

Beacon business case appendices

Appendix A

Understanding the potential customer base

We have reviewed a large amount of data to enable us to better understand the market that we are aiming to attract in and around Wantage.

Vale of White Horse population changes 2001-2011

Age	2001 census	2011 census	Change
0 - 9	14,500	14,100	-400
10-19	15,100	14,800	-300
20-29	12,300	12,900	600
30-59	50,400	49,300	-1,100
60 plus	23,600	29,800	6,200
Total	115,800	121,000	5,200

Age distribution statistics

The population of Wantage as a whole, is older than the national average. The population of Wantage is also older than the Oxfordshire average, making Wantage an older person's location.

AGE	WANTAGE	OXFORDSHIRE	ENGLAND
Age 0 to 4	6.1%	6.3%	6.3%
Age 5 to 9	5.5%	5.5%	5.6%
Age 10 to 14	6.1%	5.7%	5.8%
Age 15 to 17	3.9%	3.6%	3.7%
Age 18 to 24	7.1%	10.2%	9.4%
Age 25 to 29	5.8%	7.2%	6.9%
Age 30 to 44	20%	20.7%	20.6%
Age 45 to 59	20.9%	19.2%	19.4%
Age 60 to 64	6.6%	5.8%	6%
Age 65 to 74	9.4%	8.3%	8.6%
Age 75 to 84	6.1%	5.3%	5.5%
Age 85 and over	2.5%	2.3%	2.3%

General health statistics

The respondents of the 2011 Census were asked to rate their health. The percentage of residents in Wantage rating their health as 'very good' is more than the national average. Also the percentage of residents in Wantage rating their health as 'very bad' is less than the national average, suggesting that the health of the residents of Wantage is generally better than in the average person in England.

HEALTH	WANTAGE	OXFORDSHIRE	ENGLAND
Very Good	51.85%	52.40%	47.17%
Good	33.98%	33.45%	34.22%
Fair	10.80%	10.60%	13.12%
Bad	2.61%	2.76%	4.25%
Very Bad	0.75%	0.78%	1.25%

Social grade and occupation statistics

Social grade is a classification based on occupation and it enables a household and all its members to be classified according to the job of the main income earner. Wantage has 20 per cent more higher and intermediate managerial, administrative or professional households than the national average.

GRADE	DESCRIPTION	WANTAGE	OXFORDSHIRE	ENGLAND
AB	Higher and intermediate managerial, administrative, professional occupations	36.07%	32.67%	22.96%
C1	Supervisory, clerical and junior managerial, administrative, professional occupations	29.21%	30.21%	30.92%
C2	Skilled manual occupations	19.08%	18.77%	20.64%
DE	Semi-skilled and unskilled manual occupations, Unemployed and lowest grade occupations	15.65%	18.34%	25.49%

Benefits and unemployment statistics

The rate of unemployment in Wantage is both lower than the average for Oxfordshire and lower than the national average, suggesting that finding a job in this area maybe easier than most places. The rate of claiming any benefit (which includes in work benefits) is more than 10% lower in Wantage than the national average, suggesting higher salaries than the average in the area.

BENEFIT	WANTAGE	OXFORDSHIRE	ENGLAND
Jobseekers Allowance (only)	1.2%	1.4%	3.3%
Incapacity Benefits (IB or ESA)	1.2%	1.4%	2.4%
Any Benefit (includes in work benefits)	6.9%	7.6%	13.5%

Property ownership and rental statistics

Wantage has a higher rate of home ownership, either outright or via a mortgage than the national average, which suggests that Wantage is a relatively affluent area.

TENURE	WANTAGE	OXFORDSHIRE	ENGLAND
Owned	35.8%	32.3%	30.6%
Mortgage	34.5%	33.2%	32.8%
Shared	1%	1.1%	0.8%
Social Rented (Council)	2.5%	4.6%	9.4%
Social Rented (Housing Association)	10.8%	9.7%	8.3%
Private Rented	11%	15.2%	15.4%
Other	2.7%	2.3%	1.4%
Rent Free	1.7%	1.7%	1.3%

Education statistics

These statistics are for the highest level education obtained by the residents of Wantage and are from the UK Census of 2011. Wantage has a lower level of residents with either no qualifications or qualifications equal to 1 or more GCSE at grade D or below, than the national average.

Wantage also has a high level of residents with a higher education qualification (level 4) than the national average, suggesting that the residents of Wantage are better educated than the average England citizen.

