



BRINGING MORE YOUNG PEOPLE TO THE THEATER

MILLENNIAL MEMBERSHIP AT
STEPPENWOLF (aka: The RED Card.)

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STEPPENWOLF THEATRE COMPANY

- Founded in 1974 in a church basement — now one of the largest theater companies in Chicago
- Operating budget of \$14 million
- Known for our ensemble & ground-breaking productions



CHICAGO THEATER SCENE

- Over 200 theater companies in Chicago
- Rich & varied community
- Many touring companies also visit Chicago
- One of the “big” theaters in town



PROGRAMMING STREAMS

SUBSCRIPTION SERIES

- The core of our artistic programming
- 5 main stage shows a year

STEPPEWOLF FOR YOUNG ADULTS

- Programming for teenagers
- 2 productions a year w/ public and school performances

GARAGE PROGRAMMING

- Black box space
- Geared towards new audiences and new artists

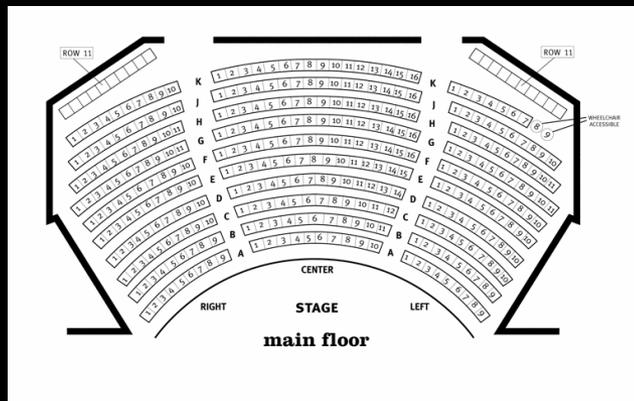
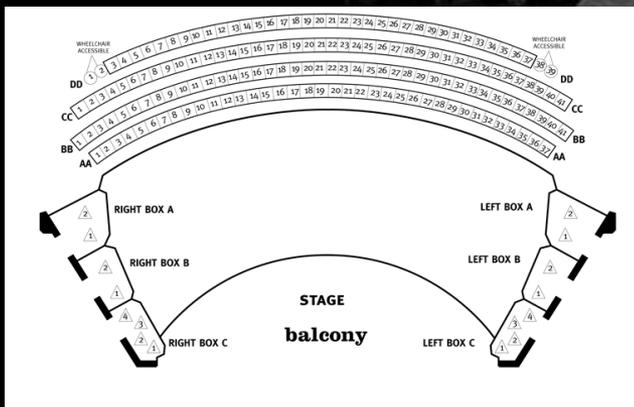
→ TOTAL = between 600-700 performances a year

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THREE STAGES

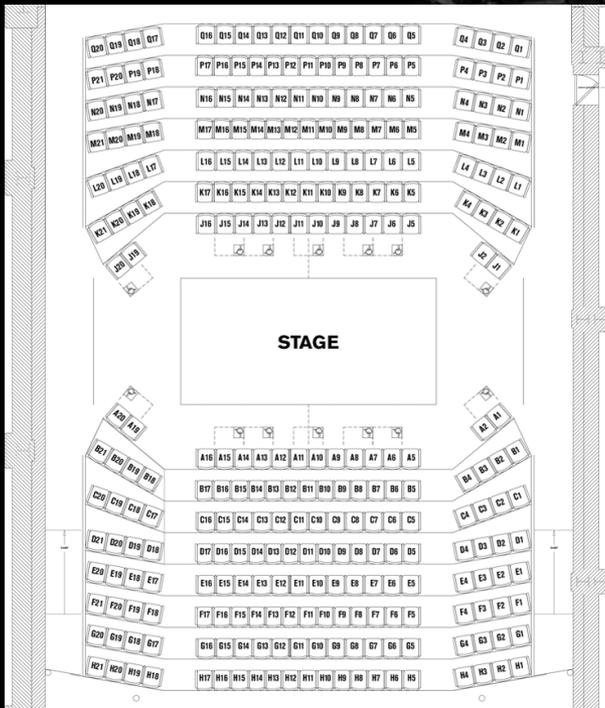
DOWNSTAIRS THEATRE

515 seats



THREE STAGES

UPSTAIRS THEATRE
299 seats



THREE STAGES

GARAGE THEATRE

80 seat black box



PRICING & AUDIENCE MAKEUP

In 2013/14 Season:

- Tickets sold = 174,198
- Subscribers = 15,976
- Subscriber tickets = 78,462

PRICING & AUDIENCE MAKEUP

- Subscriptions: High \$335; Low \$100
(average paid \$222)
- Single Tickets: High \$86; Low \$15
(average paid \$46)
- Special Ticket Programs (Rush Tickets, etc.)

