

Audience and Engagement Strategy

2024-2027

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1. CONTEXT

As one of Scotland's largest charities, Glasgow Life is committed to improving the mental, physical, and economic wellbeing of the people of Glasgow through culture and sport. We provide experiences, many of which are free, that promote inclusion, happiness, and health, and we bring value and meaning to people's lives.

Central to this is engaging with Glasgow's diverse communities and audiences to develop and deliver programmes, services and events that are built around their needs and are inclusive and accessible. To achieve this, we are committed to embedding audience at the heart of everything we do from service planning and development to programme delivery and audience engagement.

We also support the city's visitor economy and enhance Glasgow's reputation globally as a great place to live, work, study, visit and invest.

2. AIMS OF THIS STRATEGY

To support the delivery of our strategic business objectives, our audience and engagement strategy aims to:

- **Raise awareness** of the benefit of culture and sport to all audiences by demonstrating the power and value of Glasgow Life services – from grassroots community-based programmes to national events and international tourism.
- **Increase participation** across Glasgow Life services by prioritising customer motivations, behaviours and values to ultimately increase customer loyalty.
- Create a strong **audience focused internal culture** within Glasgow Life to reduce inefficiencies, created by a service-led approach, and encourage innovation within the organisation. This will be achieved through consistent audience segmentation and use of personas.
- **Address inequality of access** to Glasgow Life services, reducing disengaged audiences, and focusing resources on areas of high levels of deprivation and child poverty across the city.
- **Maximise customer retention and development** by leveraging the power of existing data sources through improved data management processes and streamlined systems.
- **Strengthen Glasgow Life's position as a highly valued charity** through increasing awareness and understanding across all audiences – customers/service users, stakeholders, partners and colleagues – which in turn will increase donations and funder income.
- **Grow the commercial capability of the organisation** by increasing direct income through audience development and growth.

3. OBJECTIVES

The Glasgow Life audience and engagement strategy will focus on achieving the following objectives:

- Better segment our audiences using a psychographic approach rather than a traditional demographic approach. We will use people's deep-seated values and mindsets to help understand their motivations for engaging with our culture and sporting programmes.
- Use this approach to create a core set of audience personas that will drive audience segmentation across the organisation and break down barriers to access for individual service area provision.
- Enable service design to better reflect audience needs.
- Create content and messaging that resonates with the motivations and values of our audiences to encourage attendance, broaden our reach, deepen engagement and influence behaviours to build a relationship with people, and take them on a journey with us.
- Work with Glasgow Life service areas to ensure cross-organisational approach – colleagues, volunteer and stakeholder focus groups.

- Align the audience strategy to the Glasgow Life brand and visual identity to ensure total customer engagement and achieve organisation growth through our strategic priorities.

4. APPROACH

Audience engagement encompasses a broad umbrella of tasks that help you grow and nurture your audience. In its simplest terms it refers to the attention, interest, and interaction users have with your services or products. It's about creating a two-way dialogue rather than a one-sided conversation across all customer touchpoints and using that information to examine all aspects of your audiences to build relationships, gain more customers and increase loyalty. This means we must earn our audiences and convince them to participate in or purchase our activities.

Glasgow Life's offer is a matter of choice for the people of Glasgow and visitors to the city. In order to compete within the cultural and sports marketplace it is key for us to segment audiences, content and messaging to target different customer groups, with an engaging narrative, who will each have different motivations for using our services.

Glasgow Life also operates as a charity. To succeed in this arena, it is vitally important that our audiences understand the value we bring as a charity advocating for the power of culture and sport to change lives. Recent research (December 2023) showed that **84%** of all respondents had heard of Glasgow Life but only **26%** of those respondents were also aware that it is a charity. This shows that work is required to increase understanding of what Glasgow Life does, evoke loyalty and love for the organisation and garner public support so audiences actively join our cause and advocate for us.

To be successful in doing this, a significant organisational and brand shift is required:

1. **From service-led to vision-led** - Driven by a unifying vision that shapes all services and initiatives.
2. **From siloed to unified** - A collaborative, integrated approach where all areas work together towards common goals. For a seamless and comprehensive user experience.
3. **From transactional focus to outcome focus** - Prioritising the long-term outcomes and benefits of services, such as community wellbeing and cultural enrichment. To achieve long lasting positive impacts on individuals and the community as a whole.
4. **From demographics to psychographics** - Understanding and engaging audiences based on values, interests, lifestyles, and attitudes. To build stronger connections with audiences by addressing their deeper motivations and needs.
5. **From unknown brand to strong brand love** - A well-recognised and respected brand that people feel connected to and proud of.