QUALIFICATION	WANTAGE	OXFORDSHIRE	ENGLAND
No Qualifications	16.7%	16.7%	22.5%
Level 1	11.8%	12%	13.3%
Level 2	14.6%	13.8%	15.2%
Apprenticeship	4.1%	3.5%	3.6%
Level 3	11.5%	13.3%	12.4%
Level 4	37.2%	35.7%	27.4%
Other	4.1%	5%	5.7%

Appendix B

Market segmentation

Sport England's market segmentation has been designed to help understand the life stages and attitudes of different population groups and the interventions most likely to engage them.

The market segmentation data builds on the results of Sport England's Active People survey; the Department of Culture, Media and Sport's Taking Part survey; and the Mosaic tool from Experian. It presents a picture of the dominant social groups in each area, and puts people's behaviour in the context of complex lives.

There are nineteen different categories that the population has been broadly divided into and the profiles for each type have been named and information such as where they live, what they do and how they would like to be communicated with, has been determined. This information is useful in helping us understand our local demographics and define our target audience.

Active people survey results for the top nine profiles in Wantage

Market segmentation	Description	Number in Wantage	Percentage locally	Percentage nationally	Communication preference
Tim	Settling down male 26-45	1775	11.9	8.8	Internet Email
Philip	Professional male married 46 - 55	1724	11.6	8.6	Internet Email
Roger and Joy	Early retired couple 56 - 65	1392	9.3	6.8	Newspaper Face to face
Alison	Stay at home mum – married 36 - 45	1098	7.4	4.4	Magazine Telephone Mobile
Elaine	Married 46 – 55 (empty nest career lady)	1086	7.3	6.1	Magazine Phone Post
Ben	Competitive professional Single 18 - 25	959	6.4	4.9	Internet Email Text
Ralph and Phyllis	Comfortable retired married 66+	947	6.3	4.2	Newspaper Magazine Post Face to face
Elsie and Arnold	Widowed/retired 66+	947	6.3	4.2	Post Local paper Face to face
Chloe	Image conscious fitness - Single 18-25	910	6.1	4.7	Magazine Text Post

Appendix C – Beacon marketing plan

NB. This marketing plan was written following Oktoberfest 2015 and at the time the feedback from this one event was the only data used when formulating this plan. Other surveys have taken place, one online and another face to face in the market place and the data gained from those has been used in the business case and in determining the activities and events residents would like to see at the Beacon.



Beacon Marketing Plan 2016-2017

Executive Summary

A clear marketing plan will be important to developing the Beacon over the 2016-2017 period. This should be a living document that evolves over time in response to what is succeeding in the market. The 7 key pillars of this plan are:

- 1) **Develop understanding of our market** – several hypotheses are put forward in this document which need to be verified through customer surveys and event attendance data.
- 2) **Establish why events are/are not succeeding** – where attendance is low have we misunderstood the needs of the customer or is our specific solution not suitable (choice of act, timing etc).
- 3) **Continue to grow our core** – we have had good attendance for some events and we should focus on repeating winning formulas, maximising profitability and promoting early.
- 4) **Further explore adjacent spaces** – there are several areas we can consider that may bring increased opportunities, especially for weekday events. Retirees, Youth, Business, however we need to recognise that needs may conflict.
- 5) **Promote** – general awareness of the Beacon and what we offer needs to be increased. This could include co-promotions as well as ongoing activities.
- 6) **Partner** – continue to develop existing partnerships (Talegate Theatre, Loose Cannon Brewery) and develop new ones (Ruby Vintage and Retro Fair, Richmond Village).
- 7) **Collaborate and Focus** – as we grow we will continue to have to work as a team and focus on choosing those activities which bring us success most quickly.

Below, each of these pillars is expanded based on current information. Ongoing investigation and validation will be necessary.

1. Develop understanding of our market

The census data from 2011 shows that population increased primarily in two age groups – 20-29 and 60+. This gives a snapshot of how the population changed over the preceding 10 year period, but it is important to remember that there will be cyclical change over time with those people whose needs have changed after families left home moving out and perhaps those people in the 20-29

age range moving to the area to start families of their own. As London becomes increasingly expensive there is an ongoing trend to move further out, with Oxfordshire experiencing a significant impact from this.

