

A PRACTICAL FRAMEWORK

# Three steps to better metrics.

For venue teams who want to turn data into better decisions, not bigger reports.

AUDIENCE

Marketing, audience development & programming leads

READ TIME

~15 minutes

# What we'll cover.

A short framework you can apply to one campaign this week, or use as the basis for how your team measures everything from now on.

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## INTRODUCTION

# More data than ever.

Professionals working in marketing, audience development and programming roles at venues within the arts and culture sector have more data available to them than ever before. Between your ticketing system, website analytics, email platform, and social channels, there's no shortage of numbers to track.

But having plenty of data and actually using it well are two different things.

Many venue teams find themselves producing reports that describe what happened without ever quite answering the question: what should we do next? No matter how many dashboards or spreadsheets you have at your disposal, when it comes to making a decision (should we invest more in this campaign, adjust pricing on this show, or rethink our programming mix...) the data doesn't always help.

This guide is designed to change that. It's written for the people in venue teams who are responsible for growing audiences, proving impact, and making the case for what works, often with limited time and resources.

Most examples are drawn from ticketed venue operations (theatres, arts centres, concert halls), because that's where the data trail is often clearest. Where a concept works differently in a non-ticketed context, for galleries, museums, or free- entry venues, we've included parallel examples. The framework still applies: you just need to define what your equivalent outcomes are.

At Ticketsolve, we work with venues across the UK and Ireland, and we see first-hand how the right approach to data can transform decision-making. This guide brings together what we've learned.

## WORKING THROUGH THIS GUIDE WILL ENABLE YOU TO

## STEP 01

**Choose the right metrics**

Move beyond vanity metrics to measurement that supports decisions and learning.