A MULTI-GENERATIONAL CHICAGO



GENERATIONAL CRISIS: WE WANTED MORE YOUNG PATRONS

Steppenwolf especially vulnerable, where engaging in multi-generational conversation is at the heart of our mission



FIRST, LET'S DEFINE MILLENNIAL

Ages 21-29 (under 30)

...and for Steppenwolf, *culturally active*

We were interested in these

YOUNG CULTURAL CONSUMERS



SET OUT TO:

- Gain a greater understanding of this young audience
- Develop something that worked to cultivate a stronger relationship with them

CHANGE: PRICING IN 2012 WE LAUNCHED



A new membership program and subscription alternative geared towards the Millennial Generation:
the RED Card.

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GET RED.
TOTAL ACCESS FOR TWENTY-SOMETHINGS

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WHAT WE'LL LOOK AT TODAY:

- How the RED Card idea developed
- What the RED Card is
- How it's been working for us





FOCUS GROUP FINDINGS:

- They love live performance...and they see a lot of it
- Admire Steppenwolf...but it's big theater and they don't really feel like they belong here
- No longer a student, but budget still an issue



FUNDAMENTALS OF WHAT WE WANTED TO DEVELOP:

- Affordable
- Insider status
- Fit with how Millennials like to roll
- Promotes frequency
- Simple and generous



WE HAD SOME QUESTIONS

- Is there a fee?
- If so, is it annual? Monthly?
- What is the duration?
- What do we call it?

RED.

THE
RED
CARD

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Name

ID# Expiration Date

TOTAL ACCESS FOR TWENTY-SOMETHINGS

Call Audience Services at 312-335-1650 or email red@steppenwolf.org to reserve your tickets.
steppenwolf.org/red  [#SteppenwolfRED](https://twitter.com/SteppenwolfRED)



FEATURES:

IT'S

AFFORDABLE:

- \$100 for six tickets

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Name

ID# Expiration Date

TOTAL ACCESS FOR TWENTY-SOMETHINGS

Call Audience Services at 312-335-1650 or email red@steppenwolf.org to reserve your tickets.
steppenwolf.org/red  [#SteppenwolfRED](https://twitter.com/SteppenwolfRED)



FEATURES:

IT'S EASY:

- Good for ANY performance
- Can be used ANY season
- Can be used for friends or bringing friends
- Can purchase or refill at any time
- NO expiration date

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Name

ID# Expiration Date

TOTAL ACCESS FOR TWENTY-SOMETHINGS

Call Audience Services at 312-335-1650 or email red@steppenwolf.org to reserve your tickets.
steppenwolf.org/red  [#SteppenwolfRED](https://twitter.com/SteppenwolfRED)



FEATURES:

IT'S GOT PERKS:

- Discounted drinks at the bar and with local restaurant partners
- Dedicated way to purchase tickets
- “Free credit” nights (bring a friend for free)



FEATURES:

IT'S FOR YOU:

- Valid for ages 21-29

(Once someone turns 30 they age-out, BUT they can still use any remaining credits on their card.)

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Name

ID# Expiration Date

TOTAL ACCESS FOR TWENTY-SOMETHINGS

Call Audience Services at 312-335-1650 or email red@steppenwolf.org to reserve your tickets.
steppenwolf.org/red  [#SteppenwolfRED](https://twitter.com/SteppenwolfRED)

RED. = 6 TICKETS FOR \$100

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GET RED.

TOTAL ACCESS FOR TWENTY-SOMETHINGS

steppenwolf.org/red | 312-335-1650

 #SteppenwolfRED

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GET RED.

GO SEE SOME REALLY INTENSE, COOL,
EDGY, MIND-BLOWING THEATER
ON YOUR OWN TERMS.

FOR ONLY **100 BUCKS** YOU GET **SIX TICKETS**
TO USE HOWEVER YOU WANT. THAT'S LESS THAN
17 BUCKS PER TICKET TO SEE ANY PLAY AT

ANY TIME.

