



ADVISORY
BOARD
for the ARTS

Transforming Arts Organizations Worldwide

Innovative Revenue-Generating Performances & New Ways to Attract Audiences

JULY 2022

Our Research Process

Your Research Question

Within the arts industry, what are key examples of *innovative* performances or events that (1) attract new audiences and/or build loyalty amongst audience members, and (2) generate revenue and funding?

What are the lessons learned from these pursuits? What are the ongoing challenges to appeal to new audiences?

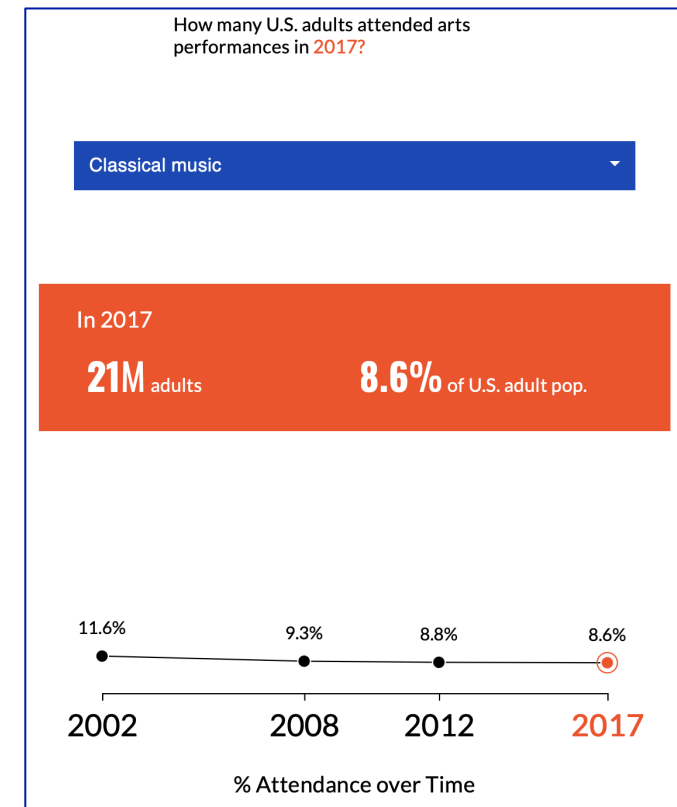
To understand what experiments arts organizations have done towards innovating traditional performing arts and museum experiences, we conducted extensive secondary research to find key examples of arts organizations who had success in these ventures. This research was aimed to understand the target populations that drove arts organizations to create new experiences and any data surrounding the costs and profits of these performances/events.

Diminishing Arts Audiences and the Need to Spark Interest

With shrinking arts attendance and increasing competition from other forms of entertainment, arts innovation in terms of programming, branding etc. is critical to the long-term sustainability of the arts sector...

According to the NEA 2017 Survey of Public Participation in the Arts, 8.6% of the adult population in America attended at least one classical music concert in the 12-month period covered by the report. This was down from 11.6% in 2002 — a 25% decline in just 15 years.

There is a need for arts organizations to look at different ways for creating demand for classical music, a pursuit that should importantly include a wider segment of their communities.



Source: [Creating Burning Desire for Live Classical Music](#)

Overall Takeaways and Considerations for Innovative Programming

General trends of innovative programs

- **Immersive experiences** like VR have broad appeal and foster new ways of experiencing the arts.
- Opportunities to **physically involve audiences** help break down traditional barriers between audiences and artists.
- Performances in **unusual spaces** also break down barriers and make the overall experience less formal as well as more inviting.
- Many arts organizations have embedded **social gathering** features to their events to encourage conversations and be more 'fun.'

Common challenges

- Innovative programs are often successful as stand-alone events, but it is unclear how much **audience crossover** there is to the rest of core programming, except for OTSL's Opera Tastings (see slide 14).
- Innovative programming can be expensive to implement and needs to be done repeatedly in **trial-and-learn format** to reach real impact.
- Incorporating multimedia features seems to be a new trend but **can also be costly and likely requires new skills and expertise.**
- **Branding and communicating new programs can be challenging** when the goal is to only target new audiences.

Partnerships Key

- There are many opportunities for staging performances in new spaces, when working with effective partner venues.
- Innovative partnerships **cross-genre and even out of sector** can be great opportunities for more innovation.

Despite the range of innovative programming, organizations seem to find greatest success and longevity when they develop an integrated and broad marketing and promotions ecosystem to support their innovative efforts.

Types of Innovative Performances and Programming

There are many different types of innovative performances and programming, which require various levels of upfront investment and creativity, but all with the aim of generating revenue and appealing to new audiences.

For our overview of the landscape today, we have organized the different kinds of innovations into the following categories for consideration...

Higher level of innovation and experimentation, i.e., never seen-before events

Lower level of innovation and experimentation, i.e., more commonly done events



1. Future of Digital Immersion in Entertainment:
Exploring out-of-industry innovations

2. Interdisciplinary Experiences:
Collaborating with partners to form new artistic opportunities

3. Interactive and Immersive Experiences:
Putting audiences into the arts

4. Site-Specific Events:
Introducing performances and events in unexpected venues

5. Informal and Social Events:
Breaking down traditional stereotypes for the arts

Appendix: Special memberships and ticket schemes
Targeting new audiences and driving long-term loyalty

1

Future of Digital Immersion in Entertainment:

*Exploring Out-of-Industry
Innovations*

Theme Parks Are Leading the Way in Digital Immersive Experiences

Themes parks around the globe are embracing both in-person immersion as well as digital experiences, leveraging VR and AR technologies to enhance the overall customer journey and experience.

