in the fall of 1998, the International Journal of Arts Management has quickly become essential reading for the arts management community. Each issue is approximately 80 pages in length and covers a wide range of topics and viewpoints of direct interest to academics and practitioners. All articles meet the highest standards of intellectual rigour.

Since 2000, the on-line version provide an international platform for arts and business. The website and the newsletter are popular among professionals in the arts and the creative sector.

### **Professor François Colbert**

Master of Management in International Arts Management - Carmelle and Rémi Marcoux Chair in Arts Management

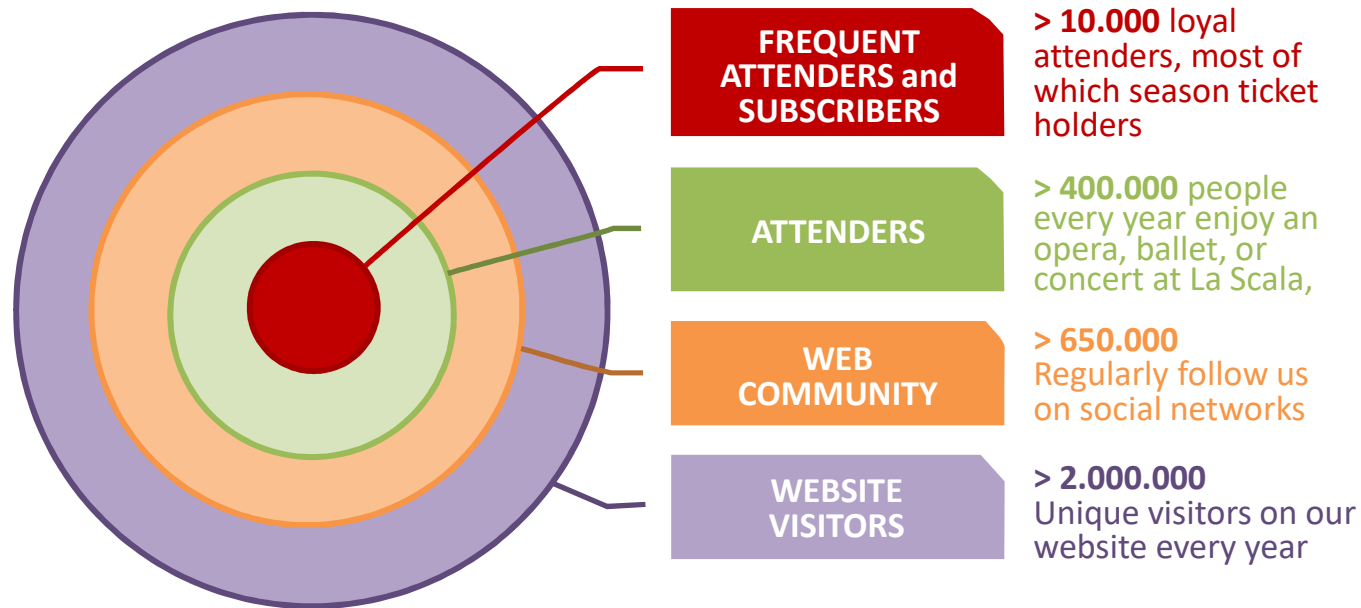
**UNESCO Chair in Cultural Management - HEC Montréal**

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# TEATRO ALLA SCALA'S AUDIENCE



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# TEATRO ALLA SCALA'S AUDIENCE - survey

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In Summer 2016, Teatro alla Scala has commissioned to the Makno Research Institute a survey on its audience and image, analyzing:

- The structure of its audience
- Their relationship with La Scala
- Image and factors of attraction
- International macro-trends

A total of **3.281 interviews** have been conducted in this wide listening project, with a **very high response rate** from both the audience and the international opinion makers, meaning that:

- **the listening was much appreciated**
- the audience shows **a strong sense of belonging and joint responsibility**

