Appendix

MISSION:
(New)
The Rozsa Center welcomes everyone. From the feeling in our lobby, to the events on our stage, the Rozsa Center's staff, performers, and patrons foster personal connections through all of the arts at Michigan Tech. Our goal is to inspire, excite, and spark imagination in Michigan's beautiful and remote Upper Peninsula.

STRATEGY:
Primary activities
1. Event Production & Presentation
    a. Scheduling
    b. Contract execution
        i. Presenting Series & Class Acts
        ii. Gallery
    c. Marketing, PR
    d. Ticketing
2. Development & Community Engagement
    a. Arts/Educational outreach & advocacy

Supporting activities
1. FOH (Front of House)
2. Rentals
3. Catering/Concession
4. Curricular Activities

Priorities:
1) Development
    a) Grand coordination
    b) Individual giving campaign
    c) Fundraising campaign
2) Event planning process
    a) Marketing
3) Outreach
    a) Rentals
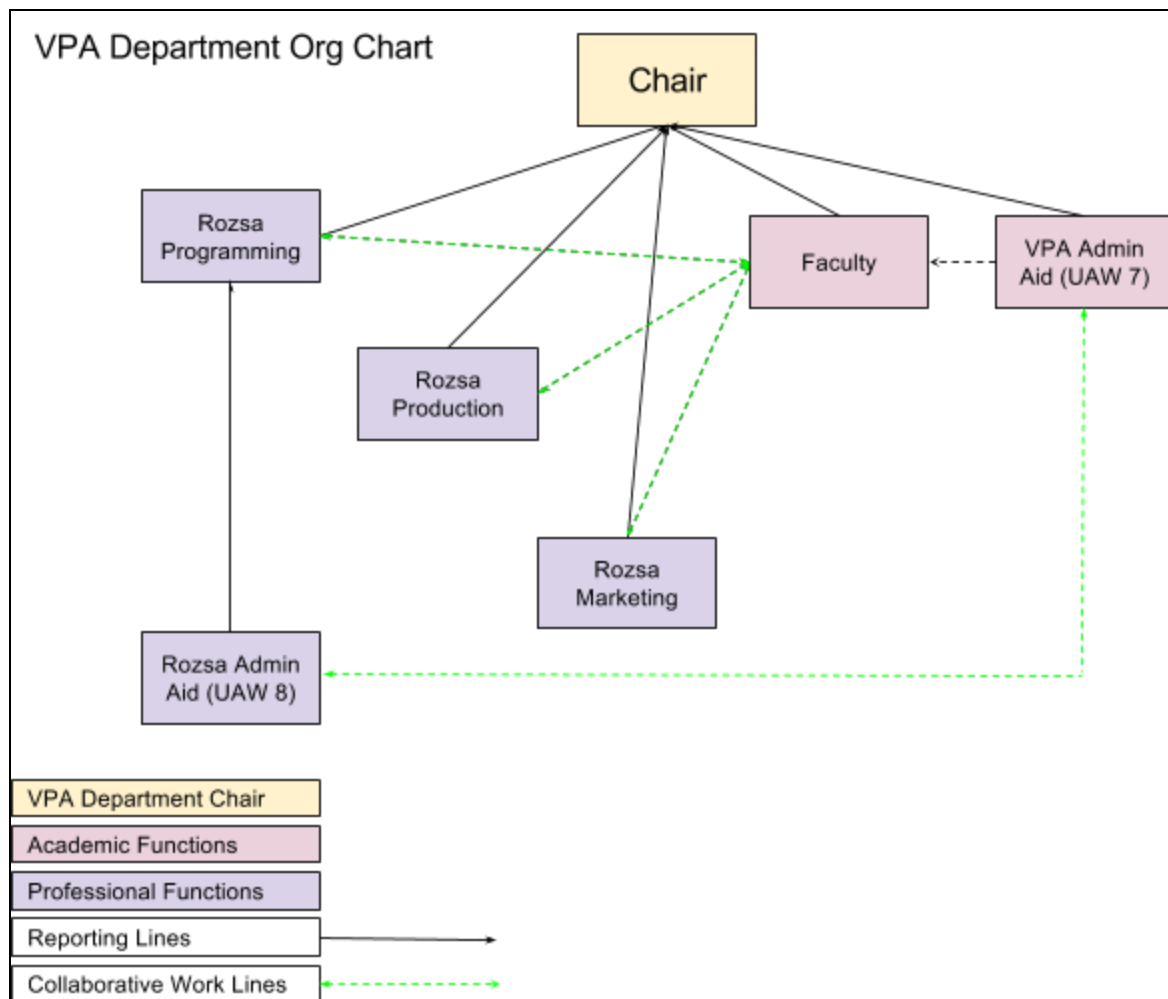   b) Class Acts program (K-12 school shows)