Disney

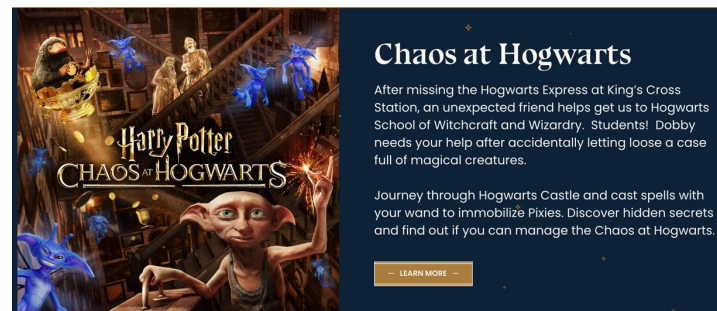
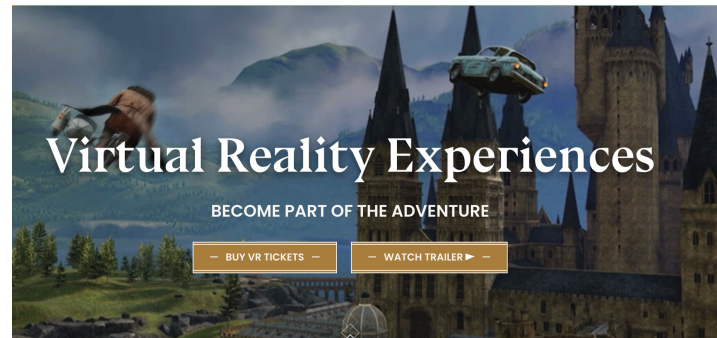


Disney Patents An Augmented Virtual World Simulator That Doesn't Need a Headset Or Glasses

Disney's Virtual World Simulator could mark a step forward for augmented reality.

<https://www.makeuseof.com/disney-augmented-reality-patent/>

Harry Potter World



<https://www.harrypotterstore.com/vr-experiences/>

Legoland



The Great LEGO Race

Kids can now get in on virtual reality in a major way thanks to a brand new VR roller coaster called **The Great LEGO Race** that debuted at LEGOLAND Florida Resort in March. The action-packed experience takes riders into a virtual world that pits them against minifigure competitors, including a LEGO pirate, surfer, pharaoh and wizard. Thanks to optional headsets, this VR-enhanced coaster enables riders to surf waves, soar over a cliff and smash through walls.

<https://www.travelchannel.com/interests/amusement-parks/photos/new-virtual-reality-theme-park-experience>

Private Companies Are Expanding Arts and Digital Connections

An entire industry has cropped up over recent years, driven by technological advances and a growing public desire to not just see art, but to experience it too.

MEOW
WOLF

USA



Why it works:

- Collaboration with local multi-media artists
- Multi-sensorial experiences combining music, video, performances, structures & VR
- Interactive storytelling
- Autonomous visitor experience (free to roam)

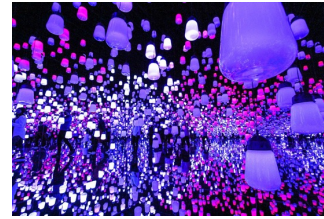
Cost and revenue:

- Exhibition tickets range \$49-\$44
- Outdoor festivals \$70-\$130 per day
- Annual revenue around \$12M
- 2019 raised \$158M for US expansion

Approximately 500K+ annual visitors

team
Lab

Japan



Why it works:

- Interdisciplinary group of ultratechnologists
- Collaborative practice to navigate the confluence of art, science, technology, design and nature
- Permanent collections and exhibitions
- Hands on lab spaces for kids

Cost and revenue:

- Exhibition tickets range \$24-\$8
- Installations across the globe
- Single-item works go for auction sale

3.5M visitors in first year

ATELIER DES LUMIÈRES
PARIS

France



Why it works:

- Part of Culturespaces network
- Repurposed industrial foundry
- Multi-sensorial with moving video imagery and sound
- Affordable fixed prices
- Autonomous visitor experience (free to roam)

Cost and revenue:

