

# DATA FOR SMARTER MARKETING DECISIONS

**SINE**

x



# WHO ARE WE?



**CLARE BLABEY**

Senior Account Director  
SINE Digital



**PHILIPPA PEALL**

Marketing Manager  
Royal Ballet and Opera

# DATA-DRIVEN IS MORE THAN JUST A BUZZWORD

It should affect all areas of your marketing and ticketing strategy



# WE'LL TALK ABOUT THIS IN TWO WAYS

1

Proving marketing  
investment is working

2

How this is affecting  
wider commercial  
strategy

# IS MY MARKETING INVESTMENT DELIVERING RESULTS?

Make sure your data is working harder for you

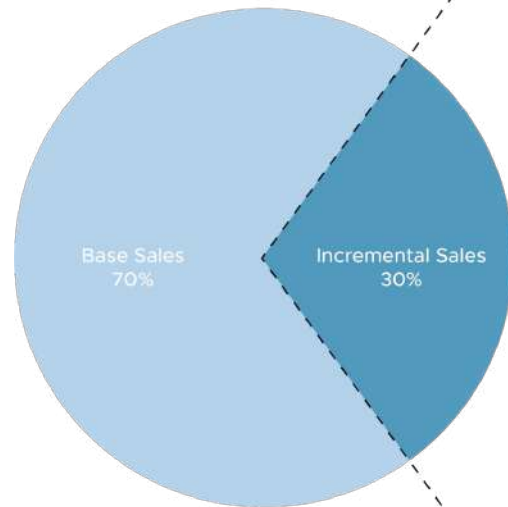
# MARKETING MIX MODELLING

## AN MMM STUDY CAN

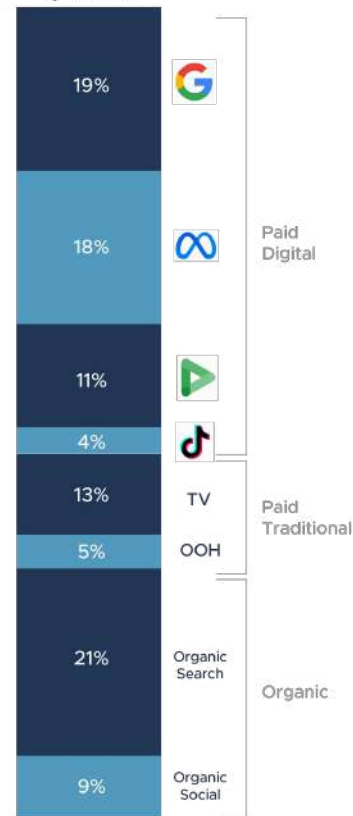
Identify top performing channels

Measure the true impact of marketing

Optimise your media mix



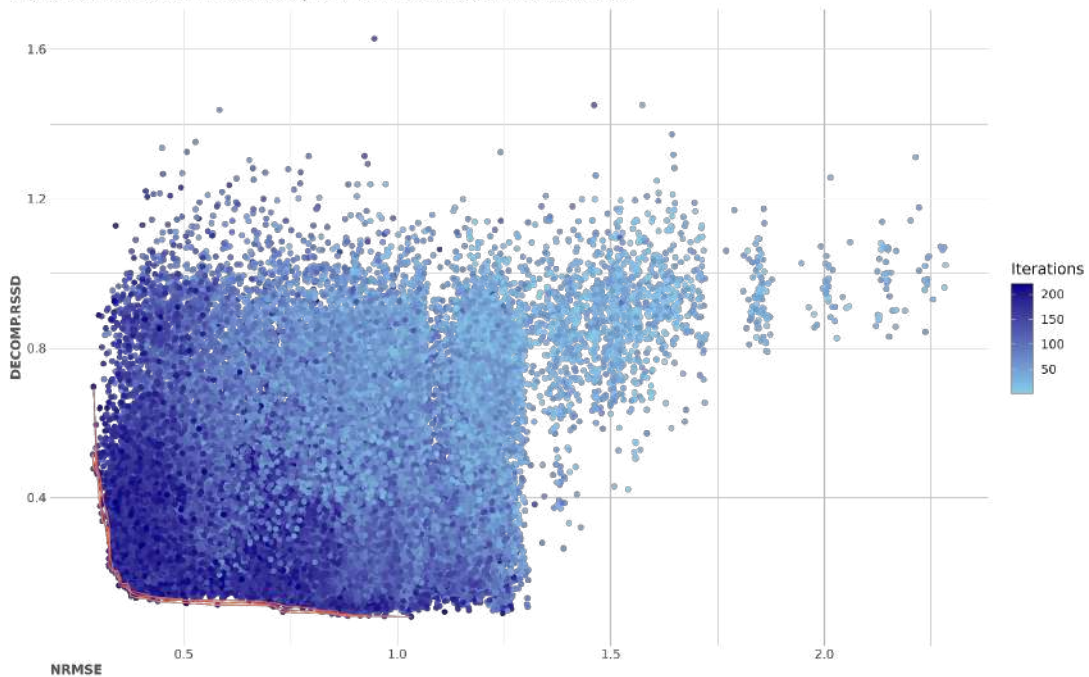
Incremental Sales  
by Channel



# MMM MODEL EXAMPLE

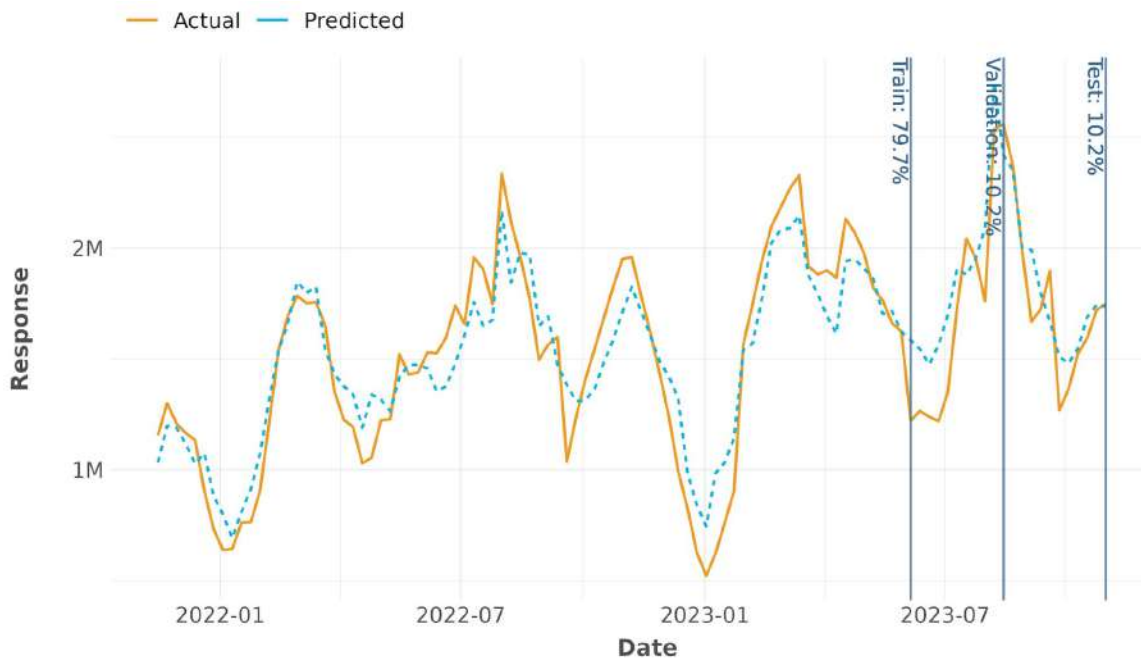
## Multi-objective Evolutionary Performance