Where are we on the corporate journey?

(Autumn 2024)

1. Organisational objective

To **inspire** every citizen and visitor to become **engaged and active** in a city globally renowned for culture and sport

2. Brand objective

To **be recognised** for linking together a diverse array of cultural and sporting activity and thereby enhancing the city's mental, physical and economic wellbeing

3. Research objective

To **build a shared, evidence-based understanding** of which audiences we should target, and how, in order to build brand affinity and develop more multi-service users in order to realise the mission/vision.

4. Brand experience

To **develop** and execute a unified audience engagement strategy that delivers on the Glasgow Life vision through tangible, impactful interactions across all visitor touchpoints.

Glasgow Life already has a strong organisational objective that is established and embedded across all areas of the business.

We are at the research stage, integrating our existing audience knowledge eg front line services, and specialist sector knowledge. We will look to work with an external agency (already scoped) to provide a detailed analysis of who our existing audiences are in the context of the wider city demographics. This will involve looking at existing data and analytics and identifying drivers and blockers to our services.

This stage is interlinked with the brand love stage (which is also underway) to define and implement a refreshed corporate identity which places the core Glasgow Life brand at the forefront of all our work to help facilitate an understanding in our audiences' minds of the breadth and scope of the Glasgow Life offer and to connect the dots from all our areas of work back to Glasgow Life.

5. STRATEGY IMPLEMENTATION

This strategy will outline 3 key stages of the audience work:

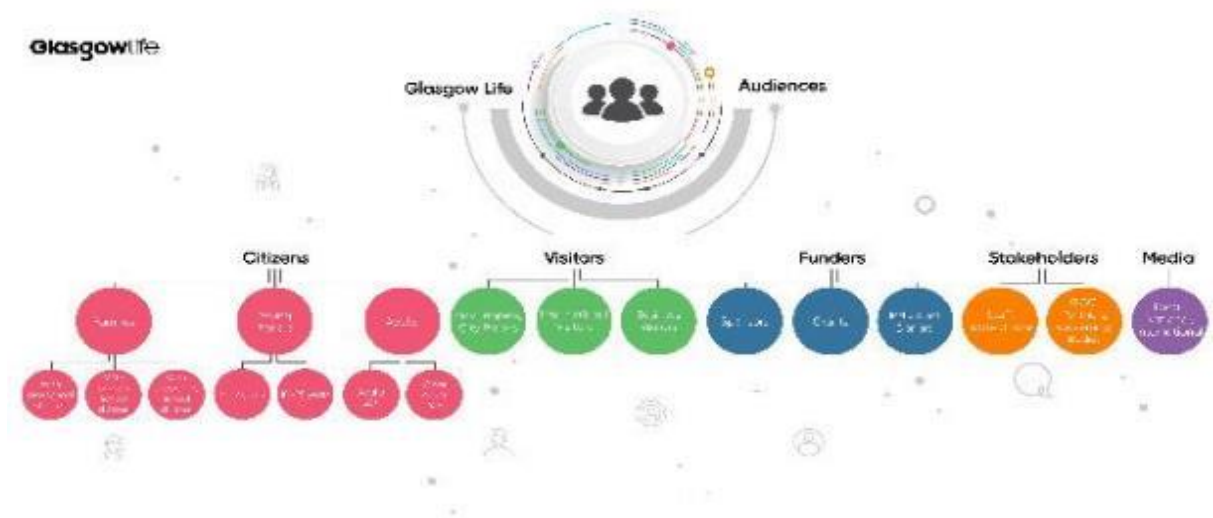
- Audience insights – discovery and identification
- Audience development – define and segment
- Audience growth – delivery

5.1 Audience insights

Identification

This forms the discovery phase of the strategy where we will identify existing audiences and behaviours through existing data and demographic information. This will also reveal our non-users and how they compare across the organisation. eg:

- Establish audience breakdown for all service areas.
- Identify what research/insights service areas hold? Where are overlaps/gaps? What don't we know about our audiences?
- What city-wide research do we use? ie demographic shifts.



