



Week 3 Prework: Living Our Shared Values November 2020

Welcome to the pre-work for the third and final week of the ABA Summit *Coming Back Stronger*.

This week we look at how to take our shared value and bring it to life in our organization. If you haven't had a chance to look at week 2 — how to identify and communicate your organization's shared value — please go back and look at that one first. We will review key pages of this deck for our Q&A session on Monday, November 16, and discuss in more depth in our peer sessions Wednesday, November 18.

For those following along in the Thinkific course, there is no audio except when we offer videos to play.

Image source: <https://www.thisiscolossal.com/2020/06/liceu-plant-performance/>

Week Three in 8 Conclusions

1. Trying to appeal to everyone means you likely aren't truly resonant to anyone. A single shared value will provide a clear message of what you stand for and attract more people than it turns away.
2. It is possible to serve several stakeholders with a single shared value. As an umbrella message, it can have sub-components tailored to different individuals or environments.
3. While using a resonant shared value that takes a strong stand has been shown to have financial returns for brands that adopt it, organizations can start with something less controversial to drive loyalty.
4. Shared values approach opens a much larger surface area for interacting with your stakeholders than your programming alone — which you particularly need now when in-person programming is limited.
5. Consistency in communicating your values through digital content will provide important signal value to audiences — likely with a stronger impact on loyalty than any content item's resonance would have.
6. Shared values leadership requires first followers - use shared values as a lens to identify new potential partnerships with the community and build those relationships, whether you are leader or follower.
7. Articulate your education and community engagement activities as manifestations of your shared value.
8. Your staff can be a source of shared value stories and amplification, and shared values delivers a much-needed sense of purpose during this period of closure.

A Quick Review on the Importance of Emotional Connection

Strong return depends on boosting the loyalty of 'casual' ticket purchasers who are not yet loyal.

Audience Loyalty

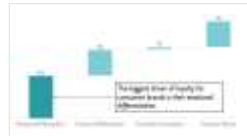


Venue Capacity



Emotional connection is the most powerful loyalty driver, both in and out of the arts.

Impact on Brand Loyalty

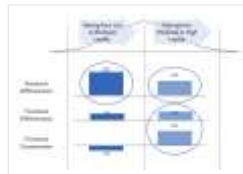


Impact on Brand Loyalty



Emotional connection is especially powerful at moving people from low levels of loyalty to moderate loyalty.

Impact on Loyalty by Stage



While a third of our audiences feels emotional connection to the art itself, the rest need something more.

Arts Lovers: 33%



Looking for Something Else: 66%



Some of you will remember that at the beginning of this year we ran a quantitative audience study. It was designed to understand the motivations for arts and culture attendance — what “jobs” are audiences trying to get done in their lives that they “hired” our organizations to help them accomplish.

We designed that study the way we did to answer a specific question that you, our members, asked. That question was, “How do we find the next generation, the next set, of audiences who will be loyal to us? Too often, our current approaches to finding new audiences attract people once, but then they bounce off.”

That is a great question, and we can't wait to share what we've found with you, but it is not the question before us right now, and the solutions require tools and experiences that aren't currently available to us.

The question members asked us to address now, with our current work, is: “How do we bring our audiences back in a robust way as soon as we safely can?” That question is related to but different than the first. They both involve getting loyalty, but the former is about laying the foundation to satisfy underlying audience motivations by building more-suited experiences and iterating them over time to get better and better.

What we need now is bold action to address an immediate audience-disengagement problem and we don't have a lot of time or resources. So this study is about what is the ONE thing we can do right now to make the most difference to the audience return issue.

We are not going to hand-sanitize our way back to full houses. Safety measures will lower return barriers, but they won't create the gravity we need to pull audiences back.

On this page, you see the answer to that key question:

First, strong return depends on casual audiences coming back after an extended period of closure. For casual audiences, the time period will be even longer than it is for loyal audiences, as they will be unlikely to join your socially-distanced performances (given limited capacity).

