

Sample Customer Segmentation – Twin Cities Gay Men’s Chorus

Incremental New Audience Objectives

By marketing with our four customer segments in mind, we hope to achieve the following new audience objectives:

1. Sustaining established Baby Boomer and older Generation-X gay male audience with incremental growth;
2. Growing the heterosexual female audience by giving them packaged entertainment offers that address their unique needs; bring in new audience members from this segment;
3. Growing the millennial gay male audience to “fill in the gaps.”

Potential Customers - Summary

Our potential audience includes established customer segments that we want to continue to grow incrementally as well as new segments that we are targeting for more substantial growth. The detailed marketing plan includes a comprehensive biography of each segment, identifying age, demographics, geographic location, what is competing for their arts dollar, etc.

1| “DEAN AND GARY”

Dean and Gary make up our most established customer segment that the organization wishes to sustain through incremental growth. This segment is named in honor of two of the Chorus’s most visible supporters, Dean Genth and Gary Swenson of Mason City, Iowa. Dean and Gary are true members of the extended Chorus family; the Chorus was invited to sing at Dean and Gary’s legal wedding in Iowa in May 2009.

2| “GRACE”

“Grace” is named for the character of Grace Adler from the television series “Will and Grace.” She has been coming to our concerts because she knows someone in the Chorus and/or has gay friends.

As Grace gets older, she may find herself moving in to the next segment...

3| “GOLDEN GIRLS IN THE CITY”

The “Golden Girls in the City” are the groups of women that we are starting to see attend our concerts. They are named for the television series that star an ensemble of established female actresses; no one is the star, each individual is identified as part of their group. “The Golden Girls,” “Designing Women” and “Sex in the City” are the inspiration for this segment.

4| “SVEN”

Sven is named for Sven Sundgaard: the good-looking, perfect, young (20s) meteorologist for one of the local television news networks (NBC affiliate KARE 11) in the Twin Cities. Sven represents the smallest segment of our audience and the one with the greatest growth potential: if we can capture what he is really interested in. We hope to “fill in the gaps” in the seats of our performance hall with Sven.

Potential Customers – Detailed Biographies

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Age, Family and Economic Status

Dean and Gary are a white gay couple in their 50s. As Baby Boomers, they remember the AIDS crisis of the 1980s with the context of what gay life was like before the emergence of this disease. They may have come out as gay men late in their lives and could have children from a former marriage. They are comfortable being seen as a couple in public and enjoy the love and support of their friends, both straight and gay.

Their combined household income is in excess of \$150,000. Both have attained undergraduate degrees and at least some graduate school education, possibly one or both having masters degrees.

They are leveraging their combined income for their future.

Geography

Dean and Gary live in the western / southwestern Twin Cities metropolitan area. They may also live in the Crocus Hill / Cathedral Hill neighborhoods of St. Paul. Gary works downtown while Dean may work from home. They both hail from towns in rural Minnesota.

Usage and Behavior regarding Arts and Entertainment

Dean and Gary are frequent users of the arts. They have season tickets for Twin Cities Gay Men’s Chorus as well as several other arts organizations such as the Guthrie Theater, Ordway Theater and other mid-sized houses.

As subscribers to the arts, Dean and Gary definitely plan ahead in scheduling their entertainment. They are more likely to respond to special season ticket and special event offers. They have every intention of attending more arts, including more Chorus events, if we offer more options for new performances and outreach tours.

Outside of the arts, their entertainment of choice is hosting small dinner and themed parties in their home. They are known for having the best Oscar party in the neighborhood!

They use TCGMC concerts as social events, inviting friends to join them and making an evening of it.

They do make an effort to keep up with current pop culture and trends. They are more likely to purchase new Chorus CDs and DVDs once they become available. While not a preference, they would probably download our music from iTunes if it became available.

Psychographic Information

Family is very important to Dean and Gary. As empty nesters, friends have become their extended family. They love to get together with their friends and they see the Chorus as part of their extended circle of friends and family. They were one of the first in their age group of friends to adopt Facebook as a way to stay in touch with everyone.

They are socially active and aware, proponents of gay rights and set an example for others through their relationship. Giving back to the community is important; they see attending a Twin Cities Gay Men's Chorus concert as visible support of the gay community.

With their support of gay rights, they believe in the relevance of the Chorus's mission.

Dean and Gary have a strong work ethic.

What Benefit are they seeking from TCGMC? They want to feel like they are "part of the club." They see Chorus concerts as part of their arts "diet," and especially appreciate the social and community feel when they are at our venue.