The above infographic outlines the key audience groups that have been identified across Glasgow Life. It demonstrates the different types of audience Glasgow Life serves and how they can be broken down into defined categories. The next step in this phase is to identify overlaps in audience groups across service areas and expand this infographic to show a matrix of audiences integrated across the organisation.

Audience segments and psychographics

Creating audience segments is key to this phase and will allow us to sub-divide our key customer profiles and test them with a wide range of stakeholders to refine and identify the various customer journey pathways.

The segments will help to consistently define audiences across difference service areas and will be tested as part of the external agency work to allow further refinement and ensure that they resonate with the relevant audiences and capture the traits, motivations, behaviours and values attributed to each.

This approach ensures that our audience engagement is not just based on demographics which has been the approach often adopted in the past. The segment approach takes into account 'psychographics' whereby we will target our audiences by also taking into account their values and mindsets to help understand their motivations for engaging with our services. We can then craft

messages that really resonate and build a two-way relationship with customers to take them on a journey with us.

This is important as it builds brand love in audiences and enables us to use marketing resources more efficiently. Engagement with psychographically developed content is significantly higher than traditionally targeted content.

Research

Working with an external agency this stage of the strategy will provide insight into current patterns of engagement and what the drivers and barriers are to realising the audience engagement vision. It will provide the building blocks of the audience strategy and deliver on the following planned outcomes:

- **Intelligent profiling of the audience** - Building on transactional and demographic data to understand values, interests and motivations.
- **Baseline brand perceptions** - Gauge current awareness of and response to Glasgow Life as one of Scotland's largest charities.
- **Driving deeper engagement** - Understand current levels of engagement with the portfolio of venues and how to drive multi-service use in future.

Timescale: August 2025

5.2 Audience development

Develop

This approach will involve deep immersion in existing insights and strategy including the brand vision, segments & personas, existing audience research and CRM data. From here a gap analysis will be conducted, to ensure any additional research and strategy development adds value and clarity.

This engagement is much more than a transactional research exercise. It will require a comprehensive programme of stakeholder engagement and embedding to clarify the objectives, develop the strategy and align on next steps. It is essential to build from a place of collective agreement as colleagues across the organisation need to be empowered to own and implement.

The purpose of this work is to equip service area teams with a practical understanding of how they can execute the Glasgow Life ambition in their daily work and long into the future. The approach will include practical guidance and adaptable tools to enable a more effective and systematic approach to long term audience development.

Outputs at this stage will include:

- Segmented audience development strategy
- Early-stage tactics for refinement and prioritisation
- A guide for service level implementation and next step

Audience engagement in action: segmentation

A key element to developing a successful audience strategy will be using segmentation techniques which will offer 'mass personalisation' allowing for practical, affordable, useful and usable methods of targeting different types of customers. Using the personas as a basis, our audiences will be segmented into different groups based on a variety of factors including behaviours, values, and motivations.

Segmentation, as a process and a tool, offers a useful compromise between talking to everyone (inefficient one-to-ones) and assuming everyone is the same (ineffective one-size-fits-all).

Segmentation will:

- define our audiences consistently across the organisation
- help target the right people to better understand what our audiences need/want from our services
- encourage attendance, broaden our reach and influence behaviour
- provide better engagement through improved messaging and channels and creating content that speaks to their needs and wants
- help the organisation balance and prioritise the needs of multiple users, giving them all a great experience
- ultimately grow our audiences across the organisation by working together to become more efficient in meeting their needs

Timescale: Summer 2025

5.3 Audience growth

Customer journeys

A customer journey approach is key to successfully delivering audience growth. This maps out what people actually do and where there are points of friction in the journey. It also allows us to model what we want people to do, ie use multiple Glasgow Life services and understand, through increased brand awareness, that they are delivered by the same organisation.

This stage will focus on defining customer journeys through messaging, channels, interaction, conversations, cultivation and adjustment. By building a two-way relationship with both existing and potential audiences, we will create a direct connection with the customer and improve their perception and understanding of Glasgow Life.