**makno**

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# TEATRO ALLA SCALA'S AUDIENCE - survey

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The research on the audience and image of Teatro alla Scala showed that:

## **The audience**

- is younger and more international than in the past
- has a high cultural level
- has a regular and assorted cultural consumption behavior
- is highly loyal
- is multichannel-oriented
- is satisfied by the offer and services

## **La Scala has an attractive image**

- strong and authoritative
- built on the concepts of tradition and artistic excellence

## **The «Scala Experience» is crucial**

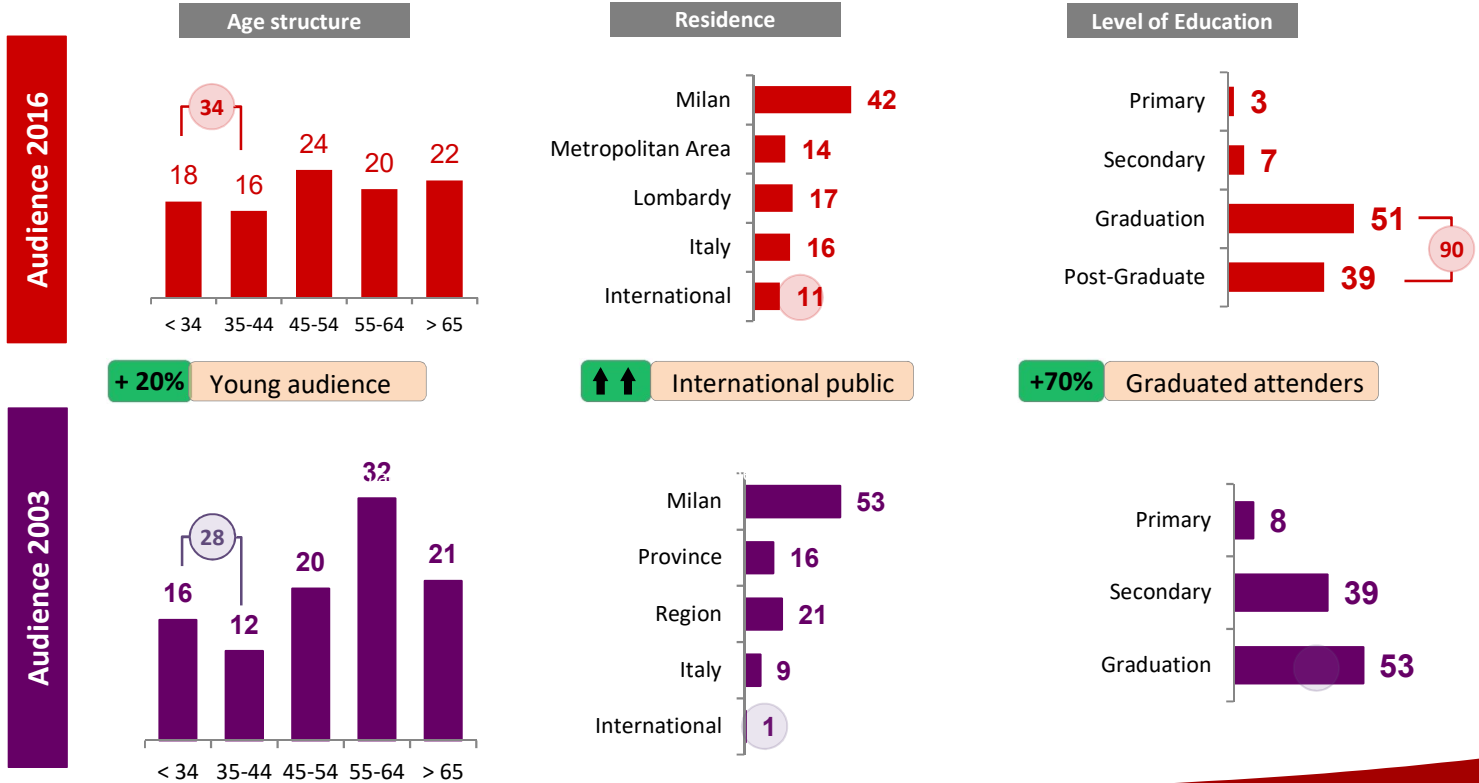
- in its uniqueness
- for the strong emotional and symbolical impact