## STEP 02

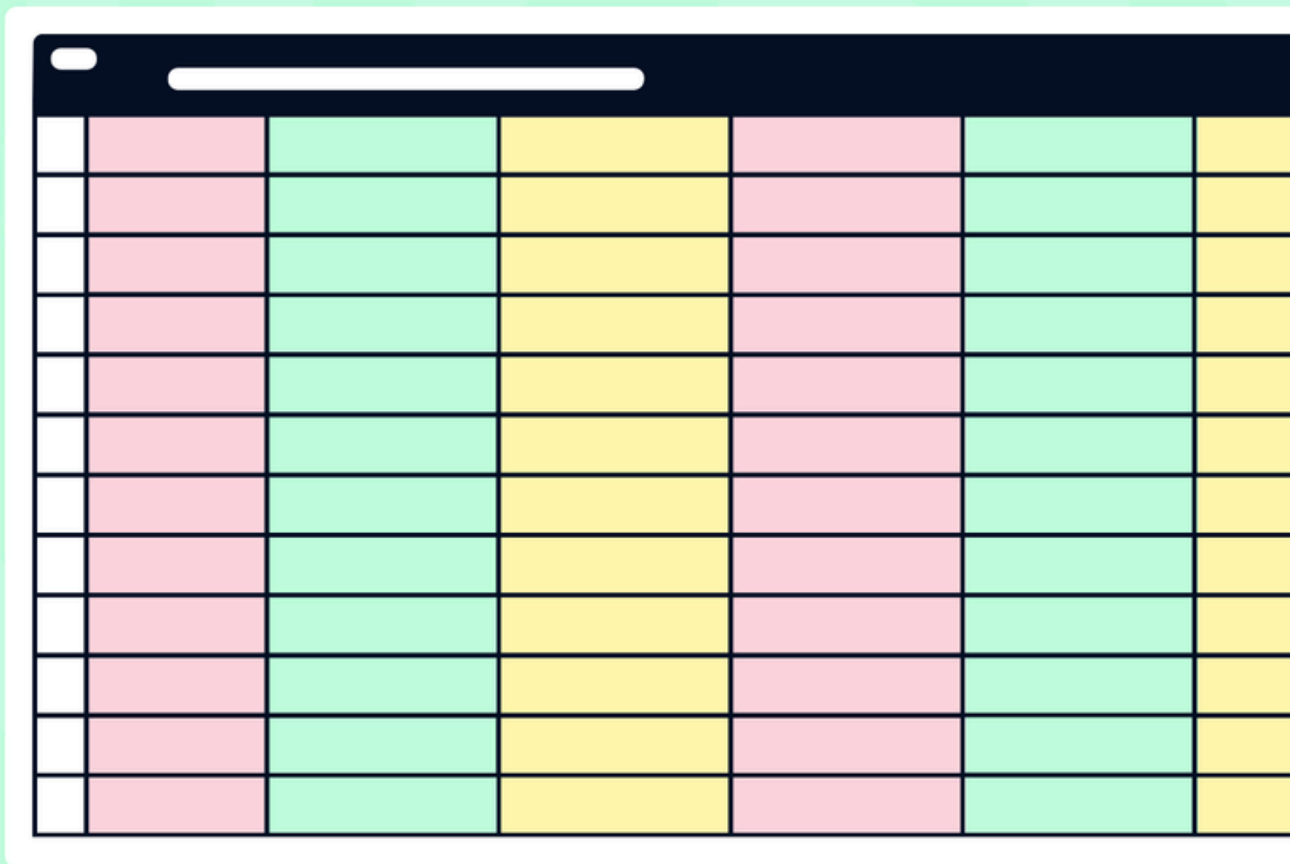
**See the full picture**

Pair metrics together to understand not just what happened, but why.

## STEP 03

**Create feedback loops**

Build a rhythm that turns insight into action and improvement, at whatever scale your team can sustain.



STEP ONE

# Choosing the right metrics

Not every number deserves a place on your dashboard. The right metrics are the ones that change what you do next, and signal what your organisation is actually set up to achieve.

# 01

Actionable   Mission-led   Hypothesis-led   Vanity metrics

## ACTIONABLE METRICS

# A metric earns its place when it changes what you do.

An actionable metric helps you make a specific decision. Actionable metrics focus on leverage points: the things you can change that influence results.

For every metric, ask:

- What specific decision does this help me make?
- If this number changed tomorrow, what would we actually do differently?
- Can we trace this back to something we did (or didn't do)?

## VENUE EXAMPLES · REPLACE ACTIVITY-COUNTING WITH DECISION-DRIVING

INSTEAD OF

Total website traffic

→ **TRACK**

Conversion rate on your What's On pages: how many visitors actually book?

Booking abandonment rate: how many people start a purchase and drop off?

INSTEAD OF

Total email subscribers

→ **TRACK**

Click-through rate to event pages by audience segment. Revenue attributed to email campaigns.

Subscriber engagement over time: are people opening less frequently? When did they last book?

INSTEAD OF

Total season attendance

→ **TRACK**

Attendance by show genre, day of week, and price band. Percentage of new vs returning attenders per production.

Average revenue per attendee, including secondary spend where available.

## TRY THIS

Take one report your team produces regularly. For each metric in it, write down the decision it's supposed to inform. If you can't name one, flag it for review.

## HYPOTHESIS-LED METRICS

# Test assumptions, don't just track outcomes.

Actionable metrics help you optimise what already exists. But when you're trying something new, such as a different pricing strategy, a new campaign format, or a programming experiment, you need metrics that support learning.

Hypothesis-led metrics help you test assumptions rather than just tracking outcomes.

*'If we do [action], then [expected outcome] will happen, as measured by [metric].'*

## Venue examples

- 'If we add audience testimonials to our show pages, then conversion rates on those pages will increase by 10%.'
- 'If we offer a "bring a friend" discount for midweek performances, then midweek attendance will increase without affecting weekend sales.'
- 'If we send a personalised re-engagement email to lapsed bookers (no purchase in 12+ months), then 5% will book again within 30 days.'
- 'If we reduce our lowest price band by £3 on a new work premiere, then we'll attract a higher proportion of first-time attenders without reducing overall revenue.'
- 'If we add a "what's on today" prompt at the museum entrance, then the proportion of visitors attending a talk or guided tour will increase by 20%.'
- 'If we introduce a digital visitor feedback kiosk at the gallery exit, then our post-visit response rate will triple compared to email surveys sent the following day.'

## Primary and guardrail metrics

Every hypothesis needs a primary metric (the thing you're testing) and guardrail metrics (checks that you're not causing unintended harm).

Example: Testing a 'bring a friend' midweek discount

- **Primary metric:** Midweek ticket sales (volume and revenue).
- **Guardrail metrics:** Weekend ticket sales (are people just shifting?), overall revenue per performance, audience satisfaction.