Needs:
1) Feedback form
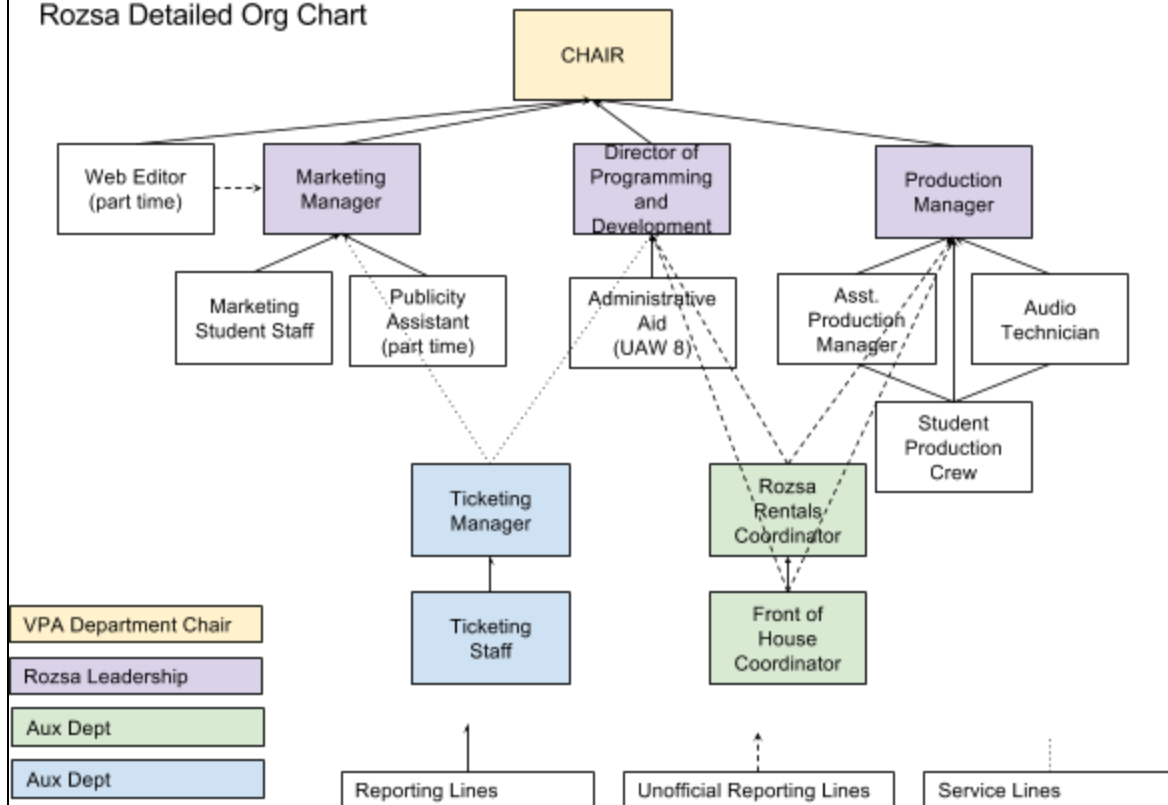
a) Send through Ticketing?
2) Market Survey

STRUCTURE:

Michigan Technological University
- College of Arts and Sciences
  - Department of Visual and Performing Arts - Jared Anderson, Department Chair
    1) Academic Functions: degree programs, academic classes, performing
    2) Professional Functions: Rozsa Center for the Performing Arts

VPA Department Org Chart

Chair

Rozsa Programming

Faculty

VPA Admin Aid (UAW 7)

Rozsa Production

Rozsa Marketing

Rozsa Admin Aid (UAW 8)

VPA Department Chair
Academic Functions
Professional Functions
Reporting Lines
Collaborative Work Lines

Rozsa Detailed Org Chart

CHAIR

- Web Editor (part time)
- Marketing Manager
  - Marketing Student Staff
  - Publicity Assistant (part time)
- Director of Programming and Development
  - Administrative Aid (UAW 8)
- Production Manager
  - Asst. Production Manager
  - Audio Technician
  - Student Production Crew

- Ticketing Manager
  - Ticketing Staff

- Rozsa Rentals Coordinator
  - Front of House Coordinator

Legend

- VPA Department Chair
- Rozsa Leadership
- Aux Dept
- Aux Dept

- Reporting Lines
- Unofficial Reporting Lines
- Service Lines

Interview 1

Information Systems Management and Data Analytics
Tuesday, October 3rd, 2017
Interview 1: George Hommowun, Rozsa Center Production Manager
Interviewers: Nisarg Dave, Ankit Kapoor, Mary Jennings

Interview 1 suggested topic– Understand business structures, processes, strategies, and a "problem" area.

General
1. What is your role in the Rozsa Center's operations?

Communicating with upcoming events staff, arranging schedules, making sure needs are met. Emergency plan management. Facilities management, including classroom spaces.

2. What are the professional functions you perform?
    a. How do you manage those functions? Explain any difficulties you face while performing those functions.

Show management. Oversee Ast. Production Manager. Sharing information.
Attend lots of meetings. Facilities spread sheet.
Audio system difficulties. Managing labor time. Managing burnout. Academic timelines and priorities differ from professional timelines and priorities.
Managing relationship with external groups (student and university) on campus.

3. Has the new (post-merge) structure made your job easier? Why/how or why/how not?

Easier and more difficult. Difficult coordinating with academic side of the department. Easier because we are able to spread hours out (manage labor hours).

4. What other departments do you communicate with to facilitate your functions/activities at the Rozsa Center?

Touring shows/rental clients, other university departments, SLS, various university committees. Facilities, Public Safety, Catering/Concessions.

5. What are the three resources you need to be successful in your position?

Time (Hardest resource to manage). People (Students and professional staff. Avoid burnout. Stress management.) Budget/equipment.

6. How often do you/your facility work at full capacity?

We *should* be hosting an event every day, so from my perspective 10% of our building's capacity. Based on current staffing, we are closer to 50-60% capacity. We would need more FOH staff to get to full capacity.

Rozsa Strategy
7. What are the sources of revenue generation for the Rozsa Center? What are your expenditures?
    a. Do you have future plans or ideas for creating new sources of revenue? Anything special or different that's planned for future implementation?

Revenue: show tickets, rental fees (more non-university rentals), grants/donations/endowment returns. IDEAS: collaborations (to ease the cost of shows), more marketing to generate new rental income.
Expenditures: equipment, expendable technical supplies, show costs, staff/crew costs. Repair budgets are expensive.

8. Explain the Rozsa Center's competitive environment (who if your competition)?

MUB Board/MUB events, Calumet Theatre (a little), Northern Michigan's theatre.