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# TEATRO ALLA SCALA'S AUDIENCE - survey: 2016 VS 2003



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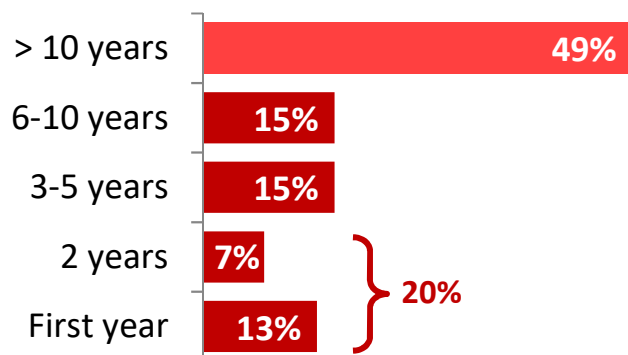
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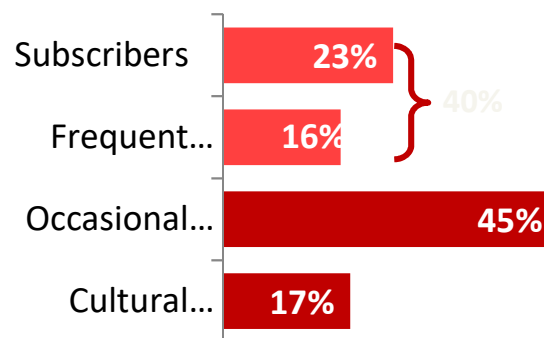
## TEATRO ALLA SCALA'S AUDIENCE - survey: Loyalty

Almost **half** of the audience members interviewed declared that they have been attending La Scala **since 10 years or more** and almost **40%** of the audience has attended at least 4 performances last year:

Since when have you been attending La Scala?  
(% of the audience)



Frequency of attendance  
(% of the audience)



On the other side, there is also an important **20%** of new audience members that started attending La Scala in the last two years.

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## TEATRO ALLA SCALA'S AUDIENCE - survey

The research conducted on **international opinion makers** confirms a trending shift in cultural experiences: from a static status symbol (high, exclusive, cultured) to a dynamic **emotional involvement** in **exceptional experiences** that can be shared.

The image and attractiveness of La Scala evolves following this trend: not a mere election ritual anymore, rather more and more a place where you can live the «**Scala experience: unique and incomparable**».

Key factors of this experience are:

- Quality and artistic excellence
- Symbolic strength of tradition
- Uniqueness of what you live
- Feeling of taking part to something big

