

CASE STUDY | THE BROADWAY, BARKING

In 2004 a marketing strategy was produced for The Broadway in Barking, a redeveloped 340 seat venue that was about to open its doors to the public. The Broadway faced very serious challenges with a demographic that most marketers would best describe as 'difficult', with low representation of social grades AB (14%, compared to 26% in the whole of London) and low levels of educational attainment - 37% of the adult population had no qualifications at all (compared to 24% of London adults). Only 14% were qualified to first-degree or above (less than half the average for London).



Families were seen as a key market for the venue. 40% of households in the area included dependent children: 22% were couples with dependent children (compared to 20% for London) and 18% were lone parents (significantly higher than the London average of 13%).

Below is an example of how The Broadway used the three Cs of Value for one target group - Parents/Grandparents with Kids aged 3-8.

COMPREHEND VALUE

This group was not felt to be looking for an arts experience.

Rather, there was an opportunity for arts experiences to:

- Offer the opportunity to do something fun together as a family at weekends or in the school holidays
- Provide birthday parties (a market need reflected, for example, in bookings for parties at McDonalds)

CREATE VALUE

To meet these needs The Broadway needed to:

- Provide appropriate programming at weekends/in the holidays, with added social interaction where possible (e.g. a Winter Wonderland was provided in the foyer to accompany the Christmas show for activities such as colouring and sticking, with refreshments provided)
- Create a birthday party offer
- Deliver friendly, welcoming and approachable customer service for families, rather than being overly professional or arts-focused
- Design a kids club brand to signpost appropriate activities and events, rather than assuming people could interpret suitability
- Create a Kids Club mascot - Barker the Bear - who (in furry costume) could host birthday parties and promote the venue at relevant events in the local community such as the Barking Festival.

Barker's Birthday Parties

I celebrate my birthday in the Summer and to mark the occasion I'd like all my Kids Club friends to celebrate their birthday here with me at the BROADWAY!

We can arrange a fantastic fully catered birthday party for you and all your friends in an exclusive area of the foyer. It will be dressed with birthday decorations and you can choose from two special Barker Menus. And of course I'll be there to play games, we can dance to all my favourite tunes and we'll all sing Happy Birthday to you!

If you'd like to book a Barker Birthday Party all you need to do is call the Box Office. There is a £30.00 venue fee plus your choice of menu. Remember we can only book one Birthday Party per performance so call us today to make sure you're not disappointed.

COMMUNICATE VALUE

- In talking about the venue, messages focused less around what was on stage and more about being a friendly social place with the needs of the family at its core: **“We wanted our audience to be the focus. The quality of their time spent with us was more important than any newspaper quote or star name.”**
- Images focused on real, local families enjoying themselves.
- With Barker the Bear as the host of Kids Club shows, there was a consistent offer/message for families to understand - they did not need to interpret whether a show was appropriate for them.
- Relevant reassuring detail was provided e.g. aisle seats were reserved as “under 2s seats... for easy access”

This case study draws on Barking up the Right Tree by Ann Cooper & Howard Buckley, Journal of Arts Marketing, Arts Marketing Association, October 2006, p8-9