9. What do you view as the Rozsa Center's biggest competitive advantage?

The facility (largest in the UP), our staff (for the most part), part of VPA

10. What is the Rozsa Center's marketing strategy? How do you use digital marketing?
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11. Explain the current technologies you use at the Rozsa to schedule, manage, and improve events and performances.

Old school -- Google calendar (but not a big fan). We don't have any event management software system (would love to use one, but they are expensive and can be difficult to use). Excel spreadsheets -- student crew scheduling, facilities usage tracking. Google drive (not a fan, not secure enough).

12. Is there a project that exists only on paper and its execution has been stalled for some reason?

Rental contracts -- documents are not being uploaded onto drives efficiently.

Problem Identification

13. Tell us about the most prominent problem(s) that you are facing in your job at the Rozsa Center.

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14. Are you satisfied or unsatisfied with the constraints imposed on you? What are those constraints and why are they in place?

Can work within the constraints, but wish there was a larger budget for the academics. Catering constraints are unnecessary and difficult to work within (biggest constraint that hinders external rentals). Staffing -- most of us work for VPA, expect rental/FOH, who report to Auxiliaries.

15. What changes would you like to see in your department, office, or job function?

(in addition to budget)...

16. Do your processes and reporting structures foster coordination and synergy within your office/department? Why/how or why/how not?

Aux vs VPA reporting structure…. Post merge, it has been difficult to effectively and optimally coordinate with employees who report to Aux. Rozsa staff should be able to oversee the management of the building, but run into difficulties not supervising these two positions (non-reactive Aux supervisor does not help us solve our issues).

17. Are you able to send and receive communication in a timely fashion?
    a. Are there any physical obstacles in the way of effective communication?

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18. Can you think of any immediate areas for improvement?

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19. What approaches have you used to solve an issue in the past?
    a. What was or was not successful about that approach?

Technology, Data, and Feedback

20. Are there any core processes/functions you perform without IT (or without adequate IT)?

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21. Do you currently collect data?

YES
        a. If so, what kind?

Facilities usage, data on all of our student staff (what shows do they work, how are we using them? Collected in excel spreadsheet), inventory lists (no historical lists)

        b. If so, what is your privacy/security strategy?

22. What data could you use that would allow you to perform your job better?
        a. Explain how would this data lead to an advantage.

Historical inventory lists. Any historical data about the space -- usage/business, ticket sales, rentals information etc. What is our community, their demographics (target marketing), what do people want?
.

23. Does Rozsa Center currently have a feedback collection system?
        a. If yes, please explain.
        b. If no, what kind of surveys and/or feedback would you want to collect (from patrons/audience/rental clients)?

Not often (last survey was conducted in 2012). We have not been collecting enough data. We should be collecting feedback from every rental. What we have in inadequate.

24. Would your audience or clients be willing to answer surveys or voluntarily supply data?
        a. If not, what are some incentives to get them to do so?

I believe that many people would be willing to voluntarily supply feedback -- as long as it's not too often, or annoying.

25. How could analyzing feedback/suggestions/surveys help you and the Rozsa Center?
        a. Would it impact efficiency? What else could it impact?

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26. Would the Rozsa be ready to adopt a new system that could help you increase new audiences for relevant shows, analyze audience preferences to improve show offerings, and analyze current market trends for introducing new programs at the Rozsa?
        a. Who would be responsible for the collection/analyzation/implementation?
        b. How will you ensure that a proposed solution is implemented.

Concluding Summary:

After going through the interview, our findings permit us to leave it with these points:

- **Data Collection Problem** - Design the Data collection strategies and data types or attributes that are going to be collected by Rozsa.

- **Appropriate Usage of Data** - The data that is currently available or that will get collected in future should be used for better analytical reasoning. Tasks of data analysis should be carried out.

- **Using Technology** - Whether it's about event management system or data management system, keeping up to the mark with the current state of art is necessary. Latest management softwares can make life easier.

- **Digital Marketing** - for better revenue generation, organizing a show everyday is better practice. In this case digital marketing will pop up the chances of agile and fast marketing. Increasing the throughput with ease of marketing is what they actually need!

- **Feedback Collection -** Collection feedbacks after the show or collecting routine feedbacks online can be useful. It can be useful in knowing your audience, finding what do they love, and even in finding trending stuff.

- **Getting Insights From Feedback -** Finding useful insights and knowledge from the raw feedback data. Continuous Involvement and improvement is the key motive of doing so.

- **Establishing Data Security Integration** - maintaining security of product is necessary thing and using data security is very important when you're going to use that data for important decisions. Data integrity should be maintained.

Through this interview with George Hommowun, the Rozsa Center's Production Manager, we learned that the Rozsa Center's feedback collection, storage, and analysis processes are insufficient. While many of the Rozsa Center's operations have benefited from the 2014 merge with the Visual and Performing Arts Department, there was little to no inherited data to build upon - limited audience feedback, no feedback from touring companies or artistic ensembles, no facility usage data - and few to no formal processes in place for collecting these types of data in the future. Since the merger took place, George has implemented his own system for tracking facilities usage data and inventory data, however, these processes are limited to only Production operations and do not extend into other areas of the Rozsa Center, such as Programming, Marketing, or Ticketing.

From this interview our team has been able to narrow the scope of our project. We will move forward concentrating on identifying other areas within the Rozsa Center (Marketing, Ticketing, Programming) where data collection methods are inadequate in order to establish a process that can provide the maximum benefit to Rozsa operations while also being easily integrated into standard Rozsa operating procedures within the confines of the Rozsa Center's limited budget.