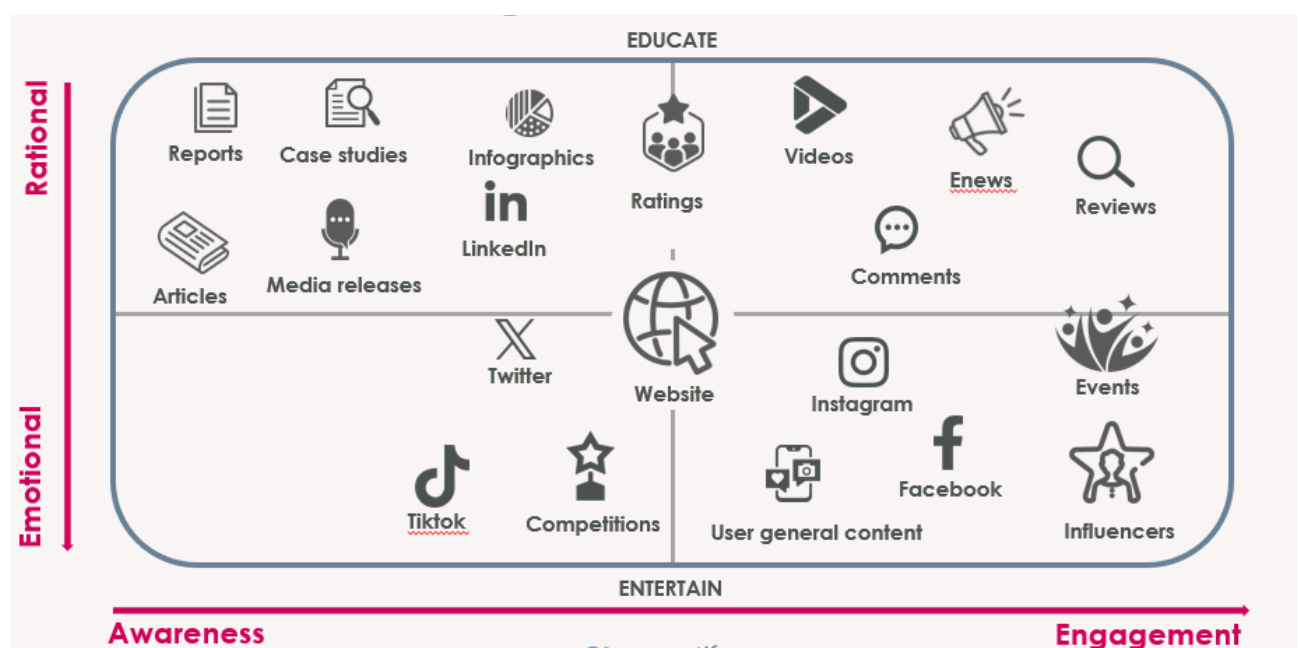
Below is a visual depiction of an example multi-customer journey approach that we will put into practice for all our areas of work to combine content and behaviours to create customer journeys that we can influence with messaging, channels and interactions. The customer journey approach will allow us to trial innovative tactics and pilot cross-organisational projects as it will clearly show how audiences engage at the different stages of onboarding and where we can better design products/services, messaging and channels to meet their needs.

	Motivation/Awareness	Consideration	Action	Advocacy
Touchpoints /Channels	Identifies a need: <ul style="list-style-type: none"> H&W issue, spare time, children/family, culture/sport interest <ul style="list-style-type: none"> Website Social Poster Advert Face-to-face 	<ul style="list-style-type: none"> Website engagement Post click Enquiry 	<ul style="list-style-type: none"> Visit venue Buy ticket Take part in activity 	<ul style="list-style-type: none"> Tells friends Customer comment Repeat action
Emotions				
Challenges	<ul style="list-style-type: none"> Not sure how to get involved Lack of money Not for me Access 	<ul style="list-style-type: none"> What content for what channel? 	<ul style="list-style-type: none"> Too many steps No venue details No ticket prices shown 	
Opportunities		<ul style="list-style-type: none"> Case studies Price incentives Easy access 	<ul style="list-style-type: none"> Data collection for future marketing In-person customer service 	<ul style="list-style-type: none"> Thank you email Cross-sell

Content marketing

Content marketing goes hand in hand with the customer journey process. By designing the service or product based on the interaction a user has with it, you can balance and prioritise the needs of multiple users by making the service desirable through the use of different messaging and channels and taking into account audience motivations, challenges and needs.