Focusing on Wantage, currently approximately 20 per cent of the population are under the age of 18 with > 50 per cent of the population between the ages of 25-64. There is also a significant portion of the population (~18 per cent) over the age of 65.

Broadly this gives four market segments that could be targeted with two of them likely to have the majority of the disposable income. (Table 1). Additionally although they represent a relatively small percentage (~7 per cent) of the population it may also be worth considering the needs of the 18-25 age range as this is an age range with well-publicised challenges and an area where the Beacon may be able to play a role in the community.

Table 1 Segmentation of the Wantage market based on age.

Segment	Segment Name	Age Range	Disposable income	Access to transport	%
1)	Child/Youth	0-18	Very low	Low	~ 20%
2a)	Family Oriented Adult	25-64	Moderate-High	High	>50%
2b)	Partner/Social Oriented Adult	25-64	High	High	
4)	Over 65	65+	Moderate-High	Moderate	~18%
5)	Young Adult	18-24	Low	Moderate/Low	~7%

Whilst these broad segments can be used to classify the local community it must be remembered that:

- a) People have different needs at different times and therefore may cross segments – for example within the 25-64 age range depending on the context any one individual may be looking to:
 - a. Entertain their children.
 - b. Meet with friends while children are at school.
 - c. Find an evening’s entertainment with their partner or friends.
- b) The boundaries between the segments are blurring. Although the over 65 age group has been separated out many in this age group will still be actively involved with grandchildren.
- c) The expectations of these age groups is rapidly changing as cultural expectations and technology evolve. As an illustration Mick Jagger is now 72 and in the over 65 age group!
- d) It is a relatively small community and so reputation amongst all segments and the interaction between them will be important to brand image.

Because this landscape is constantly evolving it is necessary to form hypotheses of who your market is, how to serve them, and to constantly monitor and update this through customer feedback and event success monitoring.

2) Establish why events are/are not succeeding

It will be important to continue to monitor the success of events that are produced by The Beacon. Recently we have had two very successful events, selling ~70per cent of tickets in one case and selling out in a second. Learning from what type of event this was and the timing will be critical in selecting the correct event at the correct time. In support of this a show report will be produced after key events and used to track attendance numbers and monitor revenue vs costs of the events. Uptake remains low for some events and it needs to be determined whether that is because the events themselves are fundamentally not addressing the market needs, because the events are at the wrong time, or because the wrong choice in selecting supplier is made. In order to better understand the needs of the Wantage customers we need to continue to survey the market and use the input. Steps in this direction have been taken with a survey being performed at the

Oktoberfest beer festival. Whilst it cannot be considered fully representative (it is only one survey of people attending one type of event) it does highlight some interesting points. As shown in Table 2, a number of respondents requested events that are routinely hosted by The Beacon yet they had not actually attended any of the events hosted. This may be due to awareness, the specific choice of event, the timing of the event, competition or a combination of these factors.

Table 2 Responses to the questions ‘What other events have you attended at The Beacon?’ and ‘What would you like to see more of at the Beacon?’. Percentages are based on 28 respondents. Responses may be skewed (for example Oktoberfest was a live music event and live music was the most popular request).

Event Type	% of respondents having previously attended	% of respondents requesting
Kid’s Cinema	14	25
Regular Cinema	0	25
Matinee Cinema	7	7
Kid’s Theatre	3	21
General Theatre	0	7
Classes	14	
Live Music	7	35
Comedy	3	14
Workshops	0	3

Additionally demographic data from the survey at the Oktoberfest showed that 75 per cent of those surveyed at the event fell into the 25-64 age range (Figure 1).