Interview 2

Information Systems Management and Data Analytics
October 9, 2017
Interview 2: Mary Jennings, Director of Programming and Development
Interviewers: Nisarg Dave, Priyansh Agarwal, Ankit Kapoor, Chirag Dave

Understand business structure, Programming processes, strategies, and "problem" areas.

Interview 2 Notes:

Major findings of Second Interview

1. **Data Collection:** Data collections is the major issue on which we can work on. We found the profound impact of data collection at Rozsa. The Data collections can be in many places:
   - Internal organisational usage (the data of employees' feedback)
   - General public feedback of Rozsa Center (through website or digital media)
   - Regular feedback after each show (short feedback of user experience)
   - Regular feedback from artists/performers
   - Feedback from rental events and performances
   - Rental data for attracting more rentals and maximizing revenue generation opportunities
   - Data of attendees - general information like name, email, preferences, #shows attended, interests etc.
   - -
   - Data of mistakes made on each show (mistakes can predict future mistakes! Be aware of noting down each and every mistake you made in your daily life!)

2. Data Constraints:
   - Data should be collected real time in structured format so it's really easy to analyze.
   - It should contain enough features to analyze the whole impact.
   - It should be collected on regular basis so consistency and updated trends can be achieved.
   - Data should be monitored or cleaned for better qualitative assurance.

3. Data Features: Each and every type of data collection method should leverage certain features. (*suggests required feature)

First let's take audience's basic information during ticketing process (buying tickets to an event)
   I.   **External Data from People**

Feature set of Ticketing data:

- Name*
- Email*
- Cell No
- Interests (show in which they're more interested)
- Shows attended* (manage log of shows which they've attended)
- There area of living(This can be done manually or automatically)

Predictive analytics of this data:
- Know about people's interest
- Keep track of valuable customer.

Feature set of general feedback (once a month):

- Name*
- Email*
- Which shows do they attended & liked at Rozsa?* (MCQs)
- Which type of future shows they're interested?* (MCQs)
- Which performer's/artists shows do they like most?* (MCQs)
- Which things they didn't liked about Rozsa? (text)
- Their wishlist or Personal Suggestion (text)

Predictive analytics of this data:
- Know about show's popularity
- Know about artist's popularity
- Keeping up with current trends
- Know about selectivity of people

Feature set of Attendees' feedback after show:

- Name*
- Email*
- Rate the show*
- Rate the artist*
- Rate your overall experience at Rozsa*
- Comment on show & artist (text)
- Comment for Rozsa's organization & management (text)

Predictive analytics of this data:
- Know about satisfaction index

- Know about overall rating
- Know about people's dislike

Feature set of Renter's feedback after show:
- Renter's Name*
- Renter's Email*
- Why they chose Rozsa?* (text)
- Rate overall performing experience at Rozsa*
- personal suggestion(text)

Predictive analytics of this data:
- Know about renter's experience at Rozsa
- Keep track of frequent renter & reach them when they need you
- Keep track of their bad experiences & problems

II. Internal Rozsa Data

Feature set of people's Demographic Data (extracted from ticketing & feedback data):
- Name*
- Email*
- Cell No
- Area of Living
- Interests* (show in which they're more interested)
- shows they rated the most*
- shows they disliked the most*
- Which artist/performer they like most?*
- types & no of shows they attended*
- suggestions they made for Rozsa for continuous improvement*

Predictive analytics of this data:
- Finding user preferences
- Organizing relevant shows
- Making more money by introducing shows in which people are most interested
- Improving mode of operation by suggestions
- Attracting new attendees by introducing new shows based on their interests.

Feature set of Rozsa's show schedule & rental data (essentially manage for optimizing utilization capacity) - Data per day

- Date & day*
- Total capacity*
- No of shows held out of total capacity*
- No of rental shows held*
- efficiency index (throughput measure of operating capacity)

Predictive analytics of this data:
- This data will help in generating more revenue by predicting working capacity & suggesting the improvement in organizing more shows on empty slots.
- Can improve efficiency
- Can improve revenue generation.

Feature set of Rozsa's renter's Data (essentially manage for optimizing efficiency) - Data per renter

- Renter Name*
- Purpose of Renting*
- Frequency of Renting*
- Type of shows or performance*
- Their Targeted market*
- Money you made through them*

Predictive analytics of this data:
- Attract more Renters
- Know your precious renters & their needs
- Know your most important renters & their purpose

Feature set of Rozsa's renter's feedback Data (essentially manage for Improving management) - Data per renter

- Renter Name*
- Purpose of Renting*
- Problems/Difficulties they faced*
- Things they don't like about Rozsa*
- Management failure of Rozsa*

Predictive analytics of this data:
- Establish positive relationship with your revenue sources
- Keep track of your mistakes and improvise yourself on the same.

Feature set of Expenditure Data:
- Event Name*
- Type of event (sole/renter's)*
- Resources required*
- Public response/trends*
- Expenditure on resources*
- Profit made*

Predictive analytics of this data:
- Predict which event isn't good for Rozsa?
- Keep track of most profitable ways to generate more revenue
- Keep track of expenditure on resources
- Keep track of minimal requirement of resources for particular event.

Feature set of Employees/Staff's feedback Data:
- Name*
- State difficulties they face*
- Rate the work environment(Number Counter)*
- Resources required

Predictive analytics of this data:
- Know your employee's preferences
- Keep track of managerial problems
- Know & improve work environment

I've commented almost all minute details with examples or constraints or possible approach to achieve the final outcome.

Interview 2 Write-Up

Interview 2 provided deeper insight into the data and information systems related

problems that the Rozsa Center currently faces. After interviewing the Rozsa Center's

Production Manager, George Hommowun, during Interview 1, our group was able to form an

understanding of the Rozsa Center's operations, as explained by a non-group-member employee of the facility, and ideas were generated about different directions our group could take the project in. Interview 2 with Mary Jennings, group member of the project and Director of Programming and Development for the Rozsa Center, gave context to some of the information provided in the first interview, and clarified problem areas that the group could concentrate our efforts around.