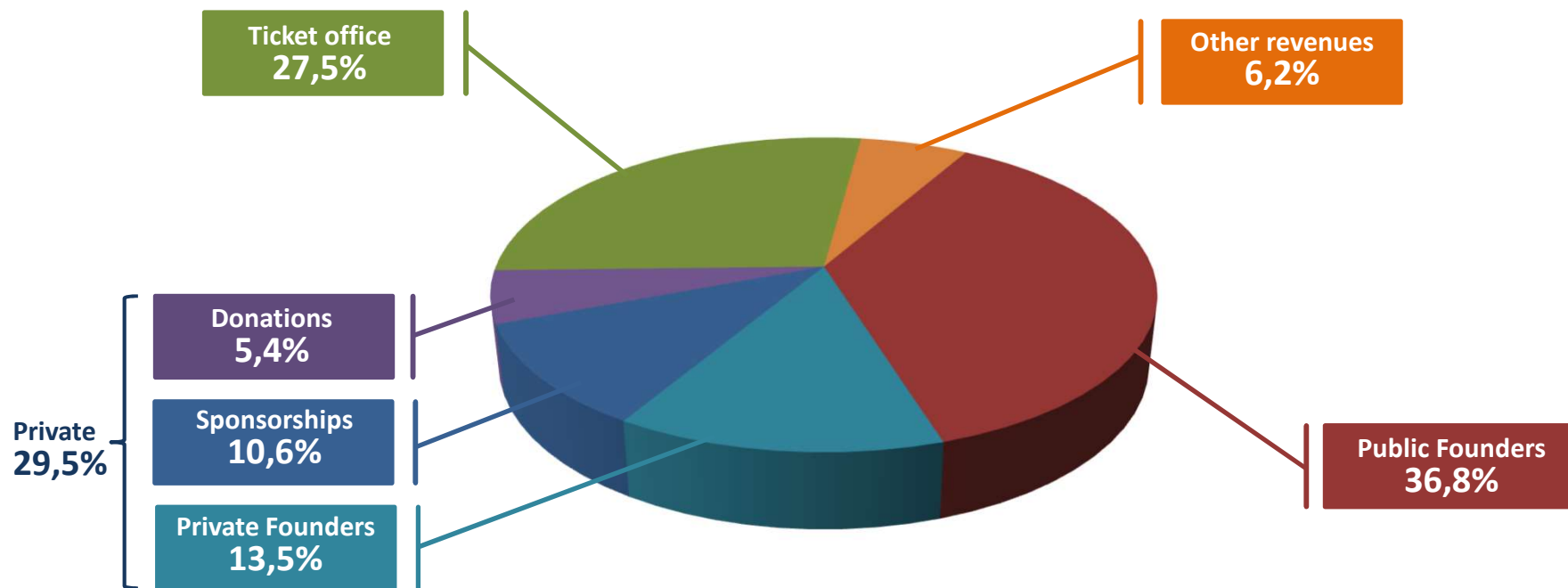


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# TEATRO ALLA SCALA'S REVENUE STRUCTURE



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# MARKETING MIX FOR THE PERFORMING ARTS

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More and more, cultural marketing for  
the performing arts requires an