Guardrails ensure that improving one number doesn't end up damaging something else.

## Learning over optimisation

Hypothesis-led measurement moves teams from 'we track this because everyone tracks it' to 'we track this because it helps us test a belief about our audience' - so it might be a bit of a cultural shift.

This means redefining what 'success' looks like. A hypothesis still needs a target, a specific, measurable expectation, because without one you have no way of knowing whether your assumption held. But the target is a benchmark for learning, not a pass or a fail. If you expected a 10% uplift and saw 2%, that's not a failure, it's a clear signal that your assumption needs revisiting. The most valuable outcome is often learning that you were wrong, because it stops you investing further in something that isn't working.

The KPI Hypothesis Template (accompanying this guide) is designed with this in mind. It asks you to define a target, but it also asks 'What would success teach us?' and requires you to pre-define your response to positive, neutral, and negative results. The point is to ensure that every outcome, including a miss, leads to a next step.

### TRY THIS

Identify one assumption your team currently holds about your audience or campaigns that you've never formally tested. Frame it as a hypothesis, define the metrics, and run a small experiment over the next 4–8 weeks.

*If the full hypothesis format feels like too much to start with, try a simpler version: 'We believe [X] about our audience. The evidence for this is [Y]. If we're right, we'd expect to see [Z].' Writing it down is the first step, even before you measure anything.*

## THE COST OF THE WRONG METRICS

# Numbers that flatter, not numbers that help.

## Vanity metrics

Some metrics look impressive in a board report but don't actually help you make decisions. These are vanity metrics: numbers that describe activity without revealing whether that activity is working.

The important thing to understand is that a metric doesn't become 'vanity' because the underlying data is worthless. It becomes vanity when it's tracked in isolation, without connection to an outcome or decision. Social media engagement, email opens, website traffic: these can all be genuinely useful signals, but only when they're paired with something that tells you whether the activity led anywhere. (We'll explore this pairing in Step 2.)

In a venue context, common vanity metrics include:

- Total website visits without understanding which pages or shows drive bookings.
- Social media impressions without knowing whether they translate to visits.
- Email open rates without tracking what subscribers actually do next (do they click through, do they book?).
- Total tickets sold across a season without breaking down by show, price band, audience segment, or campaign source.
- Total footfall without understanding what's driving visits, or whether visitors are engaging.
- Programme participation numbers without tracking whether or not it's reached its target audience.

Notice the pattern: the problem in every case is the 'without'. The number on its own describes activity. Connected to an outcome, it becomes a useful signal.

The goal of measurement isn't simply to observe the past. It's to influence what you do next.

## Metrics that optimise silos

Venue teams often set goals in isolation, which can create blind spots. Consider:

- Marketing teams optimising for website traffic or social reach instead of actual ticket revenue.
- Box office teams prioritising call handling speed instead of the quality of the conversation (did the customer find the right show? were they offered membership?).

- Programming tracking the number of shows staged rather than audience attendance, satisfaction, or whether new work is reaching new people.
- Learning and engagement teams counting workshop participants without tracking whether those participants return for other activities, become members, or come from underrepresented communities.

When departments optimise for their own targets without reference to broader organisational goals, you can end up with metrics that look healthy in one area while masking problems elsewhere.

Metrics can also distort behaviour. When a number becomes a target, teams sometimes start caring more about the metric itself rather than improving the underlying outcome:

- Email teams chasing open rates by writing clickbait subject lines rather than crafting content that drives bookings.
- Customer-facing teams rushing through enquiries to hit response-time targets rather than genuinely helping patrons.
- Marketing teams boosting social reach through paid promotion without checking whether that reach converts to anything meaningful.

#### TRY THIS

Pick one metric your team currently reports on. Ask: If this number improved by 20% tomorrow, would we actually know why, and could we reproduce it? If the answer is no, it's worth questioning whether it belongs in your core reporting.

*Short on time? Even simpler: pick your single most-reported number and write down the decision it's supposed to inform. If you can't name one in under 30 seconds, that's your signal.*

## Data overwhelm

When the metrics you're tracking don't answer your questions, the temptation is to add more: more dashboards, more reports, more data sources. Before long, your team is spending more time producing reports than acting on them.