Second, we know that emotional differentiation — and emotional connection — is the most important loyalty driver. We need to draw on the power of emotions to connect casual audiences to us now.

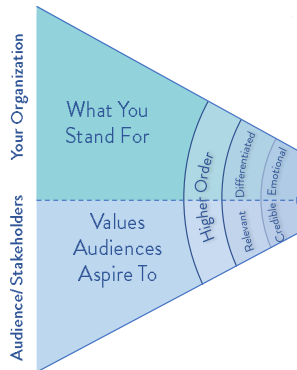
Third, emotions are a particularly powerful lever for more casual audiences.

Last, ABA loyalty research shows that only a third of our audiences are naturally emotionally connected by the art itself. For the remaining 66%, we need to use shared values to connect them to us.

Building the Purpose-Driven Arts Organization

Week 2

Articulating Your Shared Value as a Higher-Order Benefit That Audiences Value



Week 3

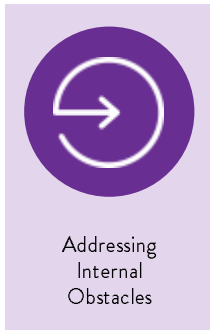
Instantiating Your Shared Value in All Touchpoints with Stakeholders and the Community

This is the visual overview of what we'll accomplish together in the Summit. It should look familiar by now.

This week we'll work on bringing your shared values to life in everything you're doing right now, in engaging audience, staff and community, and in your partnerships — that's the yellow funnel. It turns out there are some simple things we can do right away to ramp up the emotional current on activities we're already doing.

We're so excited to be partnering with you at a time when it really matters. You can use this time, and your skills as master storytellers, to explain how your gift of the arts serves a higher purpose, not just in the way we justify our education programs or community engagement, but as a way to attract people to our brand and help them feel truly connected to us. That's the core concept of shared values.

This Pre-Work Has Four Parts



Reframing
Your Digital
Efforts



Extending Impact
through Purposeful
Engagement



Creating a
Shared Values
Culture

There are four parts to the week 3 materials:

- 1) **Addressing concerns you may still have about a shared-values strategy**
- 2) How to reframe your digital efforts so they create emotional bond
- 3) Using your community engagement and education activities to extend the impact of your shared value
- 4) Creating a culture inside your organization by living your shared value

Patagonia Lives Its Values



Advertising promotes 'sustainability' message over the company's revenue interests...



...and its partnerships promote an overtly political message.

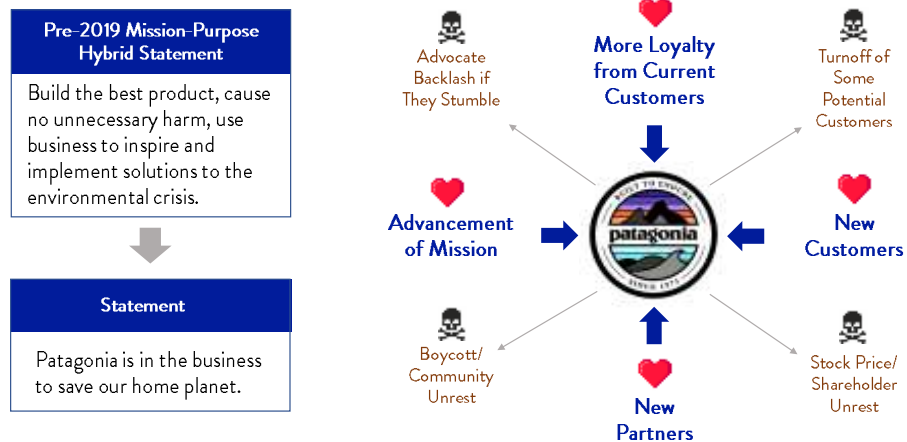


6 | ADVISORY BOARD FOR THE ARTS

When we talk about 'living shared values,' Patagonia is a great example to illustrate this. They have a clear message around living sustainably and encourage this value even when it appears in conflict with the company's revenue interests.