**evolutive MARKETING MIX approach**

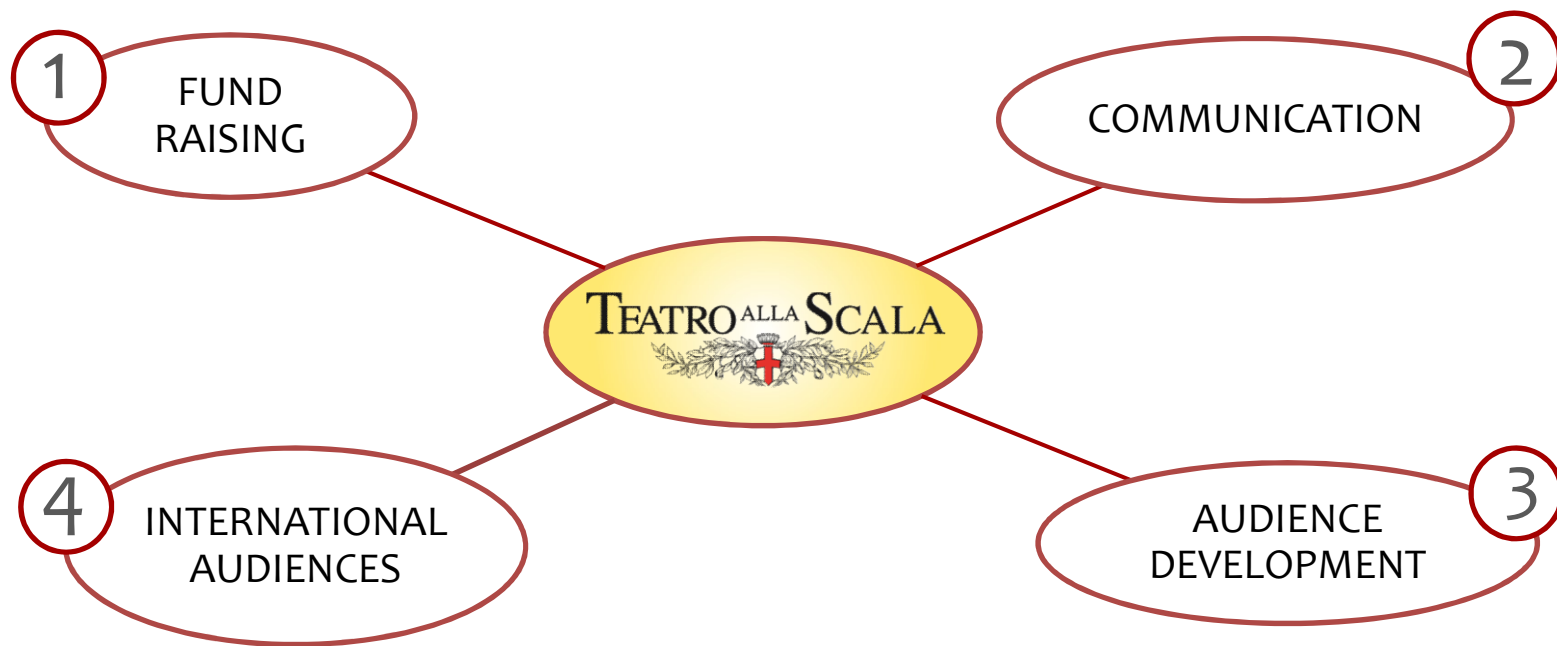
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# MARKETING MIX FOR THE PERFORMING ARTS

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# FUNDRAISING

1

One of the core activities of Teatro alla Scala.

With each partner, the Theatre develops ad hoc activities and projects.

There are different types of sponsors and funders.



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# FUNDRAISING – THE PYRAMID OF SUPPORTERS

1



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# COMMUNICATION

2



Mix of communication instruments

TRADITIONAL

Press

Advertising

Magazine

Flyer and billboards

DIGITAL

Web

Social

Streaming

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# COMMUNICATION – DIGITAL INSTRUMENTS

2

## PULL STRATEGY



TEATRO ALLA SCALA  
online universe

SALES



## PUSH STRATEGY

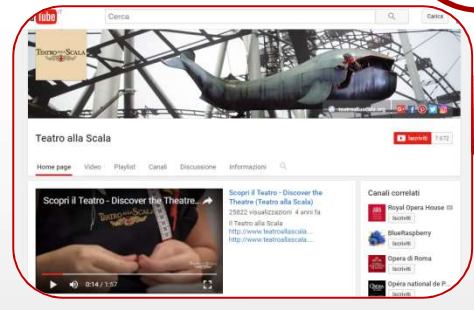


## MAIN WEBSITE

SEARCH ENGINES  
SEO & SEM



## YOUTUBE



EDUTAINMENT

## SOCIAL MEDIA





## COMMUNICATION – DIGITAL INSTRUMENTS

2

Our digital customer relationship management strategy in numbers:

>4.000.000		visits/year
>90.000		newsletter subscribers
>315.000		fans
>300.000		followers
>2.000.000		video views