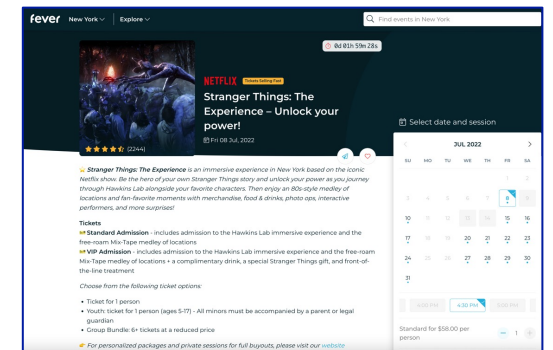
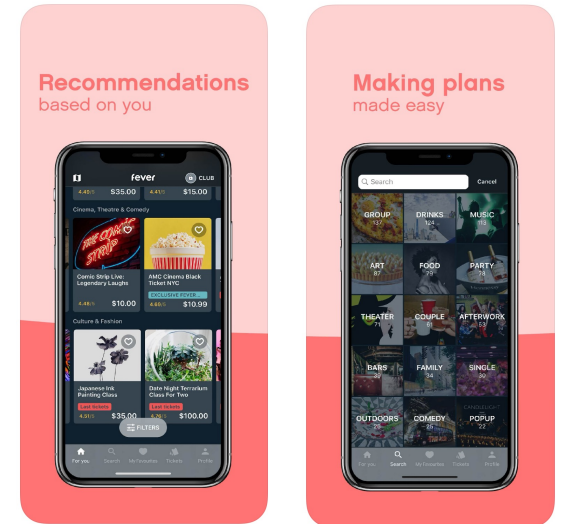
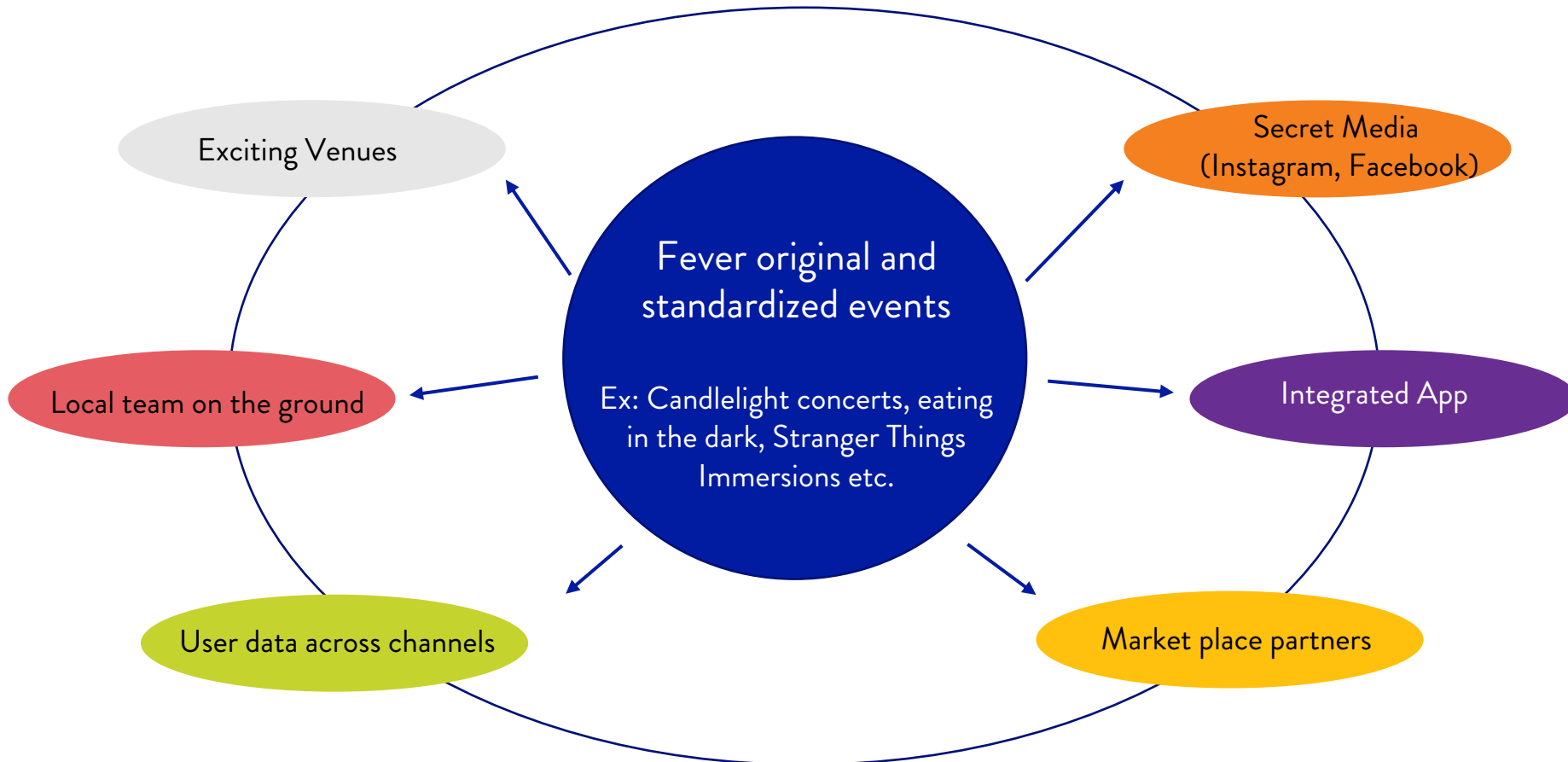
- Exhibition fixed-time tickets range €11-€16
- Family fixed-time rate (2 adults, 2 kids) €48
- Full revenue of Culturespace including historic monuments upwards of €27M in 2020

1.2M visitors 2018-2019

Platform Delivers Programming Through Event Ecosystems



Fever — an event-based platform and aggregator — delivers curated lists of exciting events in over 30 cities worldwide using a highly developed and integrated ecosystem for promotions and sales, ensuring near constant sold out shows.



2

Interdisciplinary Experiences:

*Collaborating with partners to
form new artistic opportunities*

Symphony and Trapeze Collaboration



Goal

Create an informal, genre-bending performance.

The Seattle Metropolitan Chamber Orchestra is an ensemble that exists to explore new opportunities for what an orchestra can do,” said Larson. Collaborations outside of classical music are central to their mission which led them to partner with Emerald City Trapeze Arts. The blend of carnival and concert is believed to be a first; no one involved in “Dances in the Sky” has ever heard of live orchestra accompanying a flying trapeze act.