This is especially common in venues where different platforms (ticketing system, email tool, website analytics, social scheduling tool) each generate their own reports, and nobody has stitched the picture together. The result: delayed decisions, unclear priorities, and missed opportunities.

Part of the answer is structural. If your ticketing, CRM, marketing and fundraising data sit on the same platform (Ticketsolve is built this way, and other unified platforms exist) the work of joining data together largely disappears, and your team can spend its time on interpretation rather than reconciliation. But if you're working across multiple systems, the principle still holds: pick the smallest set of cross-platform metrics that actually drive decisions, and resist the pull to add more.

## MISSION-LED MEASUREMENT

# What you measure says what you're set up to achieve.

If you only measure revenue, speed, and volume, those are the behaviours your teams will optimise for. But every venue has a mission that extends beyond commercial performance, whether that's defined in your charitable objects, your Arts Council agreement, your local authority funding terms, or your strategic plan. If your mission commits you to reaching underserved audiences or delivering an education programme, your measurement framework needs to prove you're doing it.

Start by listing what you've actually committed to: funder requirements, charitable objects, strategic plan goals, and board-level KPIs. Then build metrics that demonstrate progress against each one.

## Applying the framework to mission-focused metrics

The three-step framework in this guide applies to mission-focused metrics just as it does to commercial ones, and the vanity metrics trap is just as real. Counting free tickets distributed is a vanity metric; tracking who received them, whether they attended, and whether they returned is actionable. Funders are increasingly asking the second kind of question.

Try pairing your metrics to ensure you're answering those questions:

### VOLUME (REACH)

### QUALITY (DEPTH)

Free or subsidised tickets distributed

Attendance rate on those tickets

BSL or captioned performances offered

Uptake and satisfaction from access users

Schools workshop participants

Repeat engagement within 6 months

Community partnership events held

Proportion of attendees new to the venue

Postcode reach

Engagement depth from priority areas

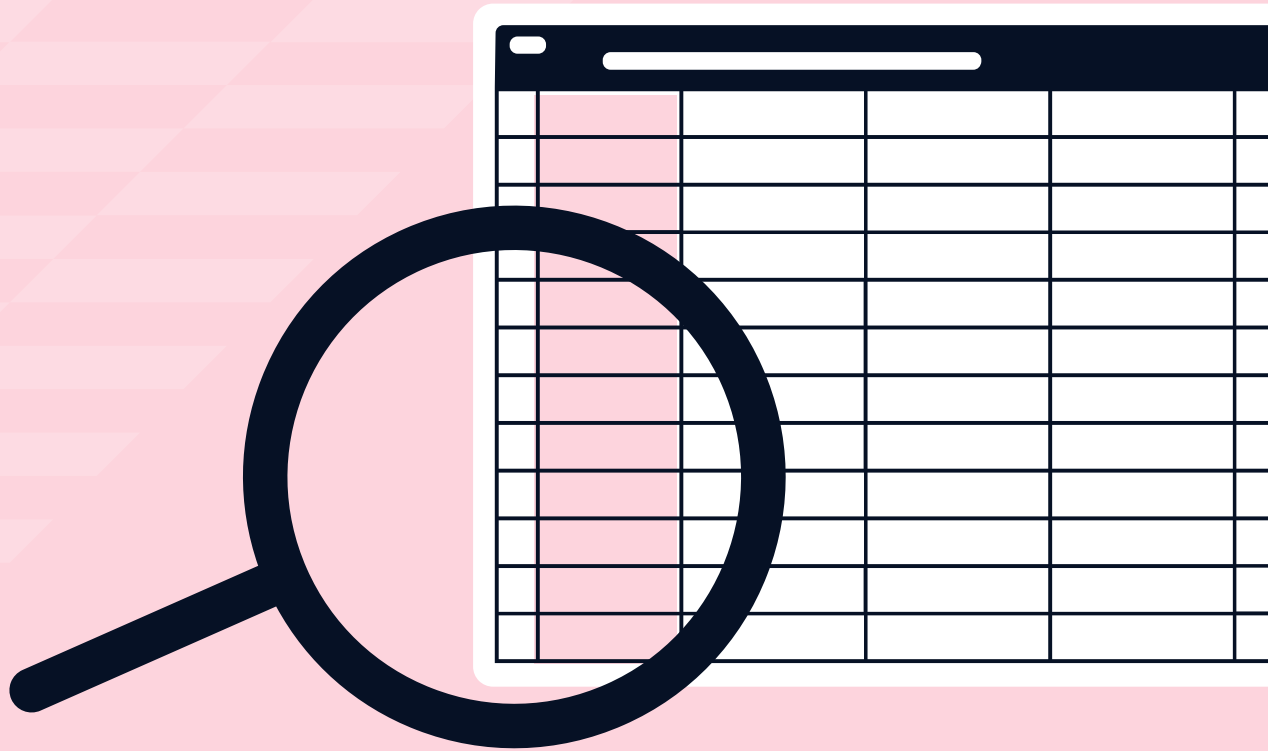
A hypothesis-led approach works here too. For example: 'If we offer a relaxed performance for every production in our autumn season rather than just one, accessibility bookings will increase by 15% and overall satisfaction will remain stable or improve.' The primary metric ties to a specific mission commitment; the guardrail checks the change hasn't created friction for other audiences.