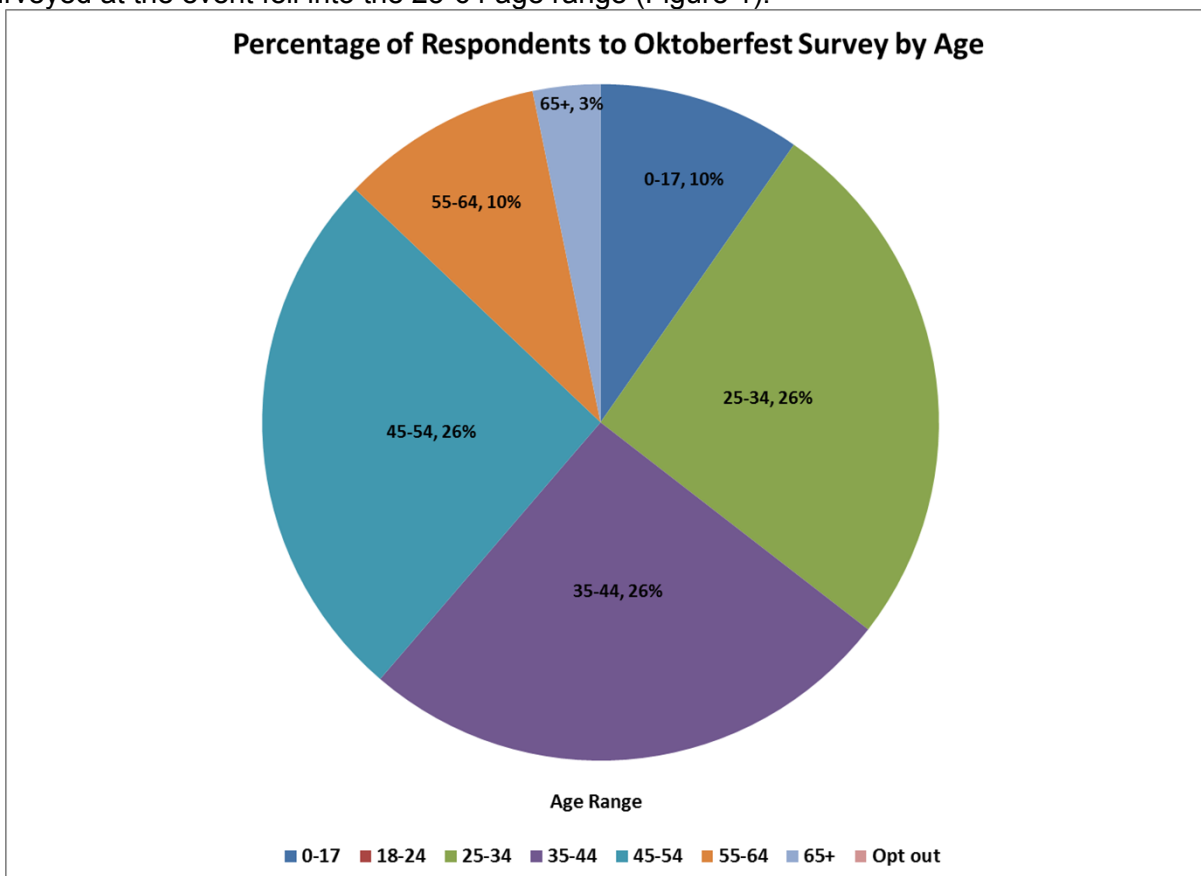


Figure 1 Percentage of respondents to Oktoberfest survey in each age range

Combining the information from Table 2 and Figure 1 it does seem that the majority of our customers would fall into segment 2a or 2b outlined in Table 1 , i.e. adults 25-64 looking for events

to entertain children or looking for entertainment with other adults (date night, catch up with friends, family etc). Table 3 shows those events which were most requested.

Table 3 Feedback from Oktoberfest event on which events the customers would like to see more of can broadly be split into entertainment for children and entertainment for adults.

Segment 2a : Adults seeking to entertain children		Segment 2b : Adults seeking entertainment	
Activity	% Surveyed Requesting	Activity	% Surveyed Requesting
Kid's Cinema	25	General Cinema	25
Kid's Theatre	21	Live Music	35
		Comedy	14

Customer surveying needs to be extended further to gain a broader insight into general requirements of those attending at least a representative cross section of our events. It should also be carried out before attempting to enter new markets.

Competition

Competitive analysis is ongoing, however, generally today's adults are faced with having to make choices about where they use both their disposable income and spare time, with many people spending a significant portion of their time commuting. There is an increasingly large array of on demand entertainment available for very reasonable prices and consequently there needs to be a benefit to the product offered.

One of the key advantages of The Beacon is its proximity to the town of Wantage, Grove and also Faringdon and the outlying villages. Celebrating that we are a local venue, offering a mixture of nationally available entertainment and activities that celebrate local life will help to make The Beacon a centre of life in and around Wantage.

One of the challenges previously has been awareness of The Beacon offering. We are currently working to get our key programme in place much earlier to allow the development of a seasonal brochure. We are also looking to distribute our brochure and posters more widely, for example at tourist information centres and other key sites using Direct Publicity Ltd (who stock the information stands that are typically present in hotels and other key areas).