PLUS, RED GIVES YOU OTHER SWEET

PERKS...

USE YOUR RED CARD TO BRING A FRIEND,
GET IN-THEATER DRINK DISCOUNTS

AND A WHOLE LOT MORE...

GO TO **STEPPENWOLF.ORG/RED**

RED.

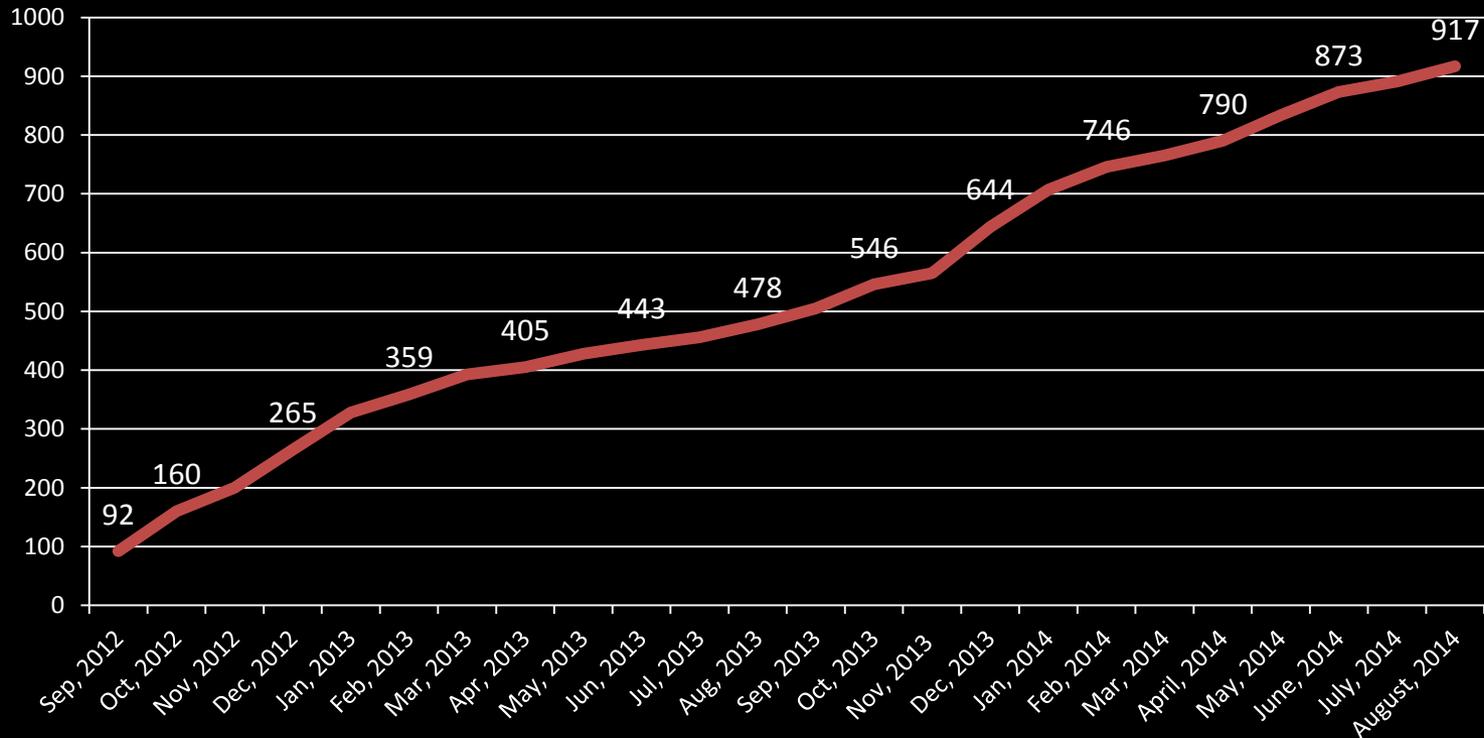
THE ONLY HITCH... YOU HAVE TO BE 29 YEARS OF AGE OR YOUNGER.

How has RED been working for us?

Here are the numbers.