Mission trickle down from your funding agreements and strategic plan through to departmental goals and individual targets, so every team understands how their work delivers what the organisation has committed to.

**TRY THIS**

Look at your current reporting dashboard. Does it reflect your organisation's stated values, or just its commercial targets? If there's a gap, identify one mission-driven metric you could start tracking this quarter.

*If you're not sure where to start: take one line from your mission statement and ask 'what would we measure if we were serious about this?' The gap between the answer and what you currently track is your first priority.*



STEP TWO

# Seeing the full picture

Even with better metrics, a single number rarely tells the full story. Understanding performance means looking at how signals relate to each other.

Leading vs lagging      Volume vs quality

# 02

## LEADING VS LAGGING INDICATORS

# The rear-view mirror and the windscreen.

Lagging indicators tell you whether you succeeded. Leading indicators help you understand whether you're likely to succeed.

Think of it as driving a car. Lagging indicators are the rear-view mirror: they show you where you've been. Leading indicators are the windscreen: they help you navigate what's ahead. You need both.

## Lagging indicators (what happened)

For venues, common lagging indicators include:

- Total ticket revenue.
- Final attendance figures.
- Season membership renewals.
- Donation income.
- Repeat booking rates.
- Annual visitor numbers (museums, galleries).
- Exhibition satisfaction scores (post-visit surveys).
- Membership or Friends scheme retention rate.

These confirm whether goals were met, but they often arrive too late to change the outcome. By the time you know a show underperformed, the run is over.

## Leading indicators (what might happen)

Leading indicators give you earlier signals:

- Page views on a specific show page in the first 48 hours after announcement.
- Email click-through rates on a campaign before the show opens.
- Social engagement (saves, shares, comments) on show-related content.
- Early booking velocity: how quickly the first 20% of tickets sell.
- Newsletter sign-up rate around a particular genre or season.
- Social media saves and shares on exhibition preview content.
- Press and blog coverage volume in the first week after an exhibition launch announcement.
- Event registration rates for talks and tours associated with a new display.
- Website time-on-page for exhibition landing pages in the first fortnight.

Of course, these aren't guarantees. High early engagement doesn't always convert to attendance. But they give you time to act, increase promotion, adjust messaging, or offer targeted incentives, before it's too late.

PAIRING THEM TOGETHER

# Did we succeed, and can we do it again?

FOR TICKETED VENUES

LEADING INDICATOR

LAGGING INDICATOR

Show page views in first week

Final ticket sales for that production

Email click-through rate

Revenue attributed to that campaign

Social saves and shares

Event attendance

Early booking velocity

Percentage of capacity sold

Newsletter sign-ups by genre

Repeat booking rate for that genre

FOR NON-TICKETED VENUES

LEADING INDICATOR

LAGGING INDICATOR

Exhibition page views in first fortnight

Total visitor numbers for that exhibition

Event registration rate for associated talks

Exhibition visitor satisfaction score

Social saves and shares on preview content

Footfall during exhibition run

Press or blog coverage volume at launch

Membership sign-ups attributed to exhibition

Email click-through on exhibition announcement

Return visit rate within 3 months

Pairing leading and lagging indicators helps you answer not just 'Did we succeed?' but 'Why did we succeed, and can we do it again?'