The Rozsa Center went through a major university realignment in 2014, which separated several key operations from Rozsa Center supervision, namely Rozsa Center rentals, front of house, ticketing, and concessions activities. This realignment was a top-down decision and interrupted the former information systems that were in place that coordinated Rozsa events and communication between the many different functions that contribute to Rozsa operations. The realignment flattened the Rozsa Center's leadership structure, thus minimizing the power and decision making abilities of the Director position. After the merge, communication channels were fractured, reporting lines were severed, and historical data regarding past events and patrons was lost. From Interview 2, the group was able to develop a better understanding of information flows and feedback collection channels that were strained, disrupted, or unattended to as a result of the realignment. Now that the Rozsa Center is three years past the realignment, the persistent, lingering issues must be addressed.

One area that Rozsa Center is lacking an efficient information collection and processing system is fundraising. No formal donor cultivation policy was in place at the time of the merge, and any historical information about past individual donors was buried by the departmental disruption that the realignment created. As a result, individual contributions to the Rozsa Center

have declined, and the organization is interested in formalizing a process that tracks audience engagement - the number of times a given patron buys a single ticket in a given year, and a patron's overall satisfaction with the quality of experience they receive for a given ticket price, etc. This information could be used to identify potential donors, and could also be used in the creation of future Rozsa Center performance seasons and it could influence the price point that tickets are placed at. This kind of information is not currently being collected in any capacity. This is one area that the group identified for our project. The group will be following up with Ticketing Operations to discuss the possibilities of information collecting that can occur at the point-of-purchase, and how that information can be best stored and organized to optimize data analysis.

Another area that the group identified was the feedback collection process after shows and rental events. Currently, the Rozsa Center does not collect feedback from audience members, rental clients, or professional companies that perform at the Rozsa Center. If this kind of information could be collected regularly, through a brief, automated survey, the Rozsa Center could integrate that feedback into their strategy for future growth. Subsequent meetings with Rozsa and affiliated staff will help our group formulate what questions could be included in the brief survey in order to maximize the utility of the data collected.

Interview 3

Information Systems Management and Data Analytics
10/19/2017
Interview 3: Ashley DeVoge, Ticket Office Manager
Interviewers: Mary, Ankit, Nisarg, Priyansh, Chirag

Interview 3 - Ashley DeVoge

Understand Ticketing software, processes, strategies, and "problem" areas pertaining to identified Rozsa problems.
Identify the types of data that can be collected, and the capabilities of the ticketing software.
Understand privacy and security issues.
Discuss possible solutions for identified Rozsa problems.

Interview 3 Notes:

1. **What is your role in the Rozsa Center's operations?**
   - Ticketing Operations manager, handles all ticketing portion of Rozsa operations. (Sell the tickets)

2. **Explain the current technologies you use for the Rozsa**
   - [AudienceView](#)
   a. **What is your opinion of the software?**
      - Really like the software, it's very flexible. It can be frustrating because it's not very intuitive, running the reports (or creating custom reports) can be complicated.
      - MTU IT support (a designated person… but also works on several other projects for the University), is not very helpful - they don't understand the system. AudienceView also provides support, but it is also limited
      - It's a Canadian company, so there can be some terminology differences (provinces vs city or state)
      - Wish it had the capability to do a bidding function (like e-Bay)

3. **What kind of data do you currently collect data from ticket buyers?**
   - Name, address, city, state, zip, phone, email
   - Revenue tracking per performance
   a. **What is your privacy/security strategy?**

- Have to obtain permission from Director (which has been given for this project) check with PCI compliance before giving out sensitive customer information

4. **What kind of historical data is currently available for analysis?**
   - Only data from 2011 forward (when we started using AudienceView software). Previous data was stored in hard copy and lost.

5. **What are your marketing strategies?**
   - Marketing manager (Bethany Jones) is responsible for their own marketing

6. **Does AudienceView have the capability to send feedback surveys after performances?**
   - Yes, it has survey and fundraising capability
   - Yes, it has automatic email sending functionality
     - Bethany would be responsible for programming the survey into the system
     - Can be pre-programmed in advance (Ashley can show Bethany how to do it)
       - Suggestion, to send something out immediately following the performance (within a few hours of the end of the show).
         - **Frequency?** -- Send after every show.
         - Follow up emails sent to remind about upcoming events
         - Michigan Tech might not be doing this because of staffing constraints

7. **Sample of reports:**
   - Capable of running lots of different reports. Can run reports in hard or soft copy
     - Front of House report: names of customers, address, what type of tickets they purchased
       - Detailed
       - Non-detailed : names and # of tickets purchased only
     - Movement report - capacity
     - Ticket Sales report - breakdown by price type
     - Patron profile? Is this type of data available?
       - Yes. we can design custom reporting.
         - Customer profile: shows family members, purchase history (since 2011)
     - Top 100 customers report

*Every customer has a unique customer ID

<u>To collect for the project:</u>
>*Customer profiles (customer # only, not names) from 2011, including:
>- Demographics (city/zip)
>- Purchase history
> - Number of shows purchased in a year
> - Types of shows they have purchased
>
>*Top 100
>- Monthly feedback survey sent to Top 100 customers

Post-Interview Team Meeting:
- Data collection
  - <u>Internal</u>
    - (General) Ticketing data
      - Demographics etc.
    - After-show data collection
      - Show experiences (create a google form)
        - Gender, age, ___, ___, ___
    - Monthly form
      - (what kind of questions should we include here?)
    - Renter feedback collection (optional)
      - Client feedback
    - Staff feedback (optional)
      - Rating of work environment, resources required to fulfil jobs/tasks

During Interview 3, our team met with Ashley DeVoge, Michigan Tech's Ticket Office Manager. Ashley manages the Central Ticket Office, which provides services for the Rozsa Center as well as other University departments and events, such as Athletics and Commencement. The purpose of this interview was to gain a better understanding of the abilities

of the current IS infrastructure, which is a primary source of data collection for Rozsa patrons, and to gain access to historical patron data for basic analysis.