What is the competition? Big institutions such as the Guthrie and Ordway, Hennepin Theatre Trust, travel, entertaining at home, staying at home for a quiet evening, home renovation and projects.

What is their attitude about the competition? In regards to their choice of the arts, Dean and Gary know exactly where their seats are. They prefer world class entertainment or at least something that will not disappoint. Their preferred events are more than likely to sell out early so they buy early if not subscribe to ticket packages.

From their perspective, what is it that only TCGMC does? "We know someone in the organization and that circle of friends continues to grow. We feel safe and welcome; our marriage / partnership is recognized and affirmed by our peers in the audience and the men on stage. I am supporting GLBT rights by being here."

Size and Market Potential

- Approximately 40% of our current audience
- Excellent growth potential; measured growth will be seen as incremental as we see this segment continuing to age and needing to be replaced with new audience.
- They see our concerts as something for a gay couple to do together in an inclusive, accepting and welcoming environment.

- Among the nation's 50 most populated cities, Minneapolis has the fourth-highest percentage (12.5%) of adults identifying themselves as gay, lesbian, or bisexual (behind San Francisco, Seattle, and Atlanta)¹.

In a nutshell: Well rounded, centered and happy together.

2J "GRACE"

"Grace" is named for the character of Grace Adler from the television series "Will and Grace." She has been coming to our concerts because she knows someone in the Chorus and/or has gay friends.

Age, Family and Economic Status

Grace is a white Generation X heterosexual female, in her 30s to mid 40s. She is more than likely single or divorced. She may have a boyfriend. If she is married, she has a "single woman's sensibility." She is the decision maker regarding the arts. Her husband may attend with her; if he does, he is more than likely supportive of the Chorus as well. At the very least, he supports her choice as she goes to the concerts with her gay friends. From the perspective of the Chorus, she could very well be single!

Her individual income ranges from \$50,000 - \$75,000. She has her own checking account in addition to the household funds. She has a graduate degree. She works in downtown Minneapolis.

Grace does not have children. If she ever decides to have a child, the Chorus would lose her as an audience member as her life priorities change.

Geography

Grace lives on Excelsior Boulevard in St. Louis Park between Highway 100 and Lake Calhoun in one of the new condo developments that have sprung up in the past ten years with their own attached retail and restaurant space. She is a transplant to Minnesota, having moved here for graduate school or work.

Usage and Behavior regarding Arts and Entertainment

Grace is infrequent in her behavior around attending arts events. The Chorus is a favorite, but she will probably just continue to buy individual tickets. The Chorus sees her ticket buying behavior as impulsive, often a week or less out from the performance date. From Grace's point of view, however, she supports the Chorus and enjoys their concerts and assumes a ticket will be there for her when she gets around to buying one.

She is more likely to attend more often if she has a boyfriend or husband who appreciates her love of the Chorus.

She would be interested in a deeper involvement with the Chorus, but may not want to tie herself down to a season ticket. She might buy a season ticket if she was aware of our policy of refunding and replacing tickets.

¹ Source: U.S. Census and the Williams Institute

Psychographic Information

Grace loves to socialize. She loves the arts, shopping, fashion, reading, travel and the spa. She has an iPod and she relies on her gay friends to help her download her music.

Grace believes in gay rights. Through her gay friends, she has an awareness of issues that the community faces. She believes in the mission of the Chorus and this aids her in deciding to come to one of our concerts over a different venue at the same time.

She considers herself to be liberal, following current events through the internet and USA Today. She is not motivated to regularly attend political events. If she were to picket the state capitol building or attend a TCGMC concert to show her support for the gay community, she would choose the concert.

What Benefit is she seeking from TCGMC? Grace gets a strong sense of personal pride that comes from supporting GLBT issues and her friends. Attending a Chorus concert is a way to do this.

What is the competition? Happy hour! Grace also loves sporting events like the Minnesota Twins and Vikings, medium sized art venues, familiar plays at the Guthrie Theater, touring shows as part of Hennepin Theatre Trust; she also likes to entertain at home and enjoys On Demand entertainment from cable and the internet.

What is her attitude about the competition? Grace is more willing to pay what she needs to pay to see something that fits within her schedule, whether it is last minute or within the week. She wants entertainment that is guaranteed not to disappoint. She will venture outside of her comfort zone based on the recommendations of her friends...but they darn well better go with her!

From her perspective, what is it that only TCGMC does? “I love the diverse audience and the safe and welcoming feel of the venue and audience. I am supporting gay rights by being here.”