The challenge for most teams isn't picking the right pairings, it's seeing them in time. Leading indicators only earn their place if someone actually checks them while there's still time to act. A clear sales dashboard, like the one in Ticketsolve, makes early signals visible at a glance: live sales, page views and channel performance in a single view rather than scattered across exports. Whatever tool you use, the test is the same: can the person who needs to act on a leading indicator see it without having to ask anyone to pull a report?

#### VOLUME VS QUALITY OF ATTENTION

## Reach is easy to count. Depth is what predicts action.

Many venue teams default to tracking volume-based metrics: total website traffic, social media reach, email list size, total tickets sold. These show scale but not necessarily depth. People only have so much attention to give. A smaller audience that engages deeply and consistently is often a better predictor of future action, like buying tickets or showing up, than a large audience that only glances briefly.

If your website traffic is growing but average session duration is falling, people are arriving but not finding what they need. If your email list is large but click-through rates are declining, your content may not be relevant to the people on it.

#### TRY THIS

Pick one volume metric you currently track and pair it with a quality metric. Monitor both for a month and see whether the story changes.



STEP THREE

# Creating feedback loops

# 03

Metrics only become valuable when they lead to learning and action. Without a structured rhythm for reviewing and responding to data, even good metrics go to waste.

Two rhythms    Buy-in    Better questions    Embed/Retire

## TWO RHYTHMS

# Operational checks and strategic reviews.

Venue teams need two different stages for reviewing data, not one.

## Operational checks (during active campaigns and runs)

Some metrics need watching in real time, or close to it. If you've pre-defined actions triggered by early signals (as described earlier), you need an easy way to check those signals while there's still time to act.

For a show run, this might mean checking early booking numbers at the end of the first week. For an email campaign, it means reviewing click-through and booking data within a few days of the send. These aren't full reviews, they're quick, focused checks against the thresholds you've already set, taking five to ten minutes.

## Strategic reviews (monthly)

Alongside those operational checks, a monthly review cycle provides the space to step back and look at the bigger picture. Monthly is frequent enough to spot patterns across shows, campaigns, and audience segments, but spaced enough for actions to take effect before you assess them. Combining both of these covers you for all scenarios. Operational checks keep you responsive during live activity. Monthly reviews keep you strategic across the season. Trying to do both in one monthly meeting means you'll always be too late for the tactical stuff and too rushed for the strategic thinking.

Not every team has capacity for both rhythms from day one. Here's the stripped-back version:

### Start with one metric.

- Choose one actionable metric that matters most to your next decision.
- Set one threshold and one action: 'If [metric] is below [number] by [date], I will [do this specific thing].' Write it down somewhere you'll see it.
- Spend 15 minutes at the end of each month asking one question: 'What's the most important thing the data told me this month, and did I act on it?'

This is not the full framework. It's the smallest useful version of it. Once checking one number and acting on it becomes a habit rather than a project, you can layer in a second metric, a pairing, or a hypothesis, and scale it up.

For festivals operating on a compressed annual cycle, adapt the rhythm: operational checks during your build and delivery period (daily or weekly, not monthly), and a single strategic post-festival review that feeds into next year's planning. The principle is the same (separate the urgent from the strategic) but the timescales are different.

## GETTING BUY-IN FOR BETTER MEASUREMENT

# Make the case by sharpening, not cutting.

Even when a team is ready to improve how it uses data, organisational workflows can slow things down. Boards and senior stakeholders often have established expectations about what they'll see in a report, and suggesting that certain metrics be retired or replaced can feel risky.

## A few principles that help

### **Frame it as sharpening, not cutting.**

Retiring a metric doesn't mean you're losing visibility, it means you're replacing a blunt instrument with a sharper one. 'We're not stopping tracking website traffic, we're replacing it with conversion rate, which tells us whether that traffic is actually leading to bookings.' The board still gets the insight. They get a better version of it.

### **Run a parallel period.**

For one reporting cycle, present both the old metric and the new one side by side. Let stakeholders see that the new metric tells a richer story. Once they're used to it, propose dropping the old one. This avoids the anxiety of a sudden change and builds trust in the new approach.