It is clear that any activity the organization does is considered against sustainability goals and purpose. They also make positive steps to support the shared value, including offering clothing trade-ins and developing partnerships to help with political activism in this area.

An Approach with Clear Risks and Tradeoffs



7 | ADVISORY BOARD FOR THE ARTS

As Patagonia has clarified their shared values statement, it has come with risks and tradeoffs.

To the positive, Patagonia has received additional loyalty from customers who appreciate the values-led approach. They are advancing their mission, which of course is important to them. And they are finding new customers and partners more strongly attracted to them for the 'right' reasons because of their clear focus on mission. These are all the things you would expect in a shared-values approach based on the data we have shown.

But what about the drawbacks? Those are real, and we need to address them and go into a shared-value approach clear-eyed. First, certainly some customers are less interested in sustainability and may be turned off by the single-minded message from Patagonia. Second, shareholders who are less educated in the value of a shared-values approach may not appreciate the activities and investment that appears counter to revenue interests.

Perhaps even more importantly, Patagonia now has to live the values everywhere. They face backlash if they, or one of their stores, acts counter to sustainability. They have much more scrutiny in this area and may be the focus of boycotts if their political messaging becomes part of a national movement.

The Risks and Rewards of Living Your Shared Value in the Arts

	Marketing/ Communications	Audience Development	Big Donors/ Board	Programming	Community Engagement	Education	Staff Engagement
What Is It	Unifying theme for marcom content beyond programming	Point of entry for those not as emotionally attached to our genre	Authentic, resonant pitch, especially for those looking to transcend elitist labels	Values-based north star to influence programming decisions	Coherent framework for describing engagement efforts, choosing partners	Unifying lens for thinking about the content and targeting of education efforts	Behavioral lens for thinking about talent is a particularly good fit for you
Benefits	Deeper connection due to consistent emotional message	New opportunity for engagement with existing and new audiences	Powerful justification for new current donors and new attraction tool for new donors	Deeper meaning to portfolio of programs, beyond the quality of each show on its own merits	Innovative new partnership pathways and new directions for current partnerships	Source of inspiration for new education content	Deeper connection to meaning and motivation to endure difficult times
Risks	Community backlash if message feels inauthentic or clashes with actual behavior	Disenfranchisement of audiences who don't resonate with shared values	Antagonization of some donors and board members	Clash with or restriction of artistic vision	Undermined credibility of value ownership if relationship with partners becomes troubled	Disenfranchisement of some long-time consumers if educational focus shifts	Unrest among staff who don't share the value at an already volatile time

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There are similar risks and rewards to taking a true shared-values approach in the arts.

Here we outline how you should consider living your shared value across the different parts of your organization, the benefits to doing so, and the risks inherent with the strategy. While our data shows that a shared-values strategy is the best way to attach casual audiences to you during this time of closure – and that a full embodiment of the value is much more powerful than a piecemeal approach – you should also be fully aware of the potential risks, so you can mitigate them.

What's in the Way of a Shared-Values Approach?

Not Sure I Can Get To a Single Shared Value

Not sure if I need one

Not sure if one exists for my organization

Not sure if I can limit a values statement to just one

We already spent (too much?) time on mission, vision, values

Not Sure I Should Get To a Single Shared Value Even if I Could

Our mission requires that we serve whole community

A shared value can turn some people off and we can't afford to do that

Wouldn't want to turn off my arts lovers by claiming we're about something else

Many internally believe focus should be artistic excellence

I get a lot of benefit from our multiple defining values without synthesizing into one statement

Not Sure I Should Undertake an Initiative Like This Right Now

Adding another big project would stretch our capacity

I need to pick carefully what I engage the board with now

We are getting too much flack for social justice right now no matter what direction we move (or don't)

Donors likely have different interests than those turned on by our likely shared value

Even if we were willing to turn people off at some point, we can't risk it now

I Want To Do This, But I'm Not Sure How

Don't know how to get to a shared value

Even in normal times, our whole budget is focused on awareness of programming

There will be a lot of work to bring staff and other stakeholders along

As we have discussed the concept of shared values with our members a few concerns have emerged about adopting this approach. Here we catalog the concerns we have heard, to address the major ones. They fall into four main categories:

- 1) I'm not sure I can get to a single shared value: this concern questions the value of a shared value and the ability to focus on just one.
- 2) I'm not sure I should get to a single shared value even if I could: here we catalog concerns around the relative importance of a single shared value versus trying to appeal to many people with different values or by focusing primarily on artistic excellence.
- 3) I'm not sure I should undertake an initiative like this right now: here are a few concerns about the priority of an initiative like this, as well as some specific concerns around the nature of the shared-values initiative.
- 4) I want to do this, but I'm not sure how: here are some concerns past the concept, and into implementation.

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<div style="border: 1px solid gray; padding: 5px; display: inline-block;">Our Data and Summit Insights Have Helped With These in Gray</div>								

10 | ADVISORY BOARD FOR THE ARTS

In our catalog of shared-values concerns, we have highlighted in gray the ones where our research has already provided an insight to address the question.

For example, the necessity of emotional connection through shared values was addressed in our week 1 content, using data from ABA research as well as our sister company Corporate Executive Board (now Gartner).

The relative role of shared values versus mission, vision, and values was addressed in week 2 content.

We shaded in gray the first two elements of the second row mostly because they are fundamentally questions about your organization's priorities. While we believe this is the most important task to secure casual audiences right now, we understand that organizations are going through tough times right now and may not have the capacity to do this.

Last, we spent most of the week 2 content talking about how to get to a shared value.

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Key Question: How Can I Serve Different Audiences with One Shared Value?

There are a few concerns raised about a shared-values strategy that we haven't yet addressed. For example, there are a few objections that can be summed up with this question: how can I serve different audiences with only one shared value? Wouldn't I be better off with multiple values to appeal to different stakeholders?

Nike Serves Many Different Audiences with a Single Shared Value

While Nike is going after a wide range of segments...

... it's able to convey a single shared value that resonates most where its growth opportunity is greatest



"We believe that, if you have a body, then you are an athlete."

	Elites	Amateur	Casuals	Lifestyle
Women				
Youth Athletes				
Runners				



12 | ADVISORY BOARD FOR THE ARTS

Nike is a great case study in how a single umbrella shared value statement can serve multiple constituencies.

Nike has long pursued a wide range of consumers, from early amateur to elite athletes. Their product placements in all elite sports are legendary, as are their high-fashion sneakers. They also offer technical sports gear for youth to pro teams, and athleisure clothes for comfort. Yet Nike is one of the best at unifying under a single theme. The values stay the same even as occasionally their articulation of the message varies.

A few years ago, they came out with the video you see to the right. The fundamental idea was "if you have a body, then you are an athlete." The value of 'pursuit of excellence' was unifying to all their constituents, although it spoke particularly to the growth segment of casual athletes/athleisure.

Lowes Tailors Its Shared Value To Different Motivations



Lowes's Shared Value

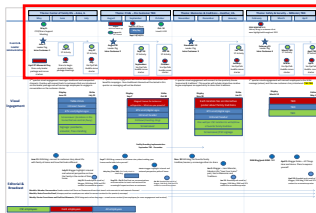


Purpose:
To Help
People Love
Where They
Live

Thematic Organization of Roll-Out Calendar



Shared Value Roll-Out Calendar



Quarterly Themes

- Q1: Center of family
- Q2: Source of pride
- Q3: Collection of memories/tradition
- Q4: Safety/security



Lowes's took customization of a single umbrella shared value one step further. This was for their internal communications calendar. They took the shared value of "help people love where they live" and created sub-themes for different quarters and different campaigns.

For example, one quarter focused on 'where you live' as the center of family life, while the next focused on 'pride' with an emphasis on pro consumers. Q3 was talking about 'memories and traditions' and Q4 was about 'loving where you live' because it is a source of safety and security.

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Key Question: Will My Resonant Shared Value Turn Away Crucial Stakeholders?