2D Pareto fronts with TwoPointsDE, for 7 trials with 10000 iterations each





# MODEL PERFORMANCE

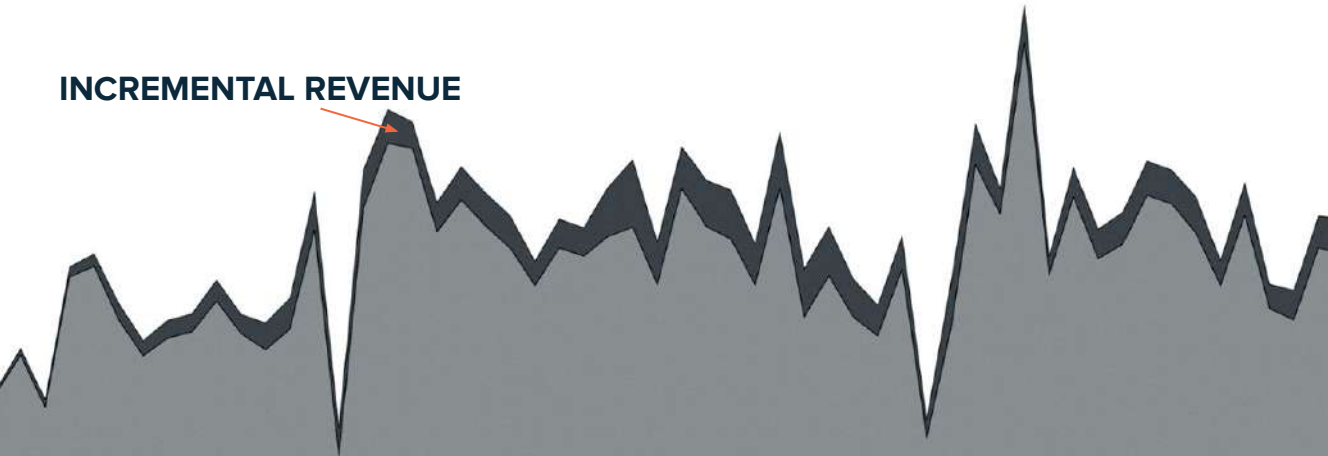




# MMM MODEL OUTCOME

MMM measures the incremental revenue driven by each marketing channel

**INCREMENTAL REVENUE**



**INCREMENTAL ROAS (iROAS)**

$$\frac{\text{Incremental Revenue}}{\text{Media Spend}}$$

# WHAT DOES THIS MEAN FOR RBO?

## + INCREMENTAL ROAS

META **+1278%**

TV **+1299%**

PROG **+1598%**

CINEMA **+950%**

OOH **+1366%**

PODCAST **+29%**

MAKING  
YOUR DATA  
WORK  
HARDER

76%

CROSS SELL





# THIS WAS ULTIMATELY INFLATING ROAS

	CAMPAIGN ROAS	ACTUAL ROAS
LA BOHÈME	596%	255%
MADAMA BUTTERFLY	407%	256%
TOSCA	993%	175%

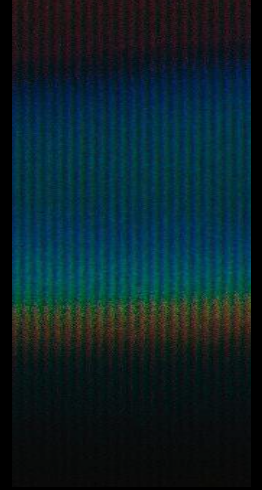
How can we make  
sure we are turning  
up the dial on the  
right productions?

# CUSTOM CONVERSIONS IMPROVED DECISION-MAKING & IMPACT

## ACTUAL ROAS

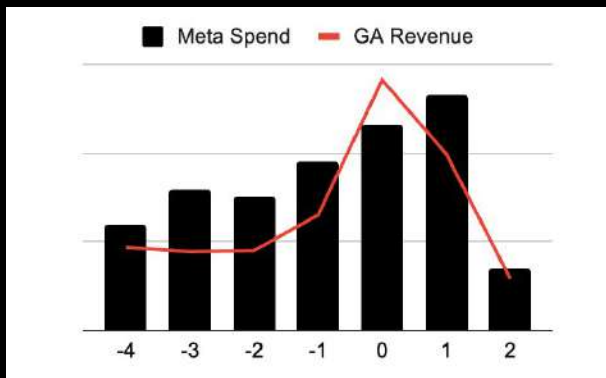
	22/23 SEASON	23/24 SEASON	
MADAMA BUTTERFLY	256%	496%	+94%
TOSCA	175%	271%	+55%