MEMBERSHIP GOAL EXCEEDED

Total Members: 917



- **56%** of RED members are new-to-file.
- Number of REFILLED members = **113**
- Number of Aged-Out RED members = **110**

RED MEMBER ATTENDANCE

(Ticket history of just RED members)

Season	# of Tickets	Ticket Revenue	Ave Price
2007/08	117	\$3,308.50	\$28.28
2008/09	188	\$4,118.00	\$21.90
2009/10	254	\$3,758.00	\$14.80
2010/11	454	\$9,004.50	\$19.83
2011/12	586	\$10,254.00	\$17.50
2012/13	2,486	\$36,949.64	\$14.86
2013/14	3,212	\$55,491.28	\$17.28

← Launch of RED
this season

→ Lower price per ticket since the RED card
launched, BUT with more overall revenue.

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MILLENNIAL ATTENDANCE

(Ticket history of patrons tagged with the Millennial constituency in our system)

Season	# of Tickets	Ticket Revenue	Ave Price
2007/08	1,352	\$46,650	\$34.50
2008/09	1,639	\$61,855	\$37.74
2009/10	2,096	\$69,248	\$33.04
2010/11	3,721	\$115,566	\$31.06
2011/12	3,262	\$103,478	\$31.72
2012/13	4,024	\$107,949	\$26.83

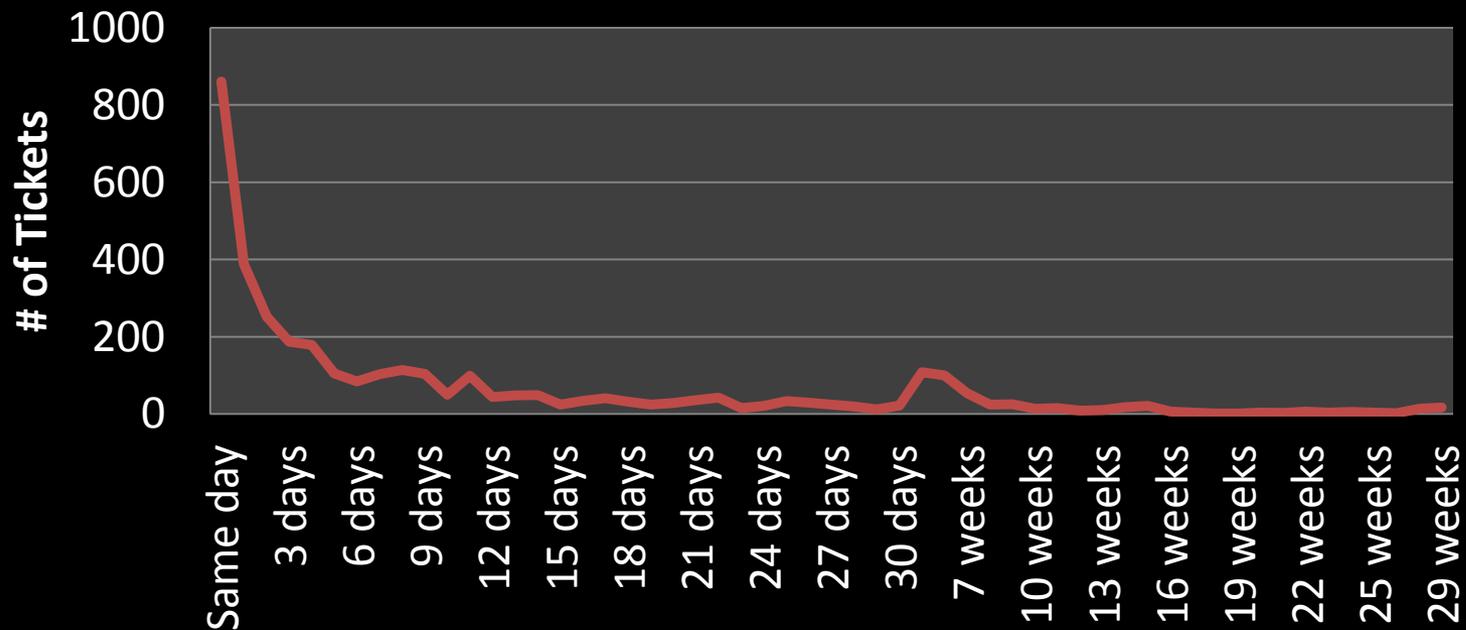
→ 198% growth in the # of tickets sold since 2007

→ Difference is due to RED members!