Another set of concerns revolves around the key question of whether — even if we found a resonant umbrella shared value where we could ‘nest’ sub-messages below — we can afford to have a single message? Wouldn't that turn some essential stakeholders away? Aren't we meant to serve everyone in the community?

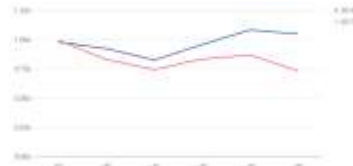
Despite Boycott, Nike Reaps Short-Term and Long-Term Returns



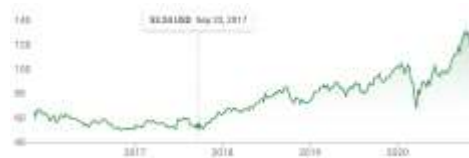
“One-size-fits-all network narrative is similar to what we see from brands that are afraid of alienating factions of their potential consumers. But the brands that are sticking with these boardroom-approved messages haven’t caught up with the times.”

<https://musbyof.net/post/nike-colin-kaepernick-a-brand-purpose-it-chose>
<https://www.forbes.com/sites/jaweed/2019/09/30/being-militant-can-boost-your-brand-nike-kaepernick-campaign-is-a-perfect-example/#5c5f54716c5a> <https://www.bbc.com/news/business-54172959>

Labor Day Weekend Sales—2018



Nike Stock Price—2016-2020



15 | ADVISORY BOARD FOR THE ARTS

Here we turn again to Nike to show the importance of a resonant shared value.

On the 30th anniversary of Nike’s “Just Do It” slogan, in September 2018, the company came out with a new version of their shared values message featuring Colin Kaepernick, the former National Football League quarterback who knelt during the national anthem to protest racial injustice. The new message was “Believe in something. Even if it means sacrificing everything.”

There was a boycott against Nike as a result and people burned their Nike gear.

However, sales increased 8% in the hyper-competitive sports market and its stock price has doubled in the two years since the campaign was released.

Even at the time, other sports icons, including LeBron James, showed their vocal support for Nike and Colin Kaepernick. James, the basketball superstar who had just signed with the LA Lakers, was receiving an award that weekend from Harlem’s Fashion Row and used the occasion to speak about his support, saying “I stand with Nike, all day, every day.”

Taking a Stand Need Not Be as Confrontational as Nike



“Thinking Small” at American Express



Purpose:

We believe that thriving small businesses are the key to an active and vibrant community.



16 | ADVISORY BOARD FOR THE ARTS

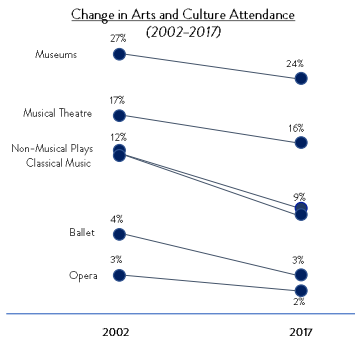
It's worth noting that you don't have to be nearly as provocative as Nike with your shared value.

American Express has made big strides with small businesses in the past ten years with its “thinking small” initiative. AMEX launched “Small Business Saturday” the day after “Black Friday,” the Friday after Thanksgiving that has become a huge online shopping day. They are pushing for the positive aspects of “shopping local,” but they are not demonizing the Amazon's of the world in the process.

That same road is available to arts organizations.

Appealing to Everyone Means You Don't Appeal to Anyone

Arts Interest is Dropping

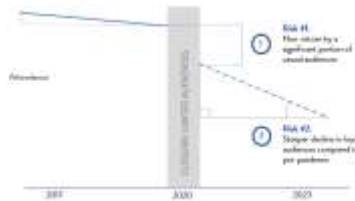


"...the United States is growing increasingly diverse with people who do not look, think or behave like traditional visitors to a cultural organization."