**HOW CAN DIGITAL  
CAMPAIGN DATA  
INFLUENCE WIDER  
COMMERCIAL STRATEGY?**

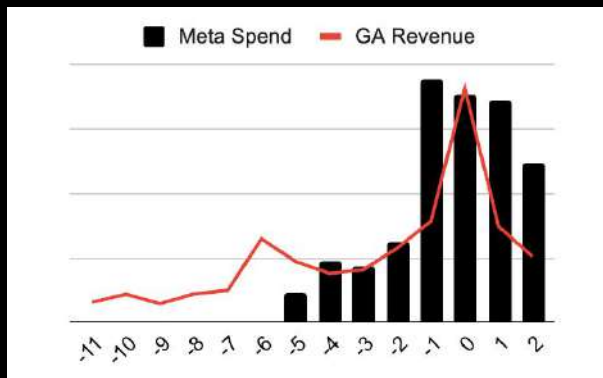




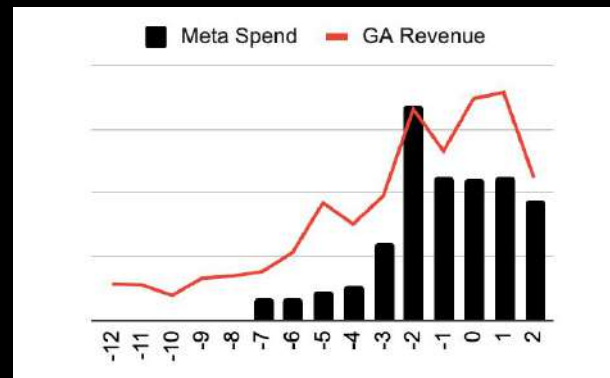
# RBO NATURAL SALES CYCLE BEGAN 4 WEEKS OUT



L'elisir d'amore



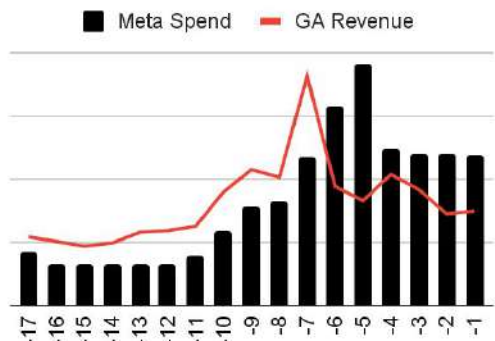
Jephtha



The Dante Project

There were issues with price resistance, but the production ended before we could react

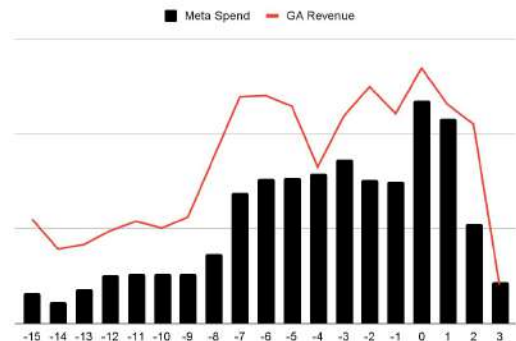
# WITH EARLIER INVESTMENT SALES UPLIFT BEGAN AT 7-10 WEEKS



Tosca



Manon



La bohème

# HALF WAY THROUGH THE SEASON, WE START TO SEE INCREASED POTENTIAL

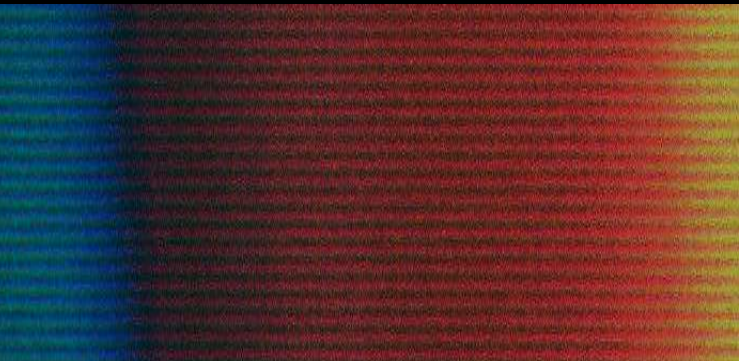
During the first 6 weeks of BP3, Carmen and Madama Butterfly **spent 105% more on advertising** than comparable productions.