The software that is currently used to buy/sell tickets to Rozsa Center events is called AudienceView - AudienceView is one of the leading ticketing softwares currently on the market, and it used by many large and small Universities and other event venues. Michigan Tech has used AudienceView to manage ticket sales since 2011, and, generally speaking, Ashley is satisfied with the functionality and capabilities of the software. We believe that this software can be used to gather additional patron information at the time of purchase (beyond what is currently being collected - name, address, phone number, and email) for more in depth audience demographics analysis. Additionally, Ashley confirmed that the software has the ability to generate and send automated emails, which our team thinks could be used to collect post-event feedback, which is not currently being collected in any capacity.

In this interview, we learned that AudienceView is able to generate several different types of reports - some of which are pre-programmed into the software, and additional reports can be customized, although customized reports can be complicated to program and take additional time and resources to set up. Front of House (or FOH) reports generate customer names, addresses, and the type of tickets that were purchased (adult, youth, discount, etc.) per a given event. Movement reports generate a report of the current percentage of capacity at which the event is being sold. Ticket sales reports generate an overview of a given event, broken down by the number of tickets sold at each price type (adult, youth, discount, subscription, comp. ticket, etc.). Patron profiles can be generated, which show the complete history of a given customer's purchases, including what other accounts that patron is connected to (relational

connections to other patrons). There is also a "Top 100" report that can be run, which designated which 100 customers purchase the most tickets to a given venue in a given amount of time (week/month/year/history). Ashley will run Customer Profile reports and Top 100 reports for our team's initial analysis. We hope to gain a better understanding of customer purchasing patterns and demographics from this information. Our fourth interview will be with the Rozsa Center's Marketing Manager, Bethany Jones, where we hope to create two surveys - one that the ticketing software can send out automatically after every event, and another, more detailed survey that can be sent to the Top 100 customers periodically. These two future surveys, in addition to the historic ticketing data analysis, will form the basis of our project.

Interview 4

Information Systems Management and Data Analytics
10/24/2017
Interview 4: Bethany Jones, Rozsa Center Marketing Manager
Interviewers: Ankit Kapoor, Mary Jennings

Interview 4 – Bethany Jones

Discuss what types of data we want to collect via post-show feedback questionnaires.
Develop questions/language to collect external data from audience members/ticket buyers.
Understand privacy and security issues related to the "problem" area.
Continue to understand business processes related to the "problem" area.

Interview 4 Notes:

1. What is your role in the Rozsa Center's operations?
   a. Marketing Manager
2. Personal identifying information -- needs approval by the IRB (institutional research bureau)
   a. IRBnet.org
   b. How do you reduce bias in the survey?
      i. Use 1-5 scale (not 1-10)
      ii. Don't use self-selected (field survey in two-three ways -- online and physical card)
      iii. Put a card and pencil in every program, have a collection box that ushers collect cards in post-show
   c. 5 questions, 1-5 scale
      i. 1 age question (1 demographic question)
      ii. What event did you attend?
      iii. Overall opinion: How would you rate your overall experience at the Rozsa Center tonight?
         1. 1-5 scale
      iv. How did you find out about the event tonight?
         1. Multiple choice
      v. How likely would you be to attend another event at the Rozsa Center this year? / How likely would you be to recommend attending an event at the Rozsa Center to a friend?
         1. 1-5, or 1-3 scale

d. Additional questions (maybe for monthly Top 100 survey)
  i. Did you participate in any of the following:
     1. Multiple choice: Pre-show event, Q&A, post-show event, concession stand, gallery
  ii. Barriers to attending: In the past, what has prevented you from attending an event at the Rozsa Center?
     1. Multiple choice: didn't have someone to come with, cost of ticket, couldn't find a sitter, type of show, didn't know about it, etc…
  iii. Open ended questions:
     1. If you didn't like your experience tonight, please tell us why
     2. If you were very satisfied with your experience tonight, please tell us why
e. Don't ask patrons to categorize the event -- we categorize the event
f. Don't ask people to speculate

*Keep ticketing data, and the post-event data <u>separate</u>. Don't try to aggregate the data to all one source.
- Keep the samples separate and compare

Interview 4, with the Rozsa Center's Marketing Manager, Bethany Jones, provided insight into audience survey best-practices and gave the team additional direction regarding how we move forward with our project. Bethany has been a marketing professional for over 20 years, with experience working in corporate, government, and arts sectors. Her past marketing experiences were concentrated in data collection and analysis, making her a great resource for our group to consult for our project, however, the most recent Rozsa Center audience survey was conducted in 2011, which suggests that the data might not be as relevant or helpful to Rozsa operations now as it was at the time it was collected.

A key piece of information that was collected from this interview was the tip to check with University policy about registering any/all future surveys that we wish to conduct on behalf of the Rozsa Center with IRBNet - the Institutional Research Bureau. If the Rozsa Center is to

conduct an audience survey after every performance, even if the survey does not collect personal information, each survey may have to be registered thought IRBNet.org.