Source: <https://www.colleandillen.com/2017/11/15/research-likely-visitors-not-attending-cultural-organizations-data>; <https://www.pewresearch.org/fact-tank/2018/03/01/millennials-overtake-baby-boomers/> SMU DataArts

Subscriptions Are Falling

Post-Pandemic Risks to Audience Loyalty at Arts and Culture Organizations



A 2016-2018 study measuring memberships and subscriptions across genres saw decreases at almost all types of organizations, with the greatest being an **11.4% drop in symphony orchestra subscriptions**.

Arts Passionates Are Not Enough

Arts Motivational Segments Motivated Primarily By On-Stage Activity

- 33%: Arts Lovers
- 14%: Arts Passionates
- 19%: Quality Seekers

Most arts and culture organizations have experienced decades of declining audiences. The “don’t turn anyone off” strategy has not worked very well. And we now know quantitatively that our programming-focused marketing is appealing emotionally to only a third of our audiences at best.

If the trend of declining audiences continues—or worsens—on the back end of this pandemic, it could very easily be game over for many arts and culture organizations.

We are as concerned about this as you are. After all, we are a membership—we are all in this together. And we have lots of experience with how organizations in similar crisis outside the arts have turned around their fortunes or strengthened their positions.

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Key Question: How Do Start to Bring Our Shared Values to Life?

This leaves us with the remaining question of this deck – indeed of the Summit. How do I get started bringing our shared values to life?

To Evolve Your Brand, Take Your Community on a Journey



Corley Kenna
Director of Global
Communications and
Public Relations



Can brands evolve?

For brands that weren't socially conscious previously, is it too late to evolve?

"It's really important that you not surprise your community. It can backfire when a company does something too unexpected and they don't have the credibility. **To evolve your brand, you have to take your community on a journey with you...**

Then the brand should be transparent with their community about the problem and story tell around that. **Once that foundation is laid, you can present the coming changes in a much more authentic way.**

Patagonia donates 1% of their sales to grassroots environmental organizations (approximately \$20MM annually) and **spends more time advocating for environmental causes than they do marketing their own products.** And, their business continues to thrive as a result.

That's pretty clear proof of the impact of an authentic brand purpose and why it is so critical for companies today to find theirs."

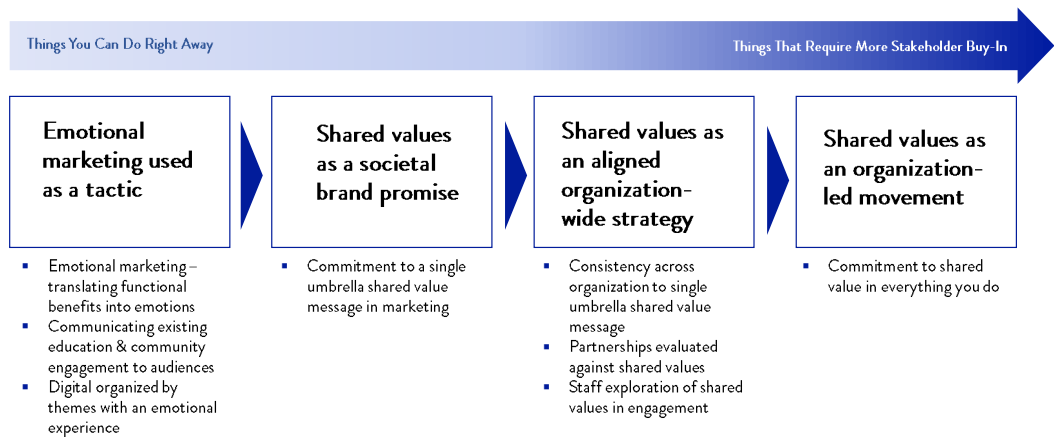
Source: https://www.forbes.com/sites/veronicasonesi/2019/11/27/patagonia-focus-on-it-e-brand-purpose-is-great-for-business/?_hpid=5524b60054db

19 | ADVISORY BOARD FOR THE ARTS

We can turn back to Patagonia for some advice on this question. As you recall, they are our 'poster child' for truly living their shared value.