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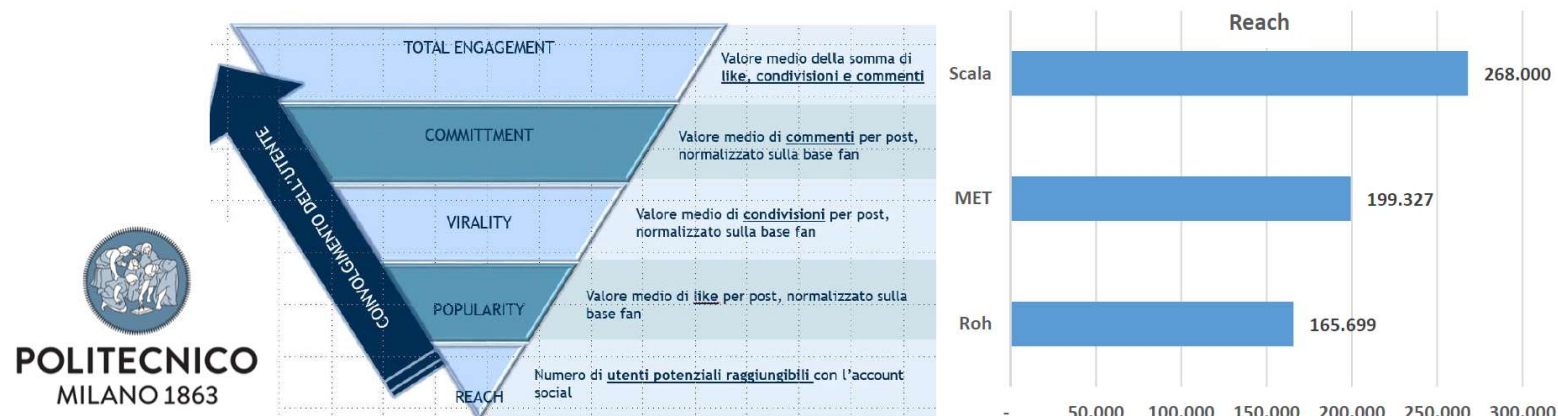
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## FROM REACH TO ENGAGEMENT

2

An analysis conducted by the Urbanscope Project of University Politecnico di Milano in 2016 shows how Teatro alla Scala reaches an enormous number of users (more than its competitors) with its web activities:



The research also highlighted that the **Scala brand** is the driving factor in web interactions (more than single artists or titles) and that its web of social referrals is **highly institutional**.

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## AUDIENCE DEVELOPMENT

3

Teatro alla Scala is constantly engaged in loyalizing and developing its audience:

- Subscription formulas
- Dedicated services
- Accessibility
- Outreach activities



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# AUDIENCE DEVELOPMENT – ENGAGEMENT

3

Education and development activities targeted for every type of audience:



## GREAT PERFORMANCES FOR CHILDREN

Operas, ballets & concerts dedicated to children.



## UNDER 30

Subscriptions, rehearsals, happy hours and meet-the-artists for young fans.



## LA SCALA IN MILAN

Screenings, conferences and exhibitions to learn more on what's on stage.

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## AUDIENCE DEVELOPMENT – SERVICES

3

In the last year, Teatro alla Scala has dedicated many resources to constantly improve the level of its services for the customer, listening to its requests and trying to reply at best.



In 2018, the whole **Customer Relationship Management** system will be restructured: a unique database will aggregate the information on our customers coming from different sources (ticket sales, newsletter subscriptions, social networks, Wi-Fi registrations, Museum visitors), to optimize how we communicate with the audience.



Starting from December 2017, in partnership with the bar service Caffe Scala, TicketOne and our food&beverage partners, a new **cross-selling** system will be introduced to book menus and drinks (to be consumed at the bar during the intermissions) online with the same transaction you are doing to buy your tickets.

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## INTERNATIONAL AUDIENCES

4

To develop new potential segments of audience, at national and international level, Teatro alla Scala has started a **“Cultural Tourism Project”** in partnership with local institutions (municipality, region, chamber of commerce, trade associations).

The aim is to communicate with tour operators specialized in cultural incoming in Milan to foster international contacts.



