

Transforming Arts Organizations Worldwide

### **ABA Executive Benchmarking**

#### **DECEMBER 12, 2023**

The Advisory Board for the Arts regularly surveys leaders at cultural organizations — including operas, ballets, symphonies, festivals, theaters, venues, schools, advocacy organizations, and museums — about issues relevant to their industries. This online survey was fielded **November 28–December 6, 2023**. This is the eighty-sixth survey of the series and was designed to help leaders benchmark themselves on artistic planning.

### PLANNING CYCLES

## Most Finalize Programming 1–2 Years in Advance

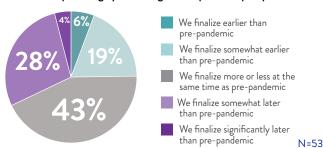
How far in advance do you finalize your core programming?



N=50

# Orgs Have Not Dramatically Changed Planning Schedule from Pre-Pandemic

How has the planning cycle changed compared to pre-pandemic?



Financial Pressure & Time Horizons Have Changed Planning

What has been the main driver in the changes to your planning cycle compared to pre-pandemic?

Budgeting, staffing

Greater financial pressures, and delayed processing of rights requests on the part of agents and licensing houses.

More reactivity in the market and needing data from current season to plan next.

Reacting to the marketplace: the time horizon for buying has shrunk.

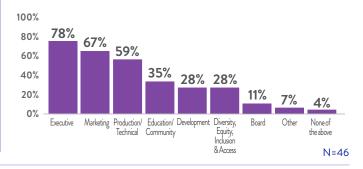
Industry changing. Many of the performances we use to balance our budget (revenue driving shows) are booking later, so it is taking longer for us to finalize budgets. We are almost needing to move to a rolling budget.

Change in leadership; more reactive to audience trends; more financial unknowns

N=28

## Executive & Marketing Departments Are Involved in Decision Making

What departments other than artistic are involved in the ideation/ decision making of content of the artistic season?



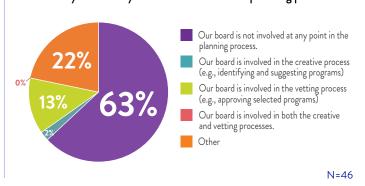
# A Mix of Programming Relationships with Marketing

How do you engage with the marketing department in artistic planning?



# Most Orgs Do Not Involve Boards in Artistic Planning

How do you involve your board in the artistic planning process?



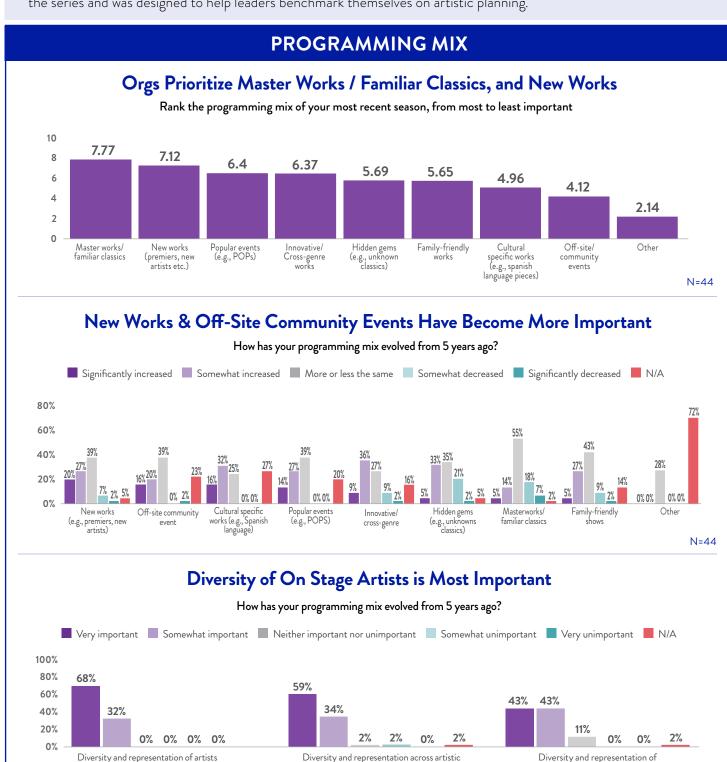


on stage

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direction and/or creative team (e.g., playwrights, composers, directors etc.)

stories told/themes

N=46



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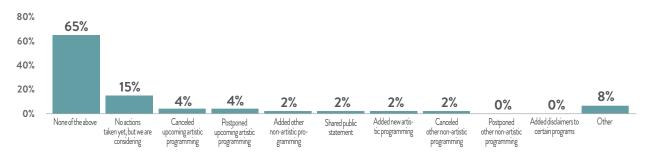
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### **PROGRAMMING MIX**

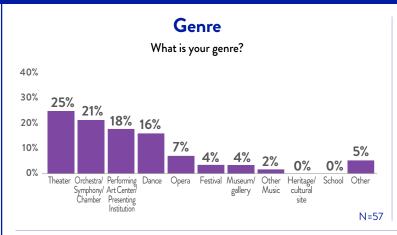
### Most Not Responding to Israel-Hamas War with Programming Changes

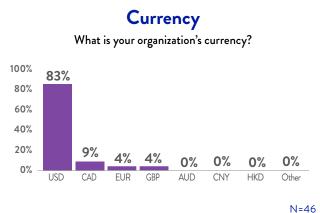
Has your org made any changes to its programming with the Israel-Hamas war?



N=48

### **ORGANIZATION INFORMATION**





### **Operating Budget**

What is your org's annual operating budget?



N=46