Description of Events

- Guests are encouraged to dress up for an elegant atmosphere.
- The venue accommodates trapeze’s extensive rigging, a 42-player orchestra, and a bar on each level.
- The performance is not expected to be formal as the circus audience’s usual raucous cheers will mix with exclamations of “bravo.”
- The show includes aerial performances on silks, rings, chains, pole, and Cyr wheel.
- Each trapeze act is matched with classical dance music to create a cohesive program rather than a typical cabaret-style presentation.

Results, Costs, and Profits

- Creative partnership fostered a lot of press and media buzz around the event, and all performances sold out.
- Ticket prices were as follows
 - \$61 for general admission, not seated
 - \$78 for general admission, seated
 - \$95 for VIP balcony, not seated



Symphony on Ice and Yoga Collaborations

<p>Goal</p>	<p>Entice new audiences to become long-time supporters through creative market pools. The Wheeling Symphony places strong priority on creating community and how they can bring a bunch of different groups of people together. The hope is to create something for everyone involved – both spectators and the artists/performers – that really celebrates the Wheeling community in a unique way.</p>	
<p>Description of Events</p>	<p>Symphony on Ice</p> <ul style="list-style-type: none"> Annual event with the most recent featuring professional figure skater and 2-time national champion Gracie Gold, the local senior ice dance team and skate clubs. The event also brings together middle and high school choirs from all over the Ohio Valley. 	<p>WSO on the GO Yoga Series</p> <ul style="list-style-type: none"> Classes held at the Scottish Rite Cathedral Ballroom. Each month features a different local yoga instructor paired with a WSO musician. All ages and levels of experience are invited to take part. Participants should bring a mat/towel and water.
<p>Results, Costs, and Profits</p>	<ul style="list-style-type: none"> Holding this event during Christmas is a huge asset in ushering in ticket sales as the holiday season invites community gathering naturally. Tickets start at \$12.50 for general admission and \$11.50 for those 18 and under. 	<ul style="list-style-type: none"> WSO received positive responses to pilot yoga events in previous years so wanted to create a series with a set date, time, and location for both yogis and music lovers to attend



Local yoga instructor Lindsay Schooler



Barbara O'Brien, the WSO's principal flute

Merge Dinner with Performances to Appeal to Young Patrons

Goal

Appeal to Gen X-ers and millennials as well as people of all ages in the region’s racially and ethnically diverse population.

For young and diverse audiences, Opera Theatre of St. Louis rests on Opera Tasting performances for newcomers. For OTSL, Opera Tastings is one of the best ways to introduce people to opera with its low-pressure, low-stakes environment, work with new partners, and the goal was to create new demand for regular festival tickets.

Description of Events

Challenges and Must-Haves for Opera Tastings:

- Selecting the best venues and finding willing chefs was one challenge.
- Because OTSL did not want to draw existing audience members to these events, it could mount only a limited targeted-marketing campaign to reach new people.
- OTSL wanted to make sure that attendees saw Opera Tastings as a prelude to mainstage opera performances, not as standalone events with a separate audience.
- To create demand for festival tickets, OTSL gave every attendee \$10 in “opera bucks” which could be used to pay for festival performances.



Description of Opera Tastings

- OTSL has mandated that two of the four performers in Opera Tasting must be singers of color. OTSL has been conscious that young operagoers in particular want to see singers of color appear regularly on the main stage.
- Ex. Audiences sit through a 90-minute performance where they are served 11 samples of food and drink as they listened to operatic excerpts.
- Ex. Performances in various historic districts and college towns which each venue featuring restaurants whose cuisines included Mexican, Chinese, farm-to-table, and international.

Results, Costs, and Profits

- Opera Tastings changed attendee perceptions about opera being inaccessible and expensive. A few patrons who attended Opera Tastings for the first time even joined the OTSL’s Young Friends patron program.
- Opera Tastings do cultivate some new audiences.
 - > ¾ of overall Tasting attendees were new-to-file.
 - Between 2015 and 2018, an average of 42% of those who attended a Tasting event bought tickets to mainstage productions.
- OTSL learned that — while exhausting to staff — scheduling all Opera Tastings in a 12-day period saves on costs, shaving off about \$600 off a \$7700 operating budget per event. Box-office sales for festival tickets also weren’t affected by the scheduling.



3

Interactive and Immersive Experiences:

*Putting Audiences Themselves Into
the Arts*

Iterative Experimentation to Immersive Theater

Goal

Attract younger audiences.

Denver Center Theatre Company audiences are aging, even though younger people have been moving to Denver in droves. The average single ticket buyer is 50 years old, and the average subscriber is 63, even though millennials compose the largest age group in Denver.

Off-Center is an experimental offshoot of the Denver Center Theatre Company that has grown into a signature line of programming at the DCPA, credited with bringing immersive and compelling theatre to Colorado.

Off-center strives to **put audiences at the center of every story.**

THE OFF-CENTER RECIPE

Everything we do is guided by the five ingredients below:



IMMERSIVE

- Extending the experience before, during and after the show and beyond the traditional performance space
- Audiences influence and interact, they don't just watch



INVENTIVE

- A lab to test new forms, ideas and technologies
- Challenging the rules, formalities and definitions of theatre



CONVERGENT

- Incorporating a variety of art forms
- New and unexpected uses of technology



NOW

- In conversation with pop and internet culture
- Centered around the work of current artists



CONNECTIVE

- Building community
- Collaborating with and fostering local talent

Description of Events

Jones Theatre Performances 2010-2015

- Immersive experiences that are possible because of the venue: 196 seated thrust stage and tiered seating which allows interactive and improv experiences.