The diagram below is an example of a content marketing matrix and how we can use it to optimise our audience engagement.



Website development

The main Glasgow Life website will play a crucial role in this stage and will also closely link to how we design and develop customer journeys. The website currently offers a service-based navigational approach and while this is still key to how customers access our site, a cross-service, audience-focused navigational approach is also required to ensure that we can better reflect the motivational and value-led needs of our audiences. It also supports the brand love approach – educating audiences about the scale, diversity and breadth of our services and preparing the platform for a direct ask approach for donations.

Working with the marketing digital team, the architecture and navigation of the website will be redesigned to reflect this multi-layered approach, streamline the navigation and improve the linking structure to ensure quality, informative and actionable content that reflects our audiences' needs.

Timescale: Phase 1- Autumn 2025

Data maximisation

Data also plays an important role in audience engagement. Glasgow Life currently has multiple data sources that don't talk to each other, and without consistent permissions eg Sport Suite, MRM, Tessitura, LMS/Axiell etc. We have made inroads to solve this problem with the move to the new CRM hosted on Adestra. However, we still need to achieve a single source of truth. This will allow us to benefit from:

- One CRM database, with a unified view of each customer
- APIs connecting to all booking and data capture systems
- Customer activity tracked across all touchpoints, in person and online
- Ability to deliver personalised customer comms across all platforms: email, web, app, social, SMS
- All in a GDPR-compliant way

Working alongside the marketing digital team to scope, design and implement a new GLED (Glasgow Life Events Database) which will integrate with the current CRM will provide opportunities to achieve this vision.

Timescale: 2025/2026

Audience delivery

This final stage will focus on developing and prioritising audience engagement tactics for longer-term planning and integration into Glasgow Life's strategies. In particular, it will focus on a cross-organisational approach through collaboration of all areas of the business using evidence-based understanding of how our audiences engage with our services. By understanding our audiences' deep-seated values and mindsets, we can understand their motivations for engaging with Glasgow Life. Once this is established, we can craft messages that really resonate, build a relationship with people, and take them on a journey with us.

The overall aim will be to ensure audience engagement is embedded horizontally rather than vertically within the organisation with a view to achieving the following:

- **Gaining more customers:** by leveraging the cross-organisational approach and a mix of marketing tactics to encourage multi-users and attract new customers.
- **Increasing customer loyalty:** by maximising the audience engagement tactics to broaden your reach, deepen engagement with our services to improve brand loyalty, create repeat

customers, and influence behaviour to make customers advocates which will ultimately grow our audience base.

6. MEASUREMENT AND EVALUATION

Key to the success of this audience engagement strategy will be through continuous measurement and evaluation. Using key metrics will demonstrate the value of the strategy, reflect continuously upon whether things are on track and uncover where we need to improve to make future activity more effective to achieve the objectives we set out with. The following metrics will be used to determine this:

- **Awareness from colleagues.** An increased understanding across the organisation of how audience engagement links to their area of work – a sense of ownership of the horizontal approach and company wide acceptance and use of personas, consistent categorisation and the role of data in increasing audience engagement.
- **Awareness among audiences.** An increased understanding of Glasgow Life and what it offers via brand tracking work eg annual survey, focus groups. Digital reach will also be an important measure of this.
- **Participation.** How the audiences respond in real-time at in-person service use. What are their reactions to the service provision, what discussions are noted between participants and what are the levels of attendance at different activities to determine which sessions attendees found most engaging.
- **Audience retention.** How long customers retain membership, dwell time at events, repeat use of services, attendance at activities.
- **Audience growth.** Membership stats, new sign ups to newsletters, event attendance figures, multi-service use.
- **Income.** Ticket sales, memberships and income levels. Longer-term this can also be measured through donations.
- **Digital engagement.** Website traffic and analytics and social media growth and engagement.
- **Ratings and reviews.** Customer comments, social comments, post event evaluation surveys.

Evaluation reporting will vary depending on the metric. Awareness will be longer term, done yearly to track changes over time. Audience retention and growth can be reported on quarterly using readily available analytics. Income and digital engagement can continue to be reported on monthly via the Operations Board reporting timetable.