Wherever possible we should plan to avoid holding major events at the same time as key sporting events (Football World Cup, Euro Championship, Olympics, etc).

3) Continue to grow our core

As outlined in Table 1 there are several different market segments that The Beacon can address. Currently the intention is to prioritise the following target markets:

General Children's entertainment

Some of this year's children's events have been a real success, notably The Scarecrows Wedding and Ghost Pirates of the Black Pearl. This shows that there is a market for this type of event in and around Wantage. We need to continue to build on this core and maximise profits from these events where possible through reviewing ticket pricing and ancillary sales etc.

Feedback from the Oktoberfest needs to be verified at other events, but it seems that there may be a demand for children's cinema. This is currently not always reflected in the attendance figures. We need to identify why this is the case, is it choice of film, timing, competition from other

entertainment? One consideration may be trying to find a way to elevate the experience above online rental – for example best costume prize.

Other opportunities to expand our children's entertainment offering should be considered. As the venue gains in reputation it may be possible to negotiate favourable terms to try some of these.

Entertainment for Adults

Wantage has a large population of adults of working age, many of whom will also have children. Providing opportunities for them to have some time as a couple or with friends in the local area at weekends and after work is likely to be valuable. The results of the survey at Oktoberfest indicated that this type of event was most wanted by the people surveyed. The live band 'The Zoots' is an example of where the needs of this target market have been well addressed.

Films targeted more at adults have tended to not have strong attendances although this does appear to remain a strong request from the survey. Two members of the team will be attending a short course run by the British Film Institute (BFI) on community cinema to try and help us to understand how to make this type of event more successful.

One area that the team is currently exploring is the option to host National Theatre live screenings. These events have proven very popular at other local venues (for example Corn Exchange in Wallingford has put on 5 sold out screenings of Hamlet). There are some costs associated with this which need to be further investigated, but given Wantage's location it may be very well received.

Local seems to be part of the feedback from Oktoberfest and with that in mind, it may be worth investigating whether there are local amateur dramatics/opera type societies who would be interested in using the venue for some productions. Currently Jigsaw Productions work with us in this way, so it could be possible to expand our relationship with them, or else look at other options. Also Opera Unmasked hold "film nights" of opera performances.

We have an Open Mic night that is currently very nascent, but is showing some signs of starting to attract a following. It can take time for this kind of event to gain in popularity but again given the local nature of the event and its potential to help identify acts for the Oktoberfest event it offers another option that should be monitored but cultivated.

Comedy also seems to be a popular request and the team are looking at how to improve our offering in this space.

Lastly we should ask residents if they would like us to host unique events or have guest speakers. As an example Pam Ayres has a connection with the local area. There are also new museums and exhibitions in the area who might be interested to hold a lecture to help with their own promotion – for example the Soldiers of Oxfordshire Museum is relatively new and were giving some interesting insights into Ian Fleming (James Bond) and his brother on BBC Oxford recently.

Increased use by parents during weekdays

During the week the majority of the 25-64 population of Wantage will be working, either locally or further away. This reduces the target market. One area in which we do have some success is in catering to the parents of Wantage. Our Monkey Mayhem sessions on Monday morning are very popular. We also have a number of other hirers who target a similar market with good success. This may be something we want to expand upon, finding an offering to allow parents with young

children to socialise with other adults either immediately before collecting, or immediately after dropping children at school. We would need to investigate the size of this market before investing significantly as many parents may work whilst children are in school.

4) Further explore adjacent spaces

Retirees

There is a relatively large population in Wantage and the surrounding area over the age of 65. It would be good to offer events that are of interest to this sector both to develop an extra revenue stream and to benefit the local community. This sector may be difficult to address and understanding their needs better will be critical to that. Although the population is aging, the expectations and interests of that age group are also constantly evolving.

Presently we are starting several initiatives to try and connect more closely with local retirement villages, the first aim is to connect with their events co-ordinator and see what they believe their customers are interested in and what The Beacon could offer in this space.

Other

There are several other segments that can be considered, for example business users, or opportunities to support the local community such as jobs fairs or hosting training programs for young adults. However we would need to consider how the needs of these users might conflict with those of our core business, for example hosting business meetings at the same time as some of our noisier children's activities may prove challenging.

These segments shouldn't be ignored, but it may be better to address them opportunistically rather than systematically targeted.