Size and Market Potential

- Approximately 25% of our current audience
- Good growth potential. We need to make the Graces in our audience feel like they are not a minority, that people like her would really enjoy coming to our concerts.
- The risk with this segment is children: if Grace has a child, we will lose her for at least a couple of years until she feels comfortable with where her child is in her overall life.

In a nutshell: Comfortable and confident with herself.

As Grace gets older, she may find herself moving in to the next segment...

3J “GOLDEN GIRLS IN THE CITY”

The “Golden Girls in the City” are the groups of women that we are starting to see attend our concerts. They are named for the television series that star an ensemble of established female actresses; no one is the star, each individual is identified as part of their group. “The Golden Girls,” “Designing Women” and “Sex in the City” are the inspiration for this segment.

Age, Family and Economic Status

Our Golden Girls are in their late 40s into their 50s, married white women who prefer to go out together in their own social circle. Their group size is small: usually four to six individuals. (It is easy for them to get a table in a restaurant without a group reservation.) The husbands stay at home when it’s Girl’s Night Out.

They are empty nesters; they are each other’s extended family.

They are closer to retirement, having fewer future years in the workplace than years worked. Household income is around \$100K. They are college educated, having attained undergraduate degrees or equivalence through life experience. They are now enjoying the benefits of the hard labor of their youth, leveraging their combined incomes to take advantage of a full evening of entertainment.

Geography

Our Golden Girls live throughout the metro area but for the sake of this profile, they live in Stillwater, an affluent community on the St. Croix River east of St. Paul. Each one works close to home in a service oriented profession to satisfy a need of making a difference in the community. They will volunteer for bake sales and other events. When they attend a Twin Cities Gay Men’s Chorus concert, they immediately connect with the organization’s mission.

Usage and Behavior regarding Arts and Entertainment

Our Golden Girls are frequent patrons of the arts; this is a primary source of their entertainment when they go out as a group. Since they like to go out as a group, planning ahead is necessary for an activity to be successful. They put up with the logistics of purchasing season tickets so they can sit together and would welcome an easier way to make that happen.

They would intend to come to more of our performances if the Chorus offers outreach tours that are within an hour or two’s drive from home.

They will definitely renew their season tickets early and anticipate taking time to renew during the last concert of the season.

They watch for special offers such as group discounts, “buy one get one free” dinner offers, etc. They will especially look for ways to get the most out of their entertainment dollar. Since they are taking the time to make sure they can all sit together at a Chorus concert, they will also take the time to plan an entire evening out, including dinner before

or cocktails after the show...if not both.

Our Golden Girls are the true “arts patrons” of our audience. Their circle of interest is wide, from touring shows to permanent museum displays.

Psychographic Information

Our Golden Girls love to socialize, but their social circle is small if not just this immediate group. They will do what they can to keep the group dynamic happy and stable, keeping the conversation at a high level and deep set opinions at the door.

They love to go shopping either as the entire group or just two. They are interested in reading (although they would never consider a book club for just the four to six of them) and always talk about taking that cruise or vacation together, probably with the husbands, although their unspoken wish is that the men would just choose to stay home and let the girls go have fun. One of them may be an early adopter of technology or new pop culture trends. Another likes to garden.

Our Golden Girls are socially liberal and fiscally conservative. Their individual life experiences have landed them just left of center. If push comes to shove, though, watch out: they will be out there on the front lines, politically and socially active, if a cause appears that they find personally relevant. If breast cancer affects one of them or a family member, this entire group will be showing their support at the annual Susan G. Komen Race for the Cure – if not planning their own fundraiser. They are supportive of gay rights (one of them may have a gay son of their own) and may help out at The Aliveness Project (a local nonprofit organization who provides direct services to people living with HIV/AIDS).

At least one of the annual KARE-11’s “Eleven Who Care” award recipients will be a Golden Girl.

What Benefit are they seeking from TCGMC? Like Dean and Gary, our Golden Girls want to feel like they are part of the club. For them, they go to our concert as part of their overall appreciation of the arts, but warm up to the social aspect of the venue and the mission of the organization. They like the fact that we recognize them as a group.

What is the competition? Smaller art venues than the “big 3” of Guthrie, Ordway and Orchestra Hall. They like to go to the Chanhassen Dinner Theater and Park Square. They made an evening event out of the opening night for the movie “Sex in the City.” You will find them at a table for six at a popular restaurant. If they suspect that an arts venue is group friendly and has offers for groups, they will consider that venue over something else.