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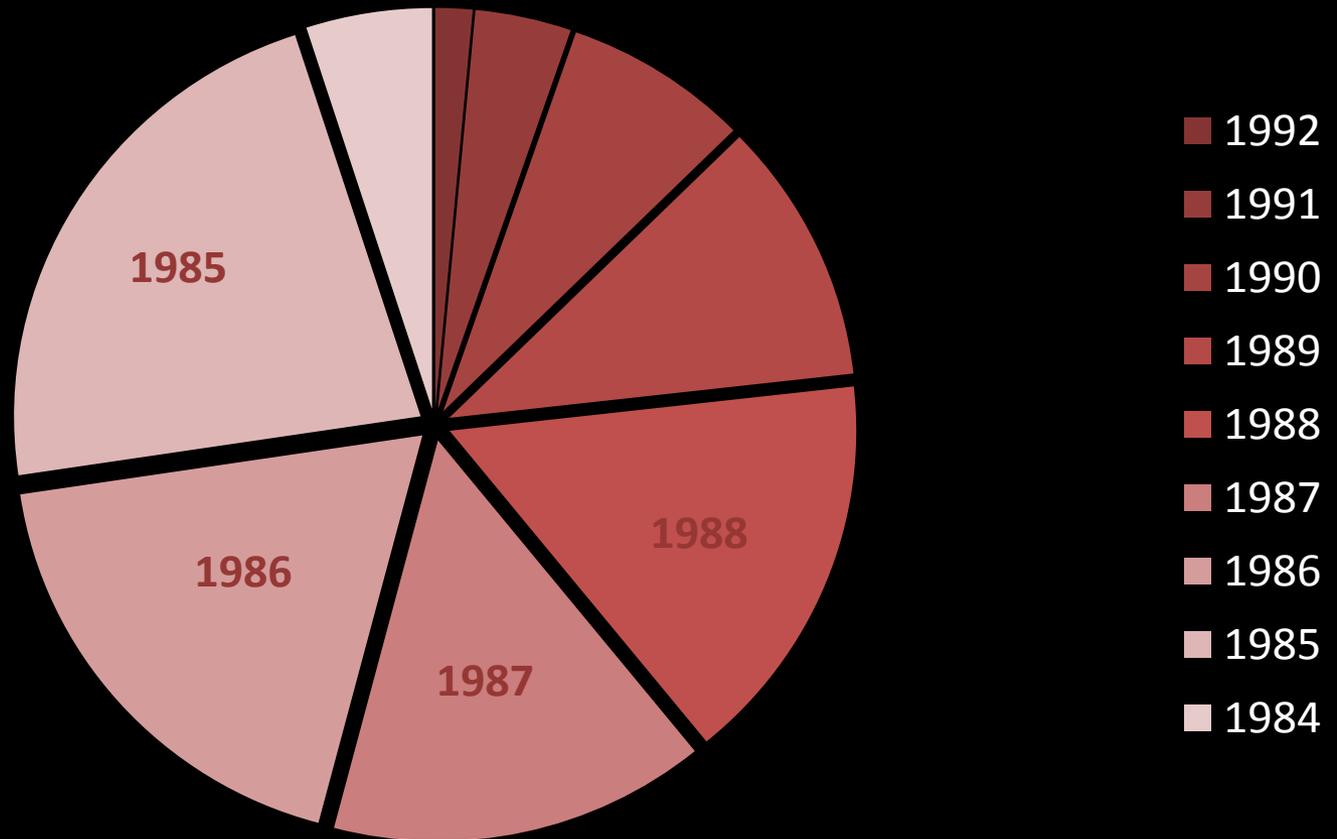
RED MEMBER BEHAVIOR

Purchase time -- days prior to performance



→ Most ticket orders are day-of performance

AGES OF RED



→ Most RED members born between 1985-1988
(ages 26-29)

POPULARITY OF SHOWS

Top Ten RED Productions

<u>Production</u>	<u>RED Tickets</u>
Tribes	677
The Motherf**ker with the Hat	518
This Is Our Youth	508
The Qualms	435
Russian Transport	410
Belleville	343
The Wheel	305
The Birthday Party	265
Good People	251
Head of Passes	249

→ Subscription shows are most popular among RED members.