### **Lead with a question, not a criticism.**

Rather than saying 'this metric is useless,' ask 'what decision does this number help us make?' in a board or team meeting. If nobody can answer, the case makes itself. This is the single most useful question in this entire guide, and it works upward as well as downward.

### **Start with your own reporting.**

You don't need board permission to change how your team thinks about metrics internally. Start applying the framework to your own work, demonstrate results, and use that evidence to make the case for wider adoption. A concrete example of a metric change that led to a better decision is more persuasive than any amount of theory.

### **Acknowledge funder reporting requirements.**

If you're an Arts Council NPO or receive public funding, some metrics are non-negotiable, you have to report them. That's fine. The framework doesn't ask you to stop tracking what funders require. It asks you to be honest about which of your metrics serve decision-making and which serve compliance, and to not confuse the two. You can fulfil your reporting obligations while also building a separate, sharper set of metrics that actually guide your work.

ASK LEARNING QUESTIONS, NOT DEFENSIVE ONES

# The quality of your review depends on the questions.

Many teams default to defensive questions: 'Did we hit our KPIs?' or 'How do we explain this result?' These frame data as something to justify rather than learn from.

## Diagnostic questions: understanding what happened

- Which shows, campaigns, or segments saw the biggest changes?
- What activities or external factors might have influenced the result?
- Is this a one-off fluctuation or part of a longer trend?

## Forward-looking questions: deciding what to do next

- What should we test, stop, change, or double down on?
- What's one small experiment we could run before next month's review?

## Reflective questions: checking the system itself

- Is this metric still measuring what we think it's measuring?
- Is the data accurate and timely enough to be useful?
- Do we still need this metric, or is it just habit?

## Close the loop between insight and action

When defining a metric, also define the action it triggers. For example:

- If early booking is below 15% of capacity in the first week, we will increase paid promotion and send a targeted email to past attendees of similar shows.
- If email click-through rate drops below 2% for three consecutive campaigns, we will review subject lines, content relevance, and list segmentation.
- If repeat attendance rate falls quarter-on-quarter, we will survey recent single-ticket buyers to understand barriers to return.
- If school group bookings for next term are below target by half-term, we will contact our teacher network directly and review our schools marketing materials.

Pre-defining actions prevents data from sitting in a report unactioned. It also makes ownership clear: someone needs to be responsible for watching the metric and triggering the response.

## EMBED ANALYTICS INTO YOUR WORKFLOW

# Surface the data where decisions are made.

The goal of embedding analytics isn't to add more reviews to your calendar, it's to make relevant data visible at the moment a decision is being made, with minimal effort.

There's an important distinction between surfacing data and reviewing data. Surfacing means the numbers are there when you need them, without anyone having to pull a report. Reviewing means sitting down to interpret what they mean. Automation handles the first part so your team can focus its limited time on the second.

This is where modern reporting tools can help. At Ticketsolve, we're working to develop our reporting tools to ensure they surface what's changing automatically, with suggested next steps in context, sending a reminder email, adjusting a campaign, flagging a metric that's drifted, so the data is already in front of the right person at the moment of decision. The technology takes care of surfacing. The judgement of what to do with it is still yours.

**TRY THIS**

Identify one recurring decision your team makes and map out what data should inform it. Then check: is that data automatically available at the point of decision, or does someone have to manually pull it together?

## Consider capacity

Not every insight can be acted on immediately. When deciding what to change, be honest about capacity:

- Do we have the time and resource to make this change?
- How long will it take to see results?
- Is this the highest-priority action, or are there quicker wins?

Balancing insight with capacity ensures your team focuses on improvements that are actually achievable.

This is worth being honest about. Our research found that the single biggest barrier to better data use is lack of time, particularly for solo practitioners and small teams. If your team has less than an hour a week for analysis, the full framework described in this guide is an aspiration, not a starting point. Begin with the Minimum Viable Practice version described earlier, build the habit, and expand as capacity allows. A simple practice done consistently will always outperform an ambitious framework that never gets implemented.

## Retire metrics that no longer serve you

Over time, dashboards accumulate out dated metrics: remnants of old campaigns, former priorities, or tools that have since changed. This clutter makes it harder to focus on what matters.

### Ask:

- Can we explain why we track this?
- Has it ever triggered an action?
- Does it have a clear owner?