Their director of global communications shows that the shared values approach is a journey — one you take your community on with you. You need to lay the foundation of the problem you will help solve for your customers, then build on that. This helps you be authentic along the way. Even Patagonia started small.

Activities Critical At Each Stage



20 | ADVISORY BOARD FOR THE ARTS

This page shows the steps you go on in the journey from adopting emotional marketing to taking on shared values as an organization-led movement.

Initially, you can begin with using emotional marketing as a tactic – communicating what you do in education and community engagement to your audiences, for example, or organizing your digital in emotional themes (like Lowe’s did). As your organization understands its shared values, you can make a commitment to a single ‘umbrella’ shared value message in your marketing.

Once that is cemented, you are able to align the organization around the strategy of shared values, leading to consistency in focus across marketing, development, community engagement, and internally.

This Pre-Work Has Four Parts



Addressing
Internal
Obstacles



Reframing
Your Digital
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Extending Impact
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Creating a
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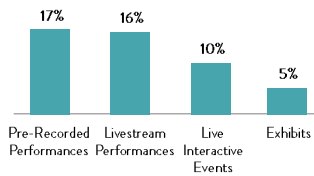
21 | ADVISORY BOARD FOR THE ARTS

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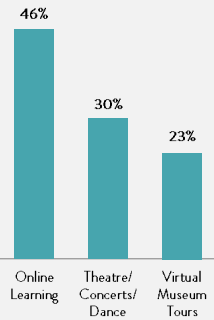
Use of Digital Has Growing, But Off a Fairly Small Base

Participation in Digital Arts Offerings—Past 30 Days



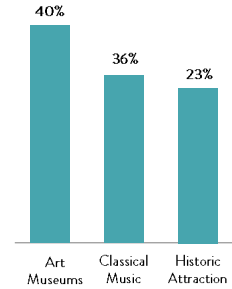
Source: Culture Track 2020

Change in Use of Digital Arts Offerings During the Pandemic



Source: TRG doc - from somewhere else <https://drive.google.com/open?id=1WwFmYGTZZiW6ENZCmsaX7XQmBj3Z&authuser>

Percentage of First Time Visitors During the Pandemic

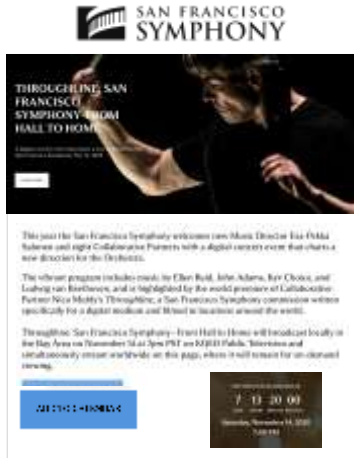


Source: Culture Track 2020

It's worth taking a second patting yourself on the back on how far you've come so fast on digital. One of our members said that digital was part of the strategy they'd signed off on in December and, within six months, they've accomplished what they had said would take ten years.

Admittedly, few arts organizations had a major digital strategy before the pandemic — but we are seeing uptick in both supply and demand in digital — and quite a few of the consumers (importantly, not the majority) are those who have not visited the physical site of the sponsoring organization in the past year.

It's Astonishing How Far We've Come



The page features the San Francisco Symphony logo at the top. Below it is a large image of a conductor with the text 'THROUGHLINE: SAN FRANCISCO SYMPHONY FROM HALL TO HOME'. Underneath the image is a paragraph of text: 'This year the San Francisco Symphony welcomes new Music Director Esa-Pekka Salonen and eight Collaborative Partners with a digital concert series that offers a new direction for the Orchestra. The concert program includes works by Elton John, John Adams, Ben Chocui, and Ludwig van Beethoven, and is highlighted by the world premiere of Lullabocello. Partner Nico Muhly's Throughline, a San Francisco Symphony commission written specifically for a digital medium and to be performed around the world. The evening, San Francisco Symphony - From Hall to Home will broadcast locally in the Bay Area on Thursday 10:00 PM ET on KQED Public Television and simultaneously stream worldwide on this page, where it will remain for an extended viewing.' At the bottom of the screenshot, there is a blue button that says 'GET TICKETS' and a small image of a concert program cover.