5) Promote

Recently we have been putting significant effort into brand awareness and customer engagement through the use of newsletters, social media channels, as well as more traditional channels such as print and local noticeboards. We have also been negotiating hard to improve what we receive in print advertising and also lower the cost.

We now need to monitor what is effective and focus on those activities that are giving us the best return. At present there is no clear picture of which channels are reaching our customer base most effectively or of any one channel we could target that would cover all respondents. As is shown in Figures 2 and 3 the methods by which people became aware of Oktoberfest and by which they generally find events in the Wantage area are quite varied. This is normal as individuals will respond to information in different ways.

Interestingly word of mouth did seem to be a very important way in which people had learned about the Oktoberfest event. Whilst social media was not frequently quoted directly it is a low cost activity that may have contributed to a 'buzz' around the event. Wantage noticeboards, banners and the Round and About magazine were all indicated as being important source of information for the Oktoberfest attendees.

We will continue to use a mix of promotional tools and also continue to monitor their effectiveness and strive for better value in paid publications.

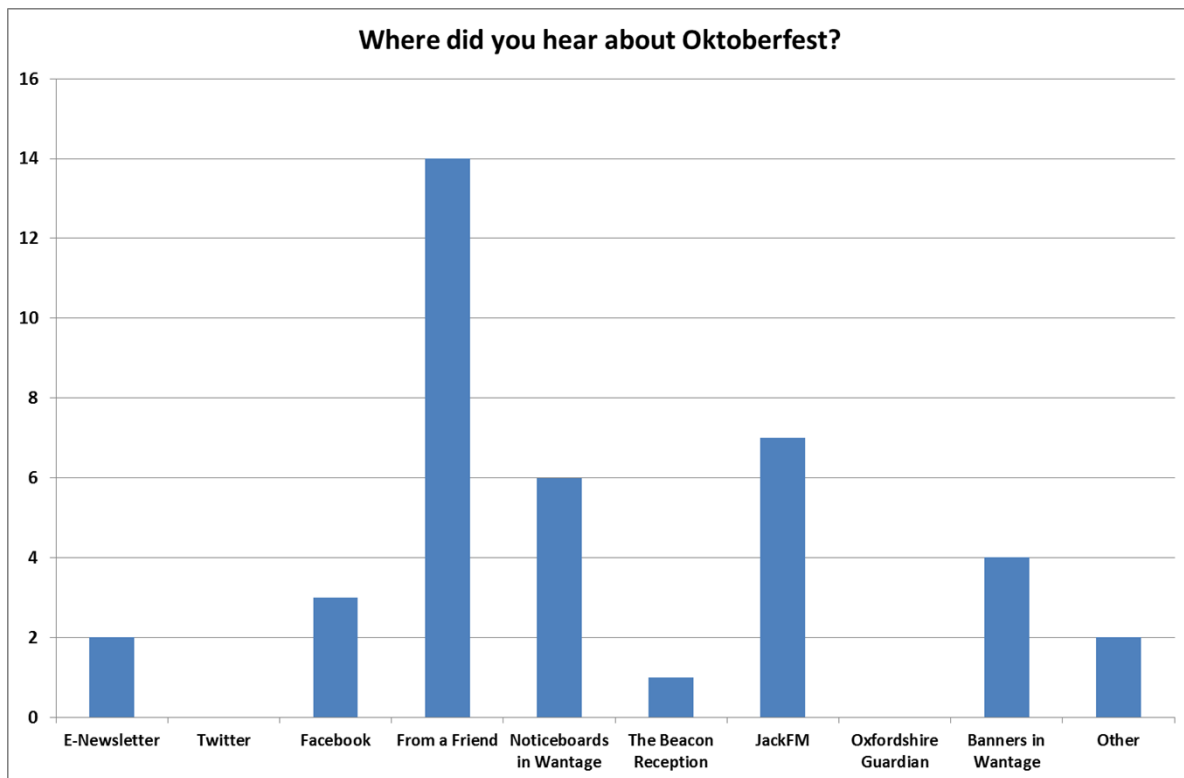


Figure 2 Respondents to the Oktoberfest Survey (n=28) were asked to highlight all routes by which they had heard about Oktoberfest.