AGE OF HEAD OF HOUSEHOLD DISTRIBUTION (2007)

Program Stream	Purchase Type	GI Generation (1900-24)	Silent Generation (1925-45)	Baby Boom (1946-64)	Generation X (1965-1979)	Millennials/Gen Y (1980-2000)	Total
Subscription	Subscriptions	3.7%	34.4%	45.7%	15.4%	0.8%	100%
	Singles	3.1%	29.8%	46.4%	18.8%	1.9%	100%
Upstairs	Subscriptions	3.7%	39.6%	43.6%	12.3%	0.8%	100%
	Singles	3.9%	33.4%	46.0%	15.3%	1.3%	100%
Traffic	Singles	1.9%	19.8%	52.7%	23.2%	2.5%	100%
SYA	Singles	2.2%	27.8%	47.5%	20.4%	2.2%	100%
Garage	Singles	2.4%	25.5%	46.1%	23.0%	2.9%	100%
CHICAGO CBSA		4.6%	21.7%	47.9%	22.5%	3.2%	100%

Source: Elliott Marketing Group

→ Millennial penetration in our audience far below the Chicago population

Key

Green = 30% or more above market

White = +/- 30% of market

Red = 30% or more below market

AGE OF HEAD OF HOUSEHOLD DISTRIBUTION (2012)

Up from 1.9% in 2007

Program Stream	Purchase Type	GI Generation (1900-24)	Silent Generation (1925-45)	Baby Boom (1946-64)	Generation X (1965-1979)	Millennials/Gen Y (1980-2000)	Total
Subscription	Subscriptions	0.0%	33.1%	44.7%	16.2%	5.9%	100%
	Singles	0.1%	24.6%	48.0%	19.4%	8.0%	100%
Stand Alones	Singles	0.0%	16.3%	53.9%	21.1%	8.7%	100%
SYA	Singles	0.0%	17.6%	54.5%	22.5%	5.4%	100%
Garage	Singles	0.0%	18.6%	54.0%	14.8%	12.6%	100%
CHICAGO CBSA		0.1%	17.3%	45.5%	28.4%	8.7%	100%

Source: Elliott Marketing Group

→ Millennials account for a higher proportion of purchasing now

Key

Green = 30% or more above market

White = +/- 30% of market

Red = 30% or more below market

WHAT RED MEMBERS ARE SAYING

“I LOVE THE RED CARD! It gives me Peter Pan syndrome... I don't want to turn 30!”

“Just thank you. Honestly I'm a poor working mid-20's kid who enjoys the theatre and could never afford it otherwise.”

“I have only ever had incredibly friendly interactions with very accommodating and personable box office representatives. **I always feel like a VIP.**”

“This is an **incredible way of cultivating young audiences** into becoming future subscribers. Genius.”

“I think this is a fantastic program which has definitely **opened the door to me becoming a lifelong Steppenwolf patron!**”

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RED IS DOING GREAT





RED RESULTS:

1. Member Goal Exceeded
2. Attendance, Frequency and Revenue Increased
3. Creating a multi-generational audience

OVERALL WHAT IT'S MEANT FOR US

THE # OF MILLENNIALS IN OUR AUDIENCE IS NOW PACING ALONG WITH THE # OF MILLENNIALS IN CHICAGO

% of MILLENNIALS -- Comparison to Chicago CBSA		
	Chicago CBSA	Steppenwolf Audience
2007	3.2%	1.8%
2013	8.7%	8.2%

OVERALL WHAT IT'S MEANT FOR US

OUR AUDIENCE COMPOSITION IS CHANGING

	% change 2007/08 → 2011/12	% change 2007/08 → 2012/13
Number of unique Millennial buyers in season	+ 153%	+ 196%
Percentage of Millennial penetration	+ 87%	+ 173%



