



REPORT FOR ACTION WITH CONFIDENTIAL ATTACHMENT

TO Live Digital Transformation—Project Update

Date: January 10, 2021

To: Digital Transformation Committee and the Board of Directors of TO Live

From: President & CEO

REASON FOR CONFIDENTIAL INFORMATION

Attachments to this report contain positions, plans, procedures, criteria, or instructions to be applied to any negotiations carried on or to be carried on by or on behalf of the City or local board.

SUMMARY

This report seeks to update the Board on the status of TO Live's Digital Transformation project and seeks budgetary approval for the RFP.

RECOMMENDATIONS

The President & CEO recommends that the Board of Directors of TO Live:

1. Approve the budget for the Digital Transformation project as set out in Confidential Attachment 2.
2. Direct that Confidential Attachments 1 and 2 remain confidential in their entirety, as they contain positions, plans, procedures, criteria, or instructions to be applied to any negotiations carried on or to be carried on by or on behalf of the City or local board.

FINANCIAL IMPACT

The financial impact is as per budget presented in Confidential Attachment 2.

DECISION HISTORY

At its November 19, 2019 meeting, the Board adopted the Digital Transformation Committee's recommendation and received the Digital Transformation—Current State and Future State report.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2019.CT7.15>

COMMENTS

This report seeks to update the Board on the status of TO Live's Digital Transformation project, and seeks budgetary approval for the RFP:

- The TO Live Digital Transformation Selection Committee has conducted an extensive RFP process and has selected a preferred vendor.
- The selected vendor will deliver on TO Live's Digital Transformation roadmap: a plan to implement specific digital initiatives that will address TO Live's critical strategic and business challenges.
- The selected vendor will deliver on the roadmap by creating a Digital Engagement Platform, the details of which are presented in Confidential Attachment 1.
- TO Live has developed a Resource Plan which outlines requirements for the design, implementation, and operation of the Digital Engagement Platform—including staffing, budget, and timelines—as presented in Confidential Attachment 2.
- Project work is expected to begin February 1, 2021, pending Board approval, with launch of the Digital Engagement Platform planned for June, 2021.

Digital Transformation Roadmap

At the November 6, 2019 Digital Transformation Board Committee meeting, a document outlining “Current State/Future State” of customer touchpoints and internal processes was presented, establishing over 100 potential **digital initiatives**.

Building on this work, directors and senior leadership convened workshops to evaluate each digital initiative with respect to alignment to organizational goals and ease of implementation.

TO Live has had extensive conversations with the proposed vendor to align the roadmap deliverables to proposed technology in order to determine the most effective and efficient implementation process. The in-scope roadmap is as follows:

Business Intelligence

- Measure and improve customer satisfaction scores (CSAT) across departments
- Better understand ticket revenue sources by marketing channel
- Conduct primary/secondary research to better understand audiences
- Track return on marketing spend to optimize media buys
- Collect data at Wi-Fi login to understand customers and improve security
- Measure conversions at each digital touchpoint to identify opportunities for improvement
- Capture more customer data to better understand audience
- Integrate disparate sources of data (Ticketmaster, social activity, etc.). to better understand patrons

Content Management

- Develop platform for hosting and presenting digital content, including live streamed shows and pre-recorded events
- Decentralize web publishing to keep content fresh and best engage digital audiences
- Centralize content for ease of distribution and consistent messaging across all channels

Customer Relationship Management

- Implement customer relationship management (CRM) system to better understand event patrons and fundraising prospects, and identify fundraising opportunities

Digital Experience

- Amalgamate web properties for consistent branding and messaging
- Track web visitors and behavior to deliver personalized content and recommendations
- Update CMS to facilitate ease of page design and deployment, and display engaging content and intuitive, responsive UI
- Develop dedicated mobile experience to better serve mobile device traffic
- Segment email database by interest/customer type/etc. and automate content for each segment to improve response rates

Digital Sales/Lead Generation

- Build lead capture mechanism to target rental clients, promoters, donors, etc.
- Automate retargeting emails
- Identify sources of donor awareness to improve fundraising efforts
- Automate email touchpoints to corporate rental customer base

Marketing Communications

- Automate emails/social posts pre- and post- show to encourage customer engagement
- Automate pre-sales process where possible to improve operational efficiency

Physical Experience

- Align food & beverage offerings with customer profile for improved physical experiences
- Explore method of integrating upsell (food & beverage, merchandise, parking, etc.) purchases into pre-show and in-seat experience as proof of concept

Digital Engagement Platform

The methods and approach by which the proposed solution will deliver on TO Live's Digital Transformation roadmap is presented in **Confidential Attachment 1–Digital Engagement Platform**.

Resource Plan

TO Live has developed a Resource Plan which outlines requirements for the design, implementation, and operation of the Digital Engagement Platform—including staffing, budget, and timelines—as presented in **Confidential Attachment 2–Resource Plan**.

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SIGNATURE

Clyde Wagner
President & CEO

ATTACHMENTS

Confidential Attachment 1–Digital Engagement Platform
Confidential Attachment 2–Resource Plan