Bethany shared how to best eliminate bias in our surveys - to send them out through multiple channels, instead of just through email, as we had originally intended. Instead, she suggested that we send the survey through email, and also provide physical survey forms (perhaps taped to the back of performance seats, or put inside performance programs) that they audience can fill out directly following the show. It was also suggested that we/someone could call attendees and facilitate the survey over the phone, but our group determined that that would be too labor intensive for the Rozsa Center to sustain into the future.

Additionally, Bethany helped us determine what type of questions should be included in the post-performance surveys. Some of the ideas that the group originally had were eliminated because they were too subjective or would elicit speculative responses (ex: "What type of performance did you attend? Dance, Theatre, Music, Other" - Rozsa staff should determine the categorization of the show, not the audience. The audience may interpret a performance differently, thus skewing the data we receive.) Bethany provided us with access to the 2011 survey that she fielded, so that we can pull questions directly from the past survey to use in our post-performance surveys. Using the same questions will allow the data to be analyzed against the 2011 results. Finally, as a result of the meeting with Bethany, we are choosing to analyze the historic data collected from the ticketing software separately from the post-performance surveys we send to audience members. The information gathered from both sources can be compared and analyzed for similarities and differences, but Bethany suggested that it should not be consolidated into a single form for analysis.

Interview 5

Information Systems Management and Data Analytics
11/3/2017
Interview 5: Bethany Jones, Rozsa Center Marketing Manager
Interviewers: Mary Jennings

Interview 5 – Bethany Jones, Richard Elenich, Cheryl Gherna

Discuss the process for survey distribution, data collection, and analysis

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Survey questions:
"Please tell us about your experience at the Rozsa Center.

1. On a scale of 1-5, with 1 being the least satisfied and 5 being most satisfied, please rate your OVERALL OPINION of the event you saw at the Rozsa Center.
   a. 1 - 2 - 3 - 4 - 5
      i. If you were not satisfied, why not? Please tell us how we can improve.
      ii. If you were very satisfied, why? Please tell us what you enjoyed.
2. How or where did you find out about the event you attended at the Rozsa Center? (select all that apply):
   a. 1 - Television, 2 - Newspaper, 3 - Rozsa Outdoor Sign, 4 - Rozsa Website, 5 - Posters, 6 - Radio, 7 - Rozsa Calendar, 8 - Rozsa Season Announcement/Subscription Order Form, 9 - Rozsa emails, 10 - Friends/word of mouth, 11 - Facebook, 12 - Other
3. How likely would you be to recommend attending an event at the Rozsa Center to a friend?
   a. 1 (unlikely) 2 (neutral) 3 (very likely)
4. Did you participate in any of the following:
   a. Multiple choice: Pre-show event, Post-show event, concession stand, gallery
5. In the past, what has prevented you from attending an event at the Rozsa Center?
   a. (Open end)
6. Age
   a. 18-14, 25-34, 25-44, 45-54, 55-64, 65-69, 70 years or older, prefer not to say
7. Genderd
   a. male/female/prefer not to answer/ other
8. Affiliated with Michigan Tech (student/staff/faculty)
   a. yes/no

This survey is voluntary, you may skip questions."

Bethany Jones

What will our process be for conducting surveys?
- Pre-show -- Volunteer ushers to stuff programs with surveys/pencils (?) pre show
    - Include brief announcement about surveys in the pre-show announcements
        - ** put games, something fun, on the back on the survey
- Post-show
    - ~~E-survey e-mailed to all attendees who provided e-mail~~
        - ~~Answers collected in a spreadsheet~~ (will start with paper surveys only)
    - Paper survey + small pencil included in every program
        - Ushers collect surveys/pencils during intermission/post show as people exit (Rozsa to experiment with different collection methods - work with FOH)
            - There can also be a box that surveys/pencils are dropped in
            - Table tents on tables - "How was the show? Take a short survey and let us know what you think!" (something like that)
                - Small stands are available in the marketing office to put directions next to collection boxes
        - Answers entered into a spreadsheet weekly by Rozsa workstudy student
- ~~Semesterly?~~
- Will incentives be offered?
    - Games, puzzles on the back of the survey

Where will the data go?
- LimeSurvey? -- survey software -- TBD what is available via the university
    - Then it gets input into the SPSS system (if available -- check with IT) -- is there another software? *ask Data science students
- Who will put it there?
    - Workstudy student

How will the data be analyzed?
- Who will do this?
    - Mary/Bethany
- When will this happen?
    - Semesterly, at the same time we are closing out the semester's shows' budgets

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Richard Elenich, Cheryl Gherna
IRBnet - takes about 10 days to set up (check)
- Richard Elenich (Michigan Tech - Director of Research Analysis)
    - Fill out one IRB with start and end dates for survey (do not need to fill out one IRB per survey so long as they all are asking the same questions)
        - Per Cheryl - put the end date a few years out
    - PI for research needs to complete a human subjects research training (every 3 years)
        - Called Cheryl Gherna re: human subjects research
            - Our survey is not considered human subject research -- our project is designed to enhance/improve customer satisfaction
            - Specify that the survey is only to be filled out for folks 18 and older
            - Specify that this survey is anonymous and include directions on how to complete/turn in the survey

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Interview 5, with Bethany Jones, was scheduled to solidify exactly which questions would be used on the post-event feedback surveys, and to determine the best methods for administering the survey and organizing the collected data. After Interview 4, also with Bethany, team members reviewed the 2011-2012 survey questions provided by Bethany and created a list of 10 questions that could be included in the post-event survey. During Interview 5, Bethany and Mary confirmed which eight questions should be included - 5 experience-related questions and 3 demographic-related questions - how the answers should be scaled, and re-wrote the questions in language that mirrored or most closely resembled the language used in past Rozsa surveys.