Learning point: Off-Center needs partners to help create immersive performances that resonate with large audiences.

Sweet & Lucky Spring 2016

- Took place in a 20-room performance space converted from a 16K sq ft. warehouse in Denver's industrial district.
- Audience explored the story through each room and each patron held a 1-on-1 conversation with the actors.

Learning point: A fully immersive performance can succeed but requires investments that Off-Center cannot afford annually.

Travelers of the Lost Dimension Spring 2017

- Three actors herded 45 patrons through a series of skits in the halls of Stanley Marketplace.
- No elaborate props — just tote bags and diffraction glasses that visitors used during the performance.

Learning point: A lower-investment performance works, but it must have a strong story and the theater needs ample experience.

The Wild Party Fall 2017

- Musical that took place in a shopping and recreation space converted from an airport hangar.
- Audiences sat on scattered sofas and assumed the role of guests at the party in the play, bantering with artists.

Results, Costs, and Profits

- Beginning years of performances proved to Off-Center that they can (1) produce compelling interactive experiences, and (2) attract younger audiences

- \$800K production.
- All 89 performances between May 20 – Aug 7 sold out.
- Average age of audience: 41.5, 12 years younger than the average DCPA visitor.
- NPS of 85.

- More than half of sold tickets were to people who had seen *Sweet & Lucky*.
- NPS of -7 and fewer patrons found *Travelers* as rewarding as *Sweet & Lucky*.

- Nearly all performances sold out.
- NPS of 59.
- 39% of *Wild Party* audiences had been to a previous Off-Center performance.

Introducing Interactive Events into Education Programs

Goal

Build a meaningful and intergenerational community through interactive theater,

The *OT Community* project aims to reflect what the theatre aims to build in response to the isolation and decline in mental health due to COVID-19 across the last 18 months. *OT Community* works with all ages, from babies to those over 60. It will bring people together, build confidence, and provide an opportunity to have fun and work together. It gives an opportunity for everyone's voice to be heard and allows the sharing of stories between generations.

Description of Events

WEEKLY THEATRE SESSIONS

- Theatre sessions for all ages.
- Orange Theatre expands its existing repertoire to work with a wider group of people.
- 10 weekly classes starting in Sep 2021, and audiences will work with a director to create an ensemble, devise a performance, and perform as a part of a Community Festival in summer 2022.

NEW INTERACTIVE CLASSES

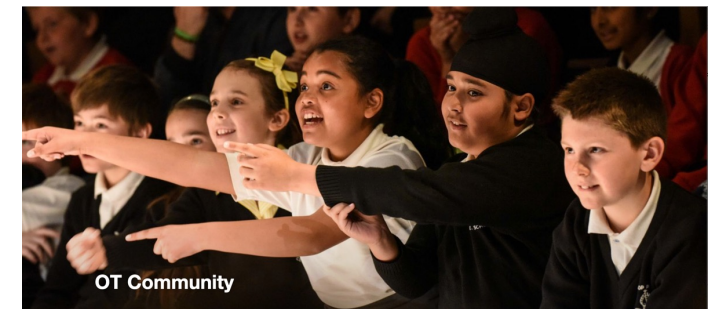
- 1 Kumquats
 - Parent and baby classes that create a space of play.
 - Stimulate babies' development and promote play through song, music, and storytelling.
- 2 Adult Company
 - Sessions include play readings and the change to create original devised work.
 - The group will work towards an intergenerational project for the Community Festival.

PLAY ON: A MIDSUMMER NIGHT'S DREAM

- Refocus Shakespeare plays to strengthen links to the national curriculum and give students ownership over the final production.
- Launch in-school workshops to introduce the play and give them a chance to discuss social themes and issues in the play, including those around healthy relationships.
- In March 2022, the revised work will have daytime performances for primary and secondary schools.

There is limited public information on the results and success of the above programs, but:

- *Kumquat* classes cost £5/participant per session
- *Adult Company* classes cost £150/participant per seasonal term
- For all classes, Orange Theatre offers bursary places for those receiving income support or free school meals.
- *Play On: A Midsummer Night's Dream* performances cost £8 for those under 18 and £12 for everyone else.



Results, Costs, and Profits

A New Experience of Sound for Orchestra



Goal

Re-imagine the concert experience & creating immersive invitations to explore sound.

The Experiential Orchestra was founded by conductor James Blachly to invite audiences more deeply into the sound and powerful experience of the symphony orchestra. The orchestra is drawn from top-level New York freelancers, with members of Decoda, Musicians from Marlboro, Canadian Brass, and others.

Description of Events

Loft Parties

- Intimate orchestra concerts that bring the orchestra up close with an audience of 100 in a midtown loft.
- Audiences invited to sit in and among the orchestra.

Immersive Concerts

- Audience members are surrounded by the orchestra in different ways.
- Ex. *Listening 101* which placed audiences in the center of the orchestra playing Beethoven's 7th.

"In this age of technology and speed, we crave full-body experiences that sweep us up and where we are invited to hold nothing back. There is no bigger experience in sound than a live symphony orchestra, and I want to open that experience up for new audiences and have them fall in love with the music on their own terms."

Dance Parties

- Rite of Spring Dance Party: audiences dance along to Stravinsky's *Rite of Spring*.
- Nutcracker Dance Along: children dance to the full orchestral score.

Boutique Private Concerts

- Custom concerts to Fortune-500 companies and others, incorporating full-body listening concepts.
- Make music even more accessible and impactful.

