ArtsBoston Audience Lab Logic Model

Problem Statement

Greater Boston is racially divided. Local arts and culture organizations contribute to this problem by serving audiences that are not reflective of the region's population. Organizations which are committed to retaining and attracting more people of color in their audiences face structural and organizational challenges in their ability to pursue this goal.

Goal Statement

Participating arts and culture organizations will invest and achieve success in engaging and retaining more audiences of color.

Background and Assumptions

ArtsBoston and participating organizations in the first phase of the Audience Lab effort learned that analytics and predictive modeling approaches used in civic engagement could provide a helpful learning framework for audience diversification.

ArtsBoston and participating organizations are committed to diversity, equity and inclusion in the arts but recognize that tackling these challenges is complex and will require concerted effort and learning over time and a deep commitment on the part of participating organizations' Boards and staff.

The focus of the Audience Lab is on marketing, however, success in audience diversification (including engagement and retention of existing and new audiences) will also require attention to program content, key partnerships, and other factors outside the immediate scope of the Audience Lab.

Strategies & Tactics

Build on and expand the partnerships and learning from the first phase of the Audience Lab to develop the next (and continued) iterations of the predictive model

Collaborative planning process with an expanded cohort of 10 organizations including 7 theater organizations and 3 other performing arts organizations; continued partnership with Mass Voter Table and Clarity Campaign Labs

Determination and iterative testing of core audience diversification and retention questions including:
- Identification of audiences of color
- Motivations and barriers
- Marketing messages
- Marketing channels

Lead and encourage integration of complementary cultural competency/immersion: diversification of board, staff, and programming

Outputs

Audience diversification and retention hypotheses identified and tested

Customized digital marketing experiments for audiences of color including initial outreach and follow up retention efforts (materials, frequency, methods)

Audience analyses of experiment results and supplemental research in participating organizations

Emerging answers to questions and continued testing, exploration and refinement of tactics

Predictive model continually refined

Short-Term "Catalytic" Outcomes (2-3 yrs)

Increased knowledge

Participating Organizations
- Enhanced commitment to and capacity for utilizing audience data; better audience development and retention tools and practices
- Enhanced and continued commitment to collaborative and iterative testing and learning about how best to reach current and new audiences of color
- Enhanced understanding of audience motivations and barriers to participation

Audiences
- Increased knowledge about and emerging interest/participation in arts offerings among audiences of color

ArtsBoston
- Increased understanding of the baseline and challenges in reaching audiences of color
- Increased expertise in using predictive modeling and other data tools
- Increased ability to provide technical assistance and training to cohort participants to address these challenges

Intermediate "Tipping Point" Outcomes (3-5 yrs)

Enhanced practice

Participating Organizations
- Audience development practices are increasingly sophisticated and successful in pursuing and achieving audience diversification
- Enhanced commitment to audience diversification across participating organizations: interdepartmental, Board, and staff leadership buy-in

Audiences
- Increased and continued engagement and participation in arts offerings among audiences of color

ArtsBoston
- Expertise in using predictive modeling and other data tools continues to improve
- Continued enhancement of ability to provide training and support and share learnings with a wider range of arts groups
- Increased cultural competency
- Increase in the size and sophistication of the community of practice around audience diversification among arts organizations

Final Impact Outcomes (5+yrs)

Desired Impact

Organizations
- More arts organizations increase commitment to audience diversification and cultural competency in principle and practice.
- Arts organizations understand barriers to engagement and strategies for audience of color investment
- Arts audiences in greater Boston have greater percentage of people of color in them
- Continued commitment to collaborative data informed experimentation

Audiences
- Audiences of color feel more welcome, comfortable, represented, and invested
- Audiences of color are able to find a range of arts offerings of interest to them

ArtsBoston
- Enhanced and sustainable capacity to offer a range of appropriate supports to arts organizations individually and in cohorts to support audience diversification and cultural competency efforts