This has resulted in box office **revenue +95%** on these productions, with **ROAS remaining stable (+3%)**.

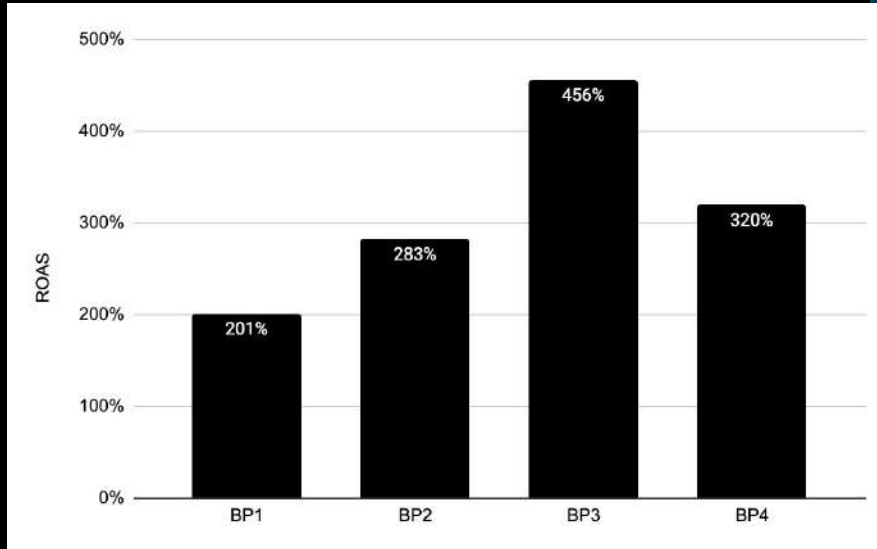


# OUR THEORY?

By increasing spends earlier, and getting lower price bands filled sooner, we create opportunities to mitigate potential high discounting losses well in advance.



# ROAS IMPROVED ACROSS THE SEASON



Higher spends earlier in the campaign lifespan saw an upward rather than downward curve for ROAS for productions

# RBO TOOK THIS ONE STEP FURTHER BY LENGTHENING BOOKING PERIODS

1

Putting the next season  
on sale 1 month earlier

2

Including more productions  
at each onsale to extend  
lead times

# WHAT DID THIS MEAN?

## + THE RESULTS



### **La bohème:**

23/24: reached **76%** financial capacity

24/25: reached **92%** financial capacity



### **Hansel and Gretel** (4 months earlier on sale):

23/24: reached **73%** financial capacity

24/25: reached **82%** financial capacity



**WHAT ABOUT**  
**PRICE RESISTANCE?**

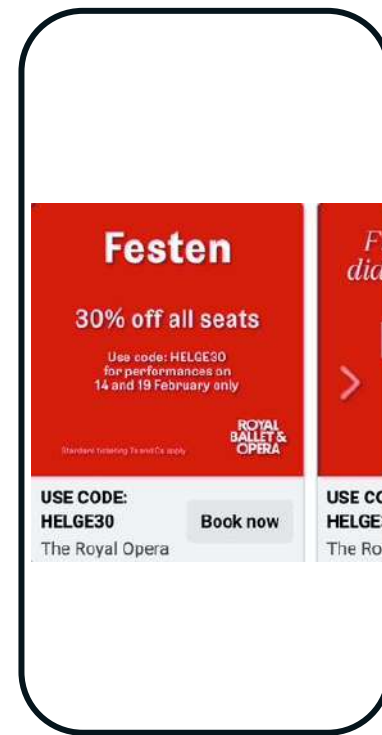
# USING EDUTAINMENT FORMATS



# ADVERTISING CURATED DISCOUNTS

Targeted discount ads help control discount volume while reaching new audiences sensitive to pricing.