A note on ownership: if a metric fails only the third question, the answer may not be retirement, it may be assignment. A metric that's clearly linked to a decision but has no one watching it is an ownership gap, not a relevance gap. Assign it before you consider removing it.

If retiring a metric feels politically difficult, see 'Getting buy-in' earlier. Running a parallel period (showing both old and new metrics side by side for one cycle) is often the easiest way to build confidence in the transition.

CLOSING THOUGHT

# Measurement isn't a project. It's a practice.

Effective measurement isn't a one-off project. It's an ongoing practice that evolves alongside your programming, your audiences, and your organisational priorities.

By choosing better metrics, seeing the full picture, and building feedback loops, venue teams can move beyond reporting for visibility and toward measurement that genuinely drives improvement.

Start small. Pick one metric to improve, one pairing to monitor, one review to schedule. The framework scales, but the first step is simply asking better questions of your data.

If you're a solo practitioner with fifteen minutes a month, that's enough to start. If you're a large team with established reporting, the hypothesis-led approach and feedback loops will sharpen what you already do. The framework meets you where you are.

# KPI Hypothesis Template: example

To show how the template works in practice, here's a completed example based on a common venue scenario.

<b>Problem / observation</b>	Midweek performances consistently sell below 60% capacity while weekend shows sell out. We're losing revenue on Tuesdays and Wednesdays.
<b>Audience / segment</b>	Existing bookers aged 25–40 who have attended at least once in the past 12 months but only on weekends.
<b>Hypothesis</b>	If we offer a 'bring a friend for half price' promotion on midweek performances, then midweek attendance will increase by 25% among this segment.
<b>Proposed action</b>	Email campaign to qualifying segment (1,200 contacts) offering the promotion for 4 midweek performances across October.
<b>Assumption behind the action</b>	This audience would attend midweek if given a social incentive and price nudge. The barrier is habit, not availability.
<b>Primary KPI</b>	Midweek ticket sales (volume and revenue) for the 4 promoted performances.
<b>Baseline</b>	Average midweek attendance: 58% capacity. Average midweek revenue: £2,100 per performance.
<b>Target / expected change</b>	72% capacity (+25%). Revenue target: £2,400 per performance (accounting for the discounted tickets).
<b>Supporting metrics</b>	Email open rate and click-through rate for the campaign. Redemption rate of the offer. New-to-midweek booker proportion.
<b>Guardrail metrics</b>	Weekend ticket sales for the same period (checking for cannibalisation). Overall revenue per performance across the week. Audience satisfaction (no decline).
<b>Timeframe</b>	4 weeks (October). Review at end of month.
<b>Owner</b>	Marketing Manager (campaign); Box Office Manager (tracking redemptions).
<b>If results are positive, we will:</b>	Extend the promotion to November/December. Test whether a smaller discount (25% off rather than 50%) achieves a similar result.
<b>If results are neutral, we will:</b>	Survey the segment to understand why the offer didn't shift behaviour. Test a different incentive (e.g. pre-show drink included) for the next month.
<b>If results are negative, we will:</b>	Stop the promotion. Investigate whether the midweek audience barrier is price/social or something else entirely (timing, transport, programming). Consider qualitative research.
<b>Key learning captured</b>	That this segment's midweek absence is driven by habit and social motivation rather than programming or price sensitivity — meaning we can address it through marketing rather than programming changes.
<b>What would success teach us?</b>	Midweek performances consistently sell below 60% capacity while weekend shows sell out. We're losing revenue on Tuesdays and Wednesdays.

# KPI Hypothesis Template

Use this blank template to structure your own hypothesis-led experiments. (See the worked example above for guidance on how to complete each field.)

<b>Problem / observation</b>	
<b>Audience / segment</b>	
<b>Hypothesis</b>	
<b>Proposed action</b>	
<b>Assumption behind the action</b>	
<b>Primary KPI</b>	
<b>Baseline</b>	
<b>Target / expected change</b>	
<b>Supporting metrics</b>	
<b>Guardrail metrics</b>	
<b>Timeframe</b>	
<b>Owner</b>	
<b>If results are positive, we will:</b>	
<b>If results are neutral, we will:</b>	
<b>If results are negative, we will:</b>	
<b>Key learning captured</b>	
<b>What would success teach us?</b>	