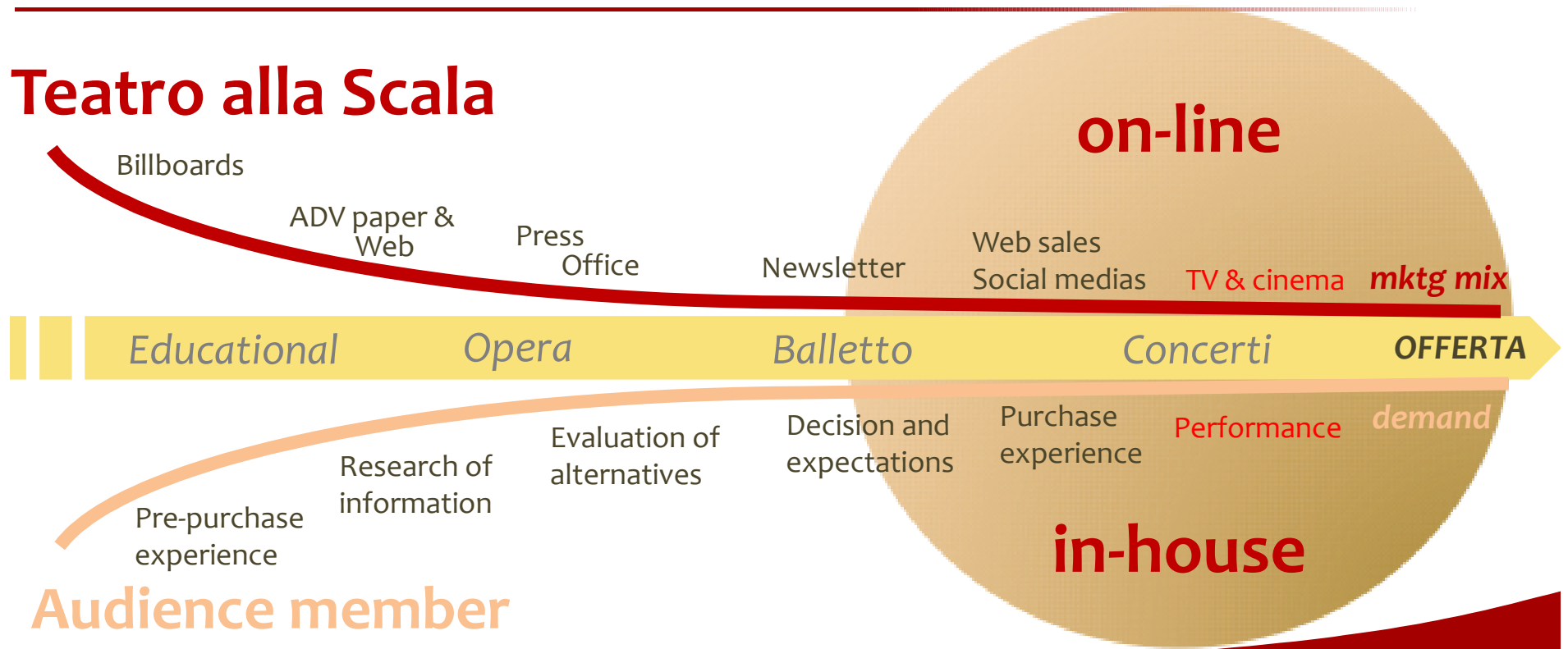
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# AUDIENCE DEVELOPMENT – CONVERGENCE

## Teatro alla Scala



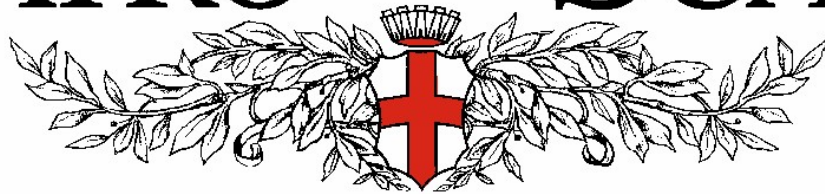
## Audience member

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# TEATRO ALLA SCALA



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TEATRO ALLA SCALA

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