The added benefit is also retaining the customer data for use on future productions.



# WHAT WAS THE COMMERCIAL IMPACT

Avg £14.5k loss to discount per production

**BUT...**



# WHAT WAS THE COMMERCIAL IMPACT

**Mitigated an avg of £22.3k loss** to discount per production (nearly £500k total) compared to high volume, last-minute discounting

Dark discounting attracts **75% more new customers** on average compared to last-minute discounts



**WE'VE AFFECTED SALES,  
NOW LET'S IMPROVE  
TEAM EFFICIENCY.**



# DEFINING CREATIVE STRATEGY

RBO defined creative volume based on box-office potential

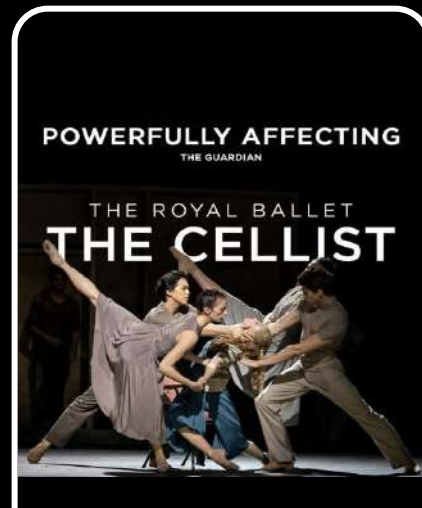
However this meant productions like Anemoui/The cellist only had production shots available. **For lesser known productions, we needed a way to educate.**



BY MOVING FROM THIS...



TO THIS...



**38% increase in revenue** within 2 days

**29% increase in revenue** over the following week

**32% higher ROAS** on new assets





# CREATIVE REQUIREMENTS

**A number of factors have been taken into consideration when deciding the number of creative assets requested for productions:**

- The RBO categorisation (High C, Treble, Bass)
- The SINE categorisation (Bestseller, Medium, Challenging)
- Amount of spend
- audience education needed
- 23/24 season learnings for returning productions

# REFINING CREATIVE VARIATIONS

WORKS

## La bohème

13 DEC 2024 — 17 JAN 2025

TICKETS FROM £13

ROYAL  
BALLET &  
OPERA

DOESN'T  
WORK



ROYAL  
OPERA  
HOUSE

WORKS

ROYAL OPERA

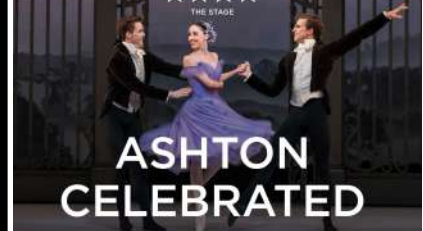


"The best Bohème I have ever seen"  
DAILY EXPRESS

## La bohème

DOESN'T  
WORK

ROYAL OPERA HOUSE



ASHTON  
CELEBRATED

SO IS DATA-DRIVEN  
MORE THAN A  
BUZZWORD?

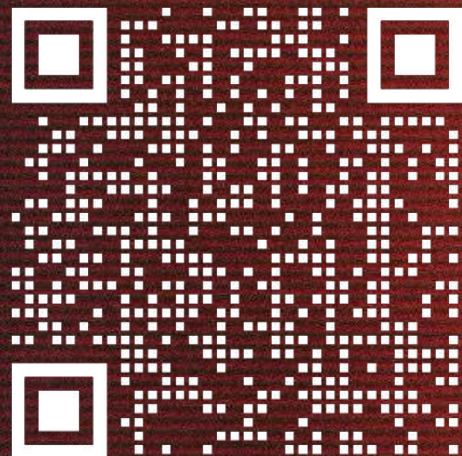
# YES.

- It can prove your marketing spend is working
- It can make more efficient marketing operation
- It can inform when you put product on sale
- It can inform pricing and how discounts are accessed



# THANK YOU

**SINE**



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