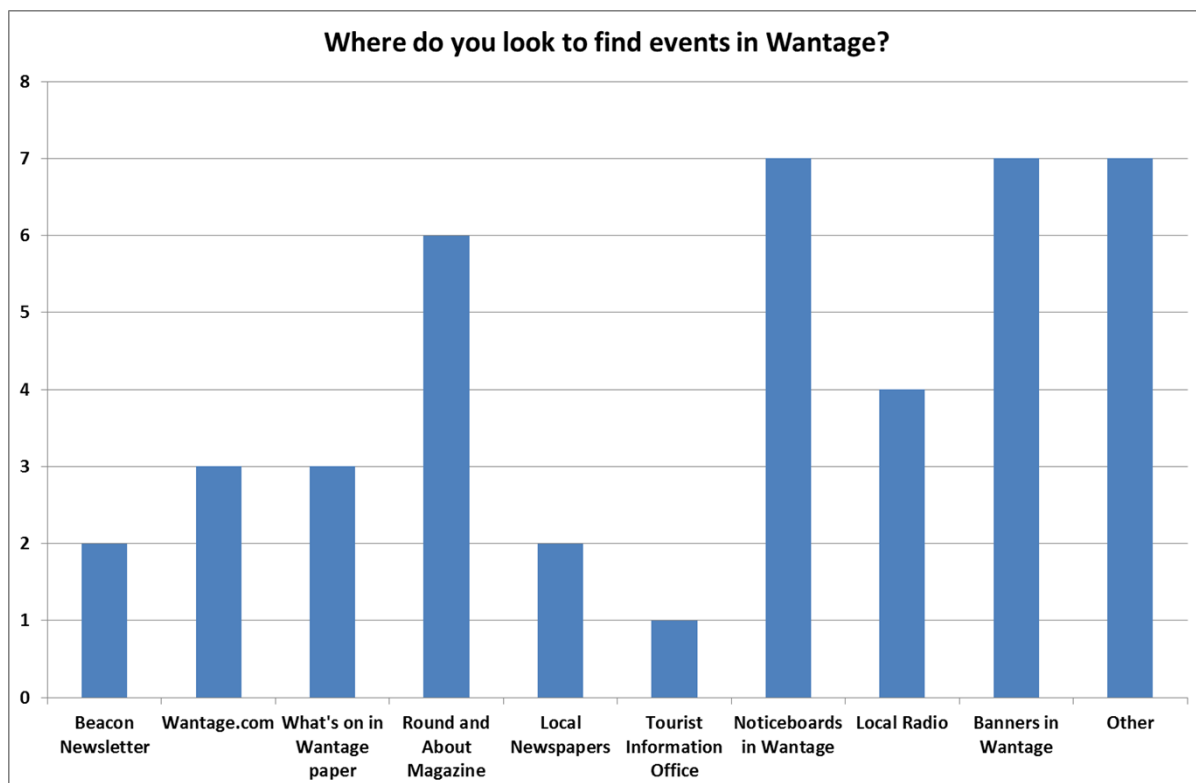


Figure 3 Respondents were asked to indicate all sources which they normally use to look for events around Wantage.

Pricing

We need to continue to make sure that our pricing is attractive and at the same time make sure that our events are increasingly profitable, by increasing attendee numbers and making sure that our pricing is representative of the costs of the event we are hosting.

We need to continue to develop our online ticket sales capabilities and become more consistent with our pricing strategy. By offering discounted tickets later on we may discourage people from making early bookings. In turn this can leave us with insecure revenue streams, particularly if the perception is that events tend not to sell out, and last minute tickets are usually discounted. We do need to retain the flexibility to try to sell late tickets if sales are slow, however, the earliest tickets should always be the cheapest.

Budget

Awareness of The Beacon needs to continue to be improved and so general marketing activities are key. Currently we are on track to deliver to budget on marketing and have achieved demonstrable results through the marketing activities – Oktoberfest was a success in terms of customer perception (Figure 4), significantly increased numbers and revenues. We have had good attendance at a number of children’s shows, promotional activity is working and we have also had recent good publicity in the Oxfordshire Guardian.



Figure 4 Customer Feedback from Oktoberfest was extremely good with 27 out of 28 respondents rating the event as good or better.

We are looking to contain costs wherever possible, for example by performing some of the design work in house where we have the capacity. We have also been negotiating on advertising costs.

At present, while it has been possible to raise awareness within the available budget there are advertising options that are not readily available – most notably radio adverts (time and production) and outdoor advertising are expensive. Choices will always have to be made and radio may not be the most cost effective route, however we did want to highlight that these options are considered but not presently selected.