Results, Costs, and Profits

- EXO concerts and events consistently sell out.
- Tickets range between \$50 and \$75, and many audience members come from the Young Patrons of Lincoln Center.
- Read about one audience member's experience at *Listening 101* [here](#).

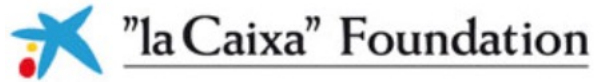


Embracing Technology and Virtual Reality

Goal

Create new audiovisual experiences for all audiences using current technologies.

Performing arts organizations capitalize on new technologies like virtual reality to strengthen their common mission of sharing music to the widest audience possible. This new tech introduces new opportunities to showcase the arts to spectators in a non-traditional way. The following three organizations had wide success with their VR efforts:



Symphony: A Virtual Journey into the Heart of Music

- Touring VR project featuring Dudamel and 101 musicians from 22 countries,.
- Places spectators inside of both the orchestra performing Beethoven, Mahler, and Bernstein, and the instruments themselves.

- Traveled to hundreds of towns across Spain and Portugal that gave tens of thousands of people new access to the power of symphonic music.
- *Symphony* was awarded at the Thea Awards and at the 40th Vancouver Film Festival.
- *Symphony* was a finalist in the 74th Cannes International Film Festival.



VAN Beethoven:

- Features the LA Phil's own free Orchestra VR virtual reality app.
- Customized truck that toured LA and presented the first minutes of Beethoven's Fifth in an immersive, 360-degree, 3D, environment.

- VAN Beethoven visits diverse communities throughout LA — including parks, cultural festivals, and museums — providing access to audiences that otherwise may not be able to attend.



Beethoven in VR: FIDELIO

- Audiences enter the Metaverse via Oculus headsets to find themselves inside two 360-degree scenes from *Fidelio*.
- Presented at the dadalab, a flexible space to an interdisciplinary mix of artists and technologists.

- Tickets to all showing sold out within a few days.

Results, Costs, and Profits

4

Site-specific Events:

Introducing performances and events to unexpected venues

Using Venues to Leverage Music's Intrinsic Drama



Goal

Attract new audiences & revive classical music genre.

The mission of *Death of Classical* as a whole organization (created in 2020 only) is to create unique and unexpected musical experiences for new audiences in unique spaces while also supporting underrepresented composers and performers.

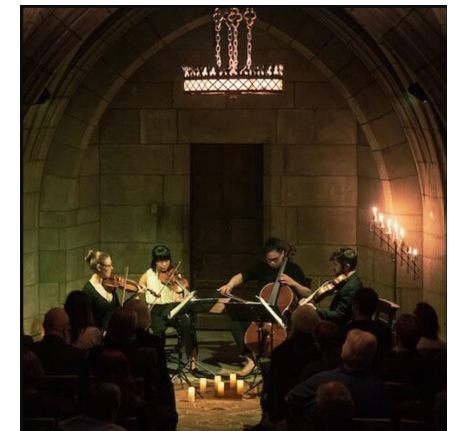
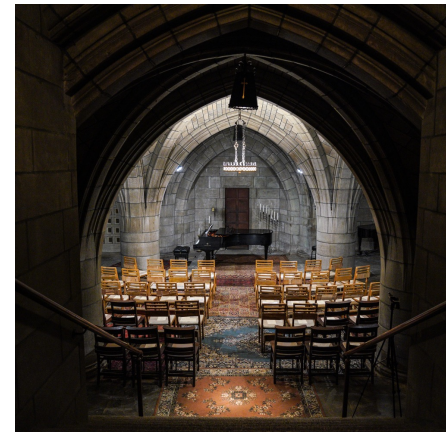
Description of Events

- [Site specific events](#) to enhance the power of classical music amidst eerie, ethereal and poignant spaces such as crypts, catacombs, churches, cemeteries etc.
- Series offered include: Crypt series, Angel's Share series, Cave series and special events.
 - Example: *Angel's Share* series includes 1-hour whiskey tasting and walk around Greenwood Cemetery (immersive experiences)

"There are a lot of people out there who say, "Classical Music is Dead". We put it in a crypt and a catacomb to prove that it's still alive."

Results, Costs, and Profits

- Limited seating for intimate performances fosters scarcity of tickets and buzz.
- Regularly sold-out shows
- Strong social media presence
- Important coverage in press
- Tickets range from \$65 for dress rehearsals and \$125 for events
- Access to tickets given preference to donors and members of newsletter





Multimedia Productions Produce Wow-Factor

Goal

Attract more audiences and expand opportunities on-site.

Fountain, music events, and other night-time events/concerts and firework displays are offered starting in the spring through the fall on a regular cadence. Events enhance the palace visit and generate additional revenue.

Description of Events

Sensorial and wow-factor displays:

- Fountain shows accompanied by baroque French music.
- Nighttime shows include spectacular visual effects and fireworks.
- Musical displays from 10 am to 7 pm
- Offered on regularly from April-Nov .