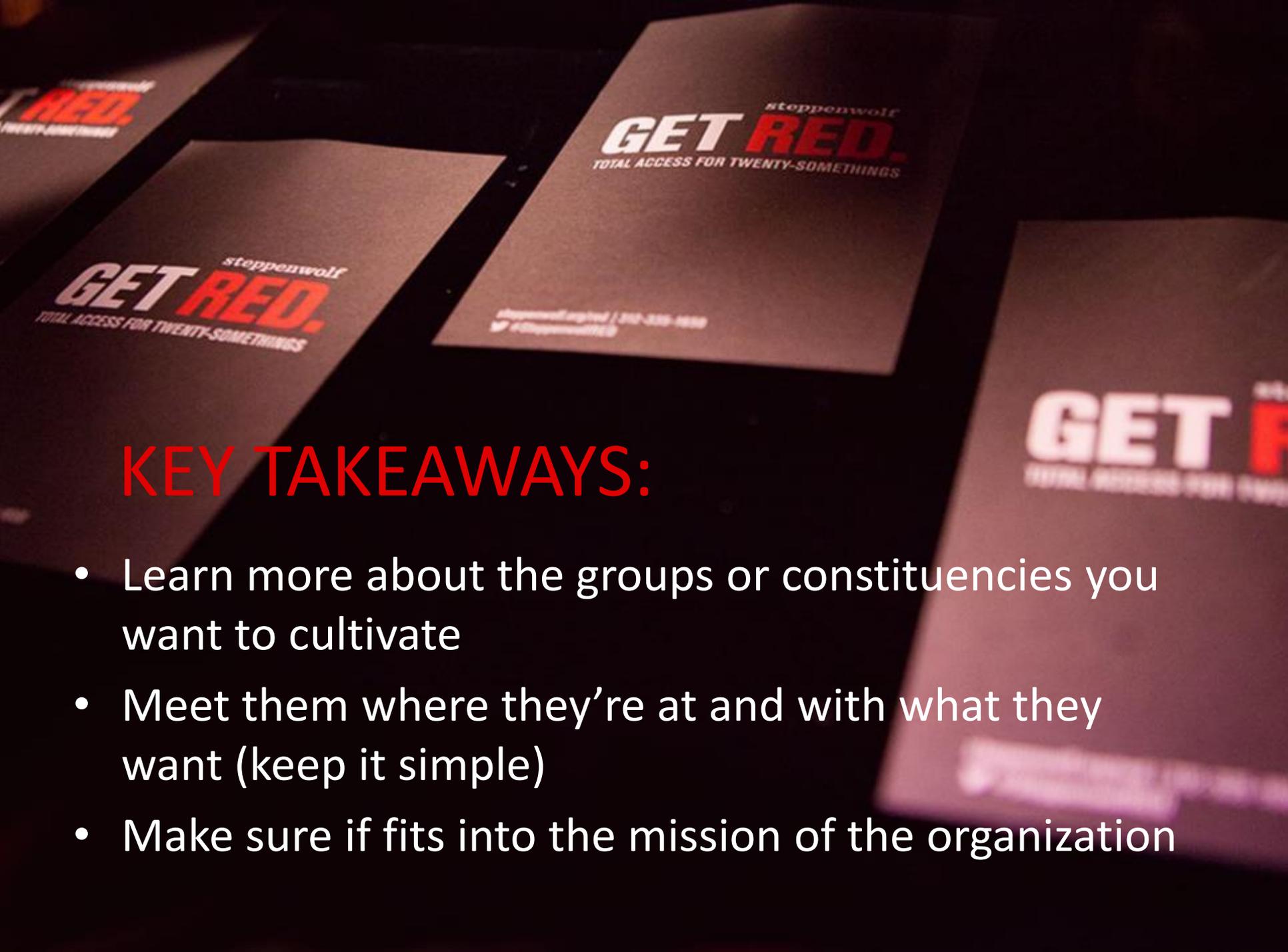
With implementation of the RED card, we have brought more Millennials into the theater and increased frequency of attendance.

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We are fulfilling our mission of engaging in a multi-generational conversation with our audience, and growing Steppenwolf's audience over time.

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The background of the slide features three overlapping brochures. Each brochure has a dark, textured background. At the top, the word 'steppenwolf' is written in a small, white, sans-serif font. Below it, the phrase 'GET RED.' is prominently displayed in large, bold letters, with 'GET' in white and 'RED.' in red. Underneath this, the tagline 'TOTAL ACCESS FOR TWENTY-SOMETHINGS' is written in a smaller, white, sans-serif font. At the bottom of the brochures, there is contact information: 'steppenwolf.org | 812-235-1000' and a social media handle '#steppenwolfRED'.

KEY TAKEAWAYS:

- Learn more about the groups or constituencies you want to cultivate
- Meet them where they're at and with what they want (keep it simple)
- Make sure it fits into the mission of the organization



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RED. 900+ Members Strong.

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