As we expand the number of ticketed events we are putting on it may be necessary to consider improving the website, especially with a view to including online ticket sales.

6) Partners

Recently activities have been undertaken to develop relationships with key suppliers and customers. The best example of this is the relationship which is being developed with Talegate Theatre. This is a relatively young theatre company who are innovative in developing new shows and are also currently good value when compared to other suppliers.

We have been working closely with this company who put on our successful Ghost Pirates of the Black Pearl production recently and will also be performing our pantomime having been successful last year. We have been supporting each other in small ways, for example James, the Creative Director was keen to take one of our posters for the Ghost Pirates event because he liked how we had adapted it to our needs, and in return he posed for pictures in his panto dame costume to support promoting this year's pantomime.

As a result of some of these activities and efforts by the other Beacon staff we are now one of their favoured venues and we are working with them to have first choice on next year's dates. We need to continue to build similar partnerships.

7) Collaborate and Focus

Over the next 12 months the marketing goals are as follows:

- establish show reports to track the success of events and collate data on attendance, costs and revenue
- survey users at a variety of events (target one per month) to find out what they want from The Beacon and how they heard about the event
- use the information gathered to develop a communications plan
- produce three seasonal brochures
- produce 12 newsletters (monthly)
- increase newsletter subscribers and social media followers by ten per cent

Appendix D Participation team action plan 2016 – 2017 (Beacon section only)

Continue to improve the quality and range of activities at The Beacon

Increase in occupancy with more people using the venue more often	Reduce “dead time” when not all rooms are in use by running more of our own activities such as self-defence and Zumba classes. Also run school holiday activities including fun days and a cinema club.
	Increase the number of shows and performances we put on, working with different touring companies, ‘audience with ...’ events and more live music.
	Increase celebrations and review the prices and activities offered for children’s parties. Investigate the suitability of groupon offers to promote different packages and events.
	Increase ticket sales and promote return visits through offers and incentives.
	Record the door count on a weekly basis, both at the main reception and the coffee shop, to monitor overall footfall.

Increase in revenue and a reduction in the overall operating deficit	Review our prices and continually benchmark against other similar venues. Include a percentage of our PRS charge in packages and within ticket prices. Charge for the printing and selling of third party tickets.
	Increase the bar usage by creating specific events such as quiz nights. Always offer the bar to customers booking the Ridgeway. Include intervals in all shows and events wherever possible.
	Increase sales in the coffee shop by offering incentives. Install a TV in the coffee shop and in the bar. Create a lunchtime savoury snack menu.
	Work with the climate change officer on energy saving projects that improve the efficiency of the building.

Attract new audiences and users	Host a variety of community events that attract different sectors of the community such as craft fairs, book launches and nearly new sales.
	Build the business usage by creating a database of local companies, offering business breakfasts and becoming a hub for home workers. Develop links with the local chamber of commerce. Create a conference package and run a careers fair in partnership with local businesses, the job centre and local schools and colleges.
	Increase cinema attendance by utilising the links with the Independent Cinema Office. Introduce school’s films and look at the potential for setting up a film club.

Improve the customer experience to ensure repeat business	Promote local artisans and sell locally made crafts in the coffee shop, taking a commission.
	Install lockers to create storage spaces which regular hirers can rent on a monthly basis.

	Build a bank of casual staff to ensure sufficient coverage at all times to provide excellent service, and to cover holidays and sickness.
	Improve the exterior of the building by working with the arts officer to create a feature at the front of the building and replace the damaged canopy.
	Create a short customer feedback card to regularly monitor satisfaction at all events and work with the consultation officer to provide a full annual customer satisfaction survey.

Raise awareness and improve communication	Create a brochure detailing everything we have on offer including selling advertising space to our regular hirers to promote their activities. Develop promotional offers and a variety of packages including details of entertainers, taxi firms and approved caterers.
	Increase awareness of the coffee shop by adding coffee shop posts to the Beacon Facebook page.
	Increase the ways we promote The Beacon and the audiences we reach. Explore ideas such as having a stall in the market place once a quarter to promote the next season's events. Run a clubs and societies day to promote the facility to local clubs whilst promoting them to the local residents.
	Improve planning and link our activities to a wider calendar of events so that we can capitalise on local and national promotion.
	Ensure our website is always up to date and accurate and has a calendar of events and room availability.