Non-traditional music concerts:

- Versailles electro shows expand the brand of the castle to new audiences
- Offered at additional cost separate from castle visit
- Bar and food
- Festival-style stand-alone event

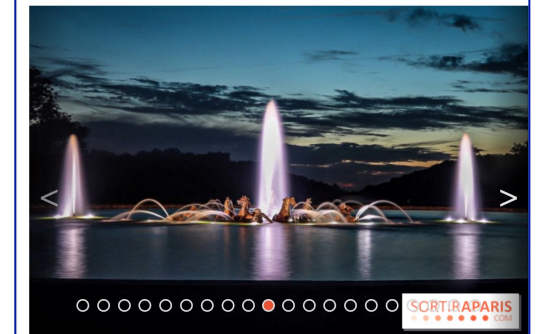
Results, Costs, and Profits

- As one of the most recognized French landmarks, the castle has expanded its offer from a tourist destination to include other features to attract expanded audiences.
- Further opportunities to generate revenues beyond traditional core through multi-disciplinary events.
- This could be an interesting idea for symphonies to partner with own local landmark sites for outdoor events.

NOCTURNES ELECTRO 2022 – OR ELECTRO NIGHTS AT THE PALACE OF VERSAILLES: MUSICAL EXPERIENCE AND FIREWORK SHOW



NIGHT FOUNTAINS SHOWS 2022 AT THE PALACE OF VERSAILLES: A MAGICAL TOUR WITH A FIREWORK SHOW



Reliance on Local Partnerships for New Experiences *acoustic life of sheds*

Goal

Description of Events

Results, Costs, and Profits

Celebrate rural, industrial and/or maritime culture and collective memory.

Founded in North-west Tasmania, *Acoustic Life of Sheds* combines sound artists and communities, farming and maritime families in celebrating the culture and acoustics of their working sheds.

Use of intimate spaces to celebrate what is usually not celebrated.

Make
Experimental music in sheds on farms, rivers and harbors. Audiences drive from shed to shed, enjoying sound, story and local produce.

Build
Communities, by acknowledging the contribution of the farmers, boatbuilders and shipwrights across generations.

Drive
Discussion about the pressures on rural and maritime communities.



- Acoustic Life of Sheds is an **award-winning event** which has wowed audiences in Tasmania for 7 years.
- Presented on the mainland for the first time for Sydney Festival in 2022.
- Since 2015 Acoustic Life of Sheds has engaged 88 composers, musicians, visual artists, audio artists and filmmakers and produced 22 new works.
- The event enchanted the Tamar River at Mona Foma in January 2021, selling out within 48 hours of tickets opening and sold out at three consecutive Ten Days on the Island festivals.

5

Informal and Social Events:

*Breaking Down Traditional
Stereotypes of the Arts*

Informal Performances Foster New Experiences

Goal

Attract younger audiences + expand brand of symphonies:

Both Seattle and San Francisco have young urban professionals that the symphonies aimed to attract with informal and provocative experiences. The new experiences served to also expand the brand and breadth fo what the symphonies could provide.

Description of Events

Soundbox



Retrofitted rehearsal/concert venue

Performances start late, at 9pm

Two intermissions to break up show

Bar with cocktails and small bites

No assigned seating, milling around like a concert venue

Video projections behind stage

- Free movement
- Social
- Mix media

Untuxed



Offered in the Main Hall

Performances start at 7pm

Shortened performances no more than 75min

Host provides insights into concert

Audience invited to mingle with artists and backstage

Casual attire for musicians & audiences

- Casual
- Social
- Shorter

Results, Costs, and Profits



The *Soundbox* series seems popular overall with several sold-out shows reported in annual reporting (2018-2019, 2017-2018 etc.). *Untuxed* performances also increased their attendance overtime with overall younger audiences than core Masterwork events.



Despite audience appeal, it is unclear how much these events cost to produce and not all have been continued into regular long-term programming. The appeal for audience cross-over into the regular seasons is also a continuing challenge.

Opportunities for Social Gathering

Goal

Break down barriers + offer novel/social experiences

To address a shrinking market shares, Ballet Austin and San Francisco Ballet both experimented with creating club-like atmospheres for people to socialize and dance before, after and during performances.

Description of Events

Ballet Bash!



- One time included DeeJay set for pre-performance party
- Lounge area for social mingling during intermissions
- Bar and food
- Leverage skyline view like a club/ restaurant

Sensorium



SAN FRANCISCO BALLET
HELGI TOMASSON, ARTISTIC DIRECTOR

- Interactive Installations
- Dance performances
- DeeJay for dance after-party
- Club-like atmosphere
- Bar and food



Results, Costs, and Profits

- Mixed results has meant format has changed quite a bit over time with new/ smaller scale intimate iterations
- Downsized from expensive DeeJay to smaller lounge



This programs seems to have been discontinued after a few iterations as was deemed too costly over time.



Not clear if *Sensorium* will return, with their last event taking place in February 2020.



Showcasing Non-Traditional Music for Broader Appeal

Attract new audiences through familiar non-classical works

Artists and orchestras mix classical music with other genres to show vitality of the art forms and attract new audiences who might not be interested or familiar with classical core works. This is also an opportunity to expose younger audiences to challenging new pieces.

Goal

**SEATTLE
SYMPHONY**

fever

ANDRÉ RIEU

Description
of Events

Sonic Evolution:

- Occasional genre-bending concert that “embraces the popular music legacy of Seattle.”
- Blends the orchestra’s classical prowess with the musical styles of local bands
- Sometimes incorporates video.

Candlelight concerts and ballets:

- Small intimate concerts lit by candlelight
- Performed internationally
- Usually familiar music such as West Side Story, tributed to legends like Michael Jackson, the Nutcracker etc.

Classical Concerts:

- Mixing shortened classical pieces with more familiar/pop works.
- Full stage event with costumes, dancing and video projections.
- Not too serious, all about the entertainment factor.