After identifying and re-wording the eight survey questions, a process for administering the surveys was also determined, and key questions that still need to be answered were identified. Regarding the survey administration process, it was determined that the surveys

should first be presented to audience members in paper form only. The Rozsa Center will print the surveys on designed cardstock (half-pages) to give them the appearance of formality. Additionally, simple puzzles or games will be printed on the back side of the survey as a reward/incentive for participating - something fun that audience members can do before the show or during intermission. Volunteer ushers will be responsible for inserting ("stuffing") the half-page surveys into programs before each performance, and Mary will work with the Rozsa Center Front of House (usher) staff to experiment with the best distribution and collection methods for the surveys and writing utensils (golf pencils). The surveys will include brief written instructions, and, whenever applicable, a pre-performance announcement will be made directing the audience's attention to the survey. Post-performance, boxes will be made available in the theatre and in the lobby for individuals to deposit their completed surveys into, which will then be collected by the ushers and returned to the Rozsa Center main office. A Rozsa Center work-study student will be responsible for inputting the data collected into a designated software each week.

At the conclusion of the interview with Bethany there were still questions that need to be answered regarding IRBnet, and data collection/SSRS software. Richard Elenich, Michigan Tech's Director of Research Analysis, and Cheryl Gherna, the Regulatory Review Boards, Compliance, Integrity, and Safety Office Coordinator were consulted. Through these additional interview it was determined that only one IRB form would need to be submitted (so long as the survey questions remain the same over the course of the project) and that, because this project is designed to enhance and improve customer satisfaction, the survey PI is not required to complete

human subjects research training through the university. The type of data collection and analysis software available through the university is still to be determined.

Interview 6

Information Systems Management and Data Analytics
12/05/2017
Interview 6: Emmett Golde, Bethany Jones
Interviewers: Mary Jennings

Interview 6 – - Director, Enterprise Application Services, and Bethany Jones

Finalize the process for survey distribution, data collection, and analysis

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Emmett Golde

- Michigan Tech does not have any SPSS licenses for use by university departments, Rozsa Center will have to purchase own software to organize/store collected data
    - Q: What will be the return rate? -- TBD
- Find that running data through Excel is enough (so long as entries don't exceed 10,000, or so)
    - Enter the data through the google form to prevent entry errors
        - IT can create the google form or we can
        - IT can assist with analysis
        - WebFocus can do charting and graphing
    - Recording results -- be sure to note the academic/fiscal year
    - Keep questions the same for at least 2 years

Bethany Jones

- Met briefly to review information obtained from Emmett Golde, and other Interview 5 interviewees.
- Determined which software will be used to organize/store collected data - Excel for now
- Still need to determine who will create account on IRBNet and submit paperwork necessary to begin conducting the surveys
- Determined to begin issuing surveys to patrons at the start of the spring 2018 semester
- Determined printing methods for surveys - Mary (Rozsa Marketing) to print 3,000 surveys for spring 2018 use, and any leftovers can be used in the 2018-19 season
    - Will randomize the order of the questions on the survey (1,000 of each order)

Interview 6 took place in two parts - first with Bethany Jones, the Rozsa Center's Marketing Manager, to follow up on previous meetings and discuss next steps in order to begin conducting surveys at the start of the spring semester (spring 2018), and second with Emmett Golde, the Director of Enterprise Applications Services in Michigan Tech's IT department. Emmett has been consulting on the survey project, and a face-to-face interview was conducted to review the survey questions and discuss how IT can be of service to the collection and analysis portion of the survey project.

In her most recent interview, Bethany made it clear that her preference would be to purchase a SPSS license to run the collected data through, it was decided that the data would first be deposited into Excel until a budget for the SPSS license could be arranged. This decision was made for two primary reasons - first, there is no budget to purchase an SPSS software license in the current fiscal year, and second, IT can assist with the analysis of the data through Excel if desired. In the future, if a budget is approved for an SPSS license the Rozsa can easily transfer the data being stored in Excel to the SPSS software of Bethany's choosing. After reviewing the survey, Emmett suggested that the Rozsa enter the survey results (obtained from physical surveys) into a Google Form, which could be created either by IT or by a Rozsa staff person. The Google Form data would then be deposited into an Excel spreadsheet from Google, and IT could assist with the analysis, which would lighten the analysis workload of Rozsa staffers. Because the survey is not complicated and is short in length, Emmett suggested that Google and Excel are

easy, simple tools to start with. Emmett also suggest that IT can run the collected data through WebFocus, a reporting tool, for charting and graphing analysis.

Now that we are at the end of our interview process, it has become a little more clear why this project, which, it seems, has been a priority of the Rozsa Center's for the past few years, has stalled. After her initial interview, Bethany became much more difficult to get a hold of, and there are still some unanswered questions and roadblocks to moving the process forward. It still needs to be determined who will create account on IRBNet and submit paperwork necessary to begin conducting the surveys - Bethany has indicated that she used to have an IRBNet login, but she has not followed up with our team about whether that account is still active despite several weeks of checking in. When we were able to connect with Bethany, it was determined that the Rozsa would print 3,000 surveys and begin distributing them to audience members at the start of the spring, 2018 semester. Per Bethany's suggestion, to eliminate implicit bias in the survey, the question order will be randomized by printing three different versions of the survey - the questions would remain in the same language but would appear in different orders. Bethany also voiced several other concerns about the distribution and collection methods that had been discussed and agreed to in previous interviews. In an effort to begin the project and prevent it from being stalled further, the process that was agreed to in interview 5 will be the process that the Rozsa Center will implement in the spring. It was agreed to by senior Rozsa staff members that process should remain the same for at least two programming seasons, and any adjustments or changes will be analyzed and adopted after two years of this first iteration of the proposed survey process.

Heat Map

City Vs Show vs Tickets Purchased