What is their attitude about the competition? Our Golden Girls want good seats – together. They want easy accessibility for their group, especially for the arts venue. They are interested in safe entertainment that will not disappoint that all of them will enjoy (or at least tolerate for the sake of the group dynamic). If they can get tickets in a group for a

popular event that is expected to sell out early: score!

From their perspective, what is it that only TCGMC does? “We know someone in the organization. The Chorus knows of us as a group and talks to us as a group. They make an effort to accommodate our needs as a group.”

Size and Market Potential

- Approximately 20% of our current audience
- Excellent growth potential through special group offers, bundled concert and dinner packages that we currently do not offer.
- We could also see a group of Graces getting together and taking benefit of what we offer to our Golden Girls.

In a nutshell: Comfortable and confident in their group dynamic.

4J “SVEN”

Sven is named for Sven Sundgaard: the good-looking, perfect, young (20s) meteorologist for one of the local television news networks (NBC affiliate KARE 11) in the Twin Cities. Sven represents the smallest segment of our audience and the one with the greatest growth potential: if we can capture what he is really interested in. We hope to “fill in the gaps” in the seats of our performance hall with Sven.

Age, Family and Economic Status

Sven is in his 20s, a gay, white, single millennial. His extended family is his friends with whom he likes to hang out. He is out, and has been out since moving to the Twin Cities from rural Minnesota for college or work.

Sven is college educated – or still working on it.

Sven makes between \$25,000 - \$40,000 a year. He is the most likely of all the segments (next to Grace) to carry a fair amount of credit card debt. He will use his credit card to pay for tickets to our Chorus concert, but is not paying it off as quickly as he would like to.

He has a roommate or roommates for economic and social reasons, but he may also still live with his parents or siblings or have moved back in with them if they also live in the metro area.

Geography

Sven lives in the Wedge or Stevens Community south of downtown Minneapolis. He is also likely to live in the Uptown or U of M neighborhoods or have friends there. He moved here for school or work from rural Minnesota.

Usage and Behavior regarding Arts and Entertainment

Sven is an infrequent attendee of the arts. He is a single ticket buyer, and will go if he can find a friend to go with him or if a friend invites him. An evening at an arts event is a

likely second or third date. He is not likely to purchase a season ticket unless he is in a relationship and he and his boyfriend decide to purchase season tickets together. In a way, this purchase affirms their commitment to each other.

Psychographic Information

Outside of the arts, Sven likes to go to the bars and clubs. If he goes to one of our Chorus concerts, he likes the idea that the concert ends early enough so he can still go out drinking or dancing with friends. He likes to go to parties, is up to date with pop culture and gay references, and is an early adopter of the Next Big Thing (he bought his iPad on the first day – on credit). He is always plugged in, likes entertainment On Demand, text messaging and updating his status on Facebook (which he will do as concert hall lights start to dim).

Sven is liberal minded, although not as politically active as his conservative, heterosexual peers. He is well educated (as in “book and tech smart”) but less interested in current affairs unless they directly impact him. He gets his news from his web browser and “The Daily Show with Jon Stewart.”

Sven is part of the “see and be seen” crowd. If he attends one of our concerts, he is looking to see who is there – especially potential boyfriend material he might see out later at night after the concert ends.

Sven is comfortably out to most people in his life and has a strong desire for like-minded friends. He dates and may have a boyfriend. His definition of an “LTR” (long term relationship) is much shorter than the other audience segments, but then again, a year is such a long time.

What Benefit is he seeking from TCGMC? Sven wants to be seen as a gay male attending a TCGMC concert. If he is at one of our concerts, he is gay. He may have friends in the Chorus and will find entertainment value in the concert, but the social aspect probably has priority.

What is the competition? Bars and restaurants, movies, On Demand entertainment, the internet, chatting online, Facebook and Twitter. The arts competition in this area would be the Ordway and Hennepin Theatre Trust’s touring Broadway series (He can’t WAIT to buy his tickets to “Billy Elliot”).

What is his attitude about the competition? These places / situations are easy places to meet people and be seen, provides more opportunities to socialize, eat and drink, and have sex.

From his perspective, what is it that only TCGMC does? “It’s entertainment by and for gays that’s different from drag shows or other forms of gay entertainment. It’s something fun to do before going out later. It’s a good way to hang out with friends and an easy way for me to say I am supporting the community. I just wish the audience wasn’t so OLD.”

Size and Market Potential

- Approximately 5% of our current audience
- Excellent growth potential; greatest growth potential for entry level ticket prices and packages, student rush.

In a nutshell: Attention deficit: too much going on to capture his attention for an extended period of time.

Hierarchy of Needs from the Arts Experience (as it relates to our segments)