Results, Costs,
and Profits

- Seemed to appeal to a niche audience group particularly interested in connections to Seattle music scene.
- Limited cross over to other programs.
- Programs seem to have been discontinued,

- Popular series with global fan base
- Performances are supplemented with marketplace partners, aggregated data and media networks
- Shows are regularly sold out
- Featured in unusual exciting spaces
- Affordable prices \$35-\$65

- Sold out classical concerts globally
- Recognized brand
- Loyal fan-base
- Expanded reach to non-traditional classical audiences
- High prices \$100-\$300/tickets

6

APPENDIX

Special Memberships and Ticket Schemes:

*Targeting new audiences and
driving long-term loyalty*

Membership-style Discount Lists

<p>Goal</p>	<p>Encourage engagement from young music-fans. In addition to artist and performance-based initiatives to generate revenue, the LA Phil and SF Ballet have developed affinity groups and mailing lists to push the brand of their organizations with younger audiences and the next generation of participants.</p>	
<p>Description of Events</p>	<p>CODA LA Phil</p> <ul style="list-style-type: none"> • Free to register • Provides access to cheap tickets on dedicate event days • Provides discounts for select concerts • Access to social after-parties • Access to free drinks • Chance to meet musicians • Backstage benefits 	<p>THE LIST Ballet <small>SAN FRANCISCO BALLET HELGI TOMASSON - ARTISTIC DIRECTOR</small></p> <ul style="list-style-type: none"> • Free to register • Weekly email offers during regular season • Monthly newsletter • Invitation to events • Invitation to behind the scenes with dancers and artists
<p>Results, Costs, and Profits</p>	<ul style="list-style-type: none"> • Option to enhance base membership for additional perks • Launched in 2014 with CODA Plus in 2019 • Not clear how many members they have to date 	<ul style="list-style-type: none"> • Spend over \$600 in the season and get extra benefits – like Opening Gala • Works as a mailing list and marketing tool • Soft entrance into subscription

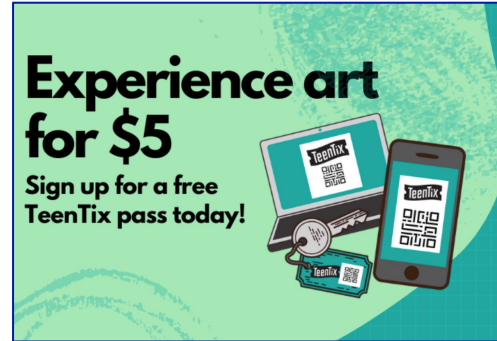


Discount Ticket Programs Leverage Partner Networks



Goal

Sell tickets to young patrons through different channels. [TeenTix](#) was specifically designed to target teen audiences and offer them sharp discounts to encourage arts engagement across dedicated TeenTix partner sites.



Description of Events

Teen Tix & PNB:

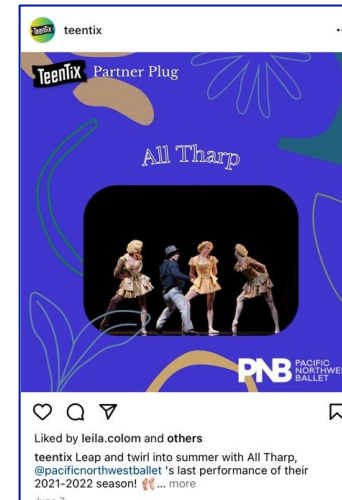
- Free Teen pass
- With the teen pass members access \$5 event tickets
- TeenTix promotes events at partner venues, including Pacific Northwest Ballet.
- Partner venues like PNB share their own communications welcoming teens – celebrating their participation

Results, Costs, and Profits

Since 2004, over 70,000 teens from all over the world have signed up for a TeenTix pass, purchasing more than 130,000 affordable tickets to arts and cultural events.

Through TeenTix, PNB can access local teens through Teen Tix website, blogs and social media-enjoying **visibility and cross promotions:**

- 1,600+ followers on Instagram
- 1,600+ followers on Twitter
- 3,900+ followers on Facebook



Welcome Teens!

Wondering who that young ballet-goer is, sitting in that seat next to you? They could very well be a member of Seattle Center's Teen Tix program. Since the inception of this city-run arts access program for teenagers, Pacific Northwest Ballet has been a proud and passionate participant. Now in its sixth year of operation, Teen Tix provides Seattle-area teenagers with access to 37 arts organizations in an effort to engage young people in Seattle's vibrant cultural scene. Teen Tix membership enables teenagers to purchase day-of-show tickets to music, dance, theater, and arts events for only \$5.

For more information, visit Seattle Center's Teen Tix webpage at www.seattlecenter.com/teentix... or just lean over and ask the teen sitting next to you.

Organizational Cohorts Share Loyal Audiences

Goal

Description of Events

Results, Costs, and Profits

Combat shrinking audiences through sharing loyal patrons.
 The Bay Area is home to a vibrant community of over 400 theater organizations and yet it is rare for organizations to share resources and audiences. The goal of the HIVE project is therefore to bolster theatre in the Bay Area through mutual support and sharing audiences.

The HIVE Project is an innovative audience-sharing initiative that takes a new approach to audience development – one rooted in collaboration rather than competition. The HIVE Theaters have joined forces in an unprecedented move to cross-pollinate their audiences through a long-term theater-sharing collective and cross-promotions.

The first generation of the HIVE PROJECT brought together a diverse group of 25 individuals, each affiliated with one of the HIVE theaters. Although most of them started off as complete strangers, the cohort quickly became a community during the 5 theater-sharing events