San Francisco Symphony's "Throughline"

- Composed specifically for the virtual medium
- Created with 8 collaborative partners of Esa-Pekka Salonen
- Each partner has a solo, resulting in what sounds like a series of mini concertos, total 19 minutes of content
- Orchestra filmed in lengthy sessions at Davies Hall
- Soloists recorded remotely, though with the same high production values.

"No matter how we spin it, we are not an orchestra. We are a media house.

*Esa-Pekka Salonen,
Music Director*

Katie Kadarau, assistant principal violist, recording "Throughline."



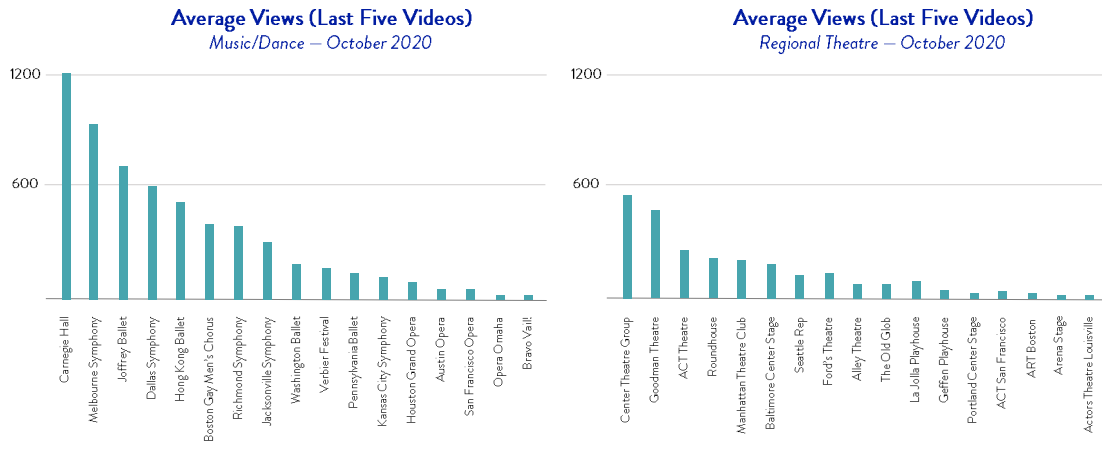
The soprano Julia Bullock recorded a song from Germany.



Indeed, there is just astonishing innovation coming from arts organizations everywhere.

Esa-Pekka Salonen, the music director at the San Francisco Symphony, recently announced a digital concert that would have been almost inconceivable in the pre-COVID era. It was commissioned specifically for digital and filmed in locations around the world. Most notably, Esa-Pekka said something interesting when they announced the project, which is called Throughline." He said, "No matter how we spin it, we are not an orchestra. We are a media house now." What a transformation in thinking.

Is Your Digital Getting the Traction You Want?



24 | ADVISORY BOARD FOR THE ARTS

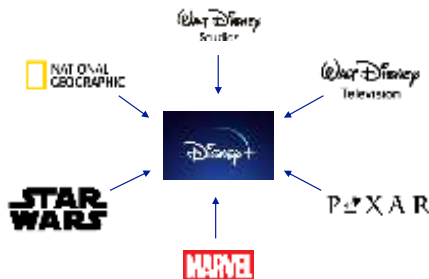
That said, ABA reviewed the digital work of many of our members – in classical music, dance, and theatre. We found, on average, digital works are not getting very many views. A few organizations with global brand recognition have passed one thousand views on average, but for most, the number is much closer to 100 views per digital video.

Compare that with the size of our halls – especially given the number of performances any piece might normally have had pre-COVID. You have to wonder, is digital getting the traction we want, or need? What does digital represent as part of our strategy?

You Are (Probably) Not Disney Plus for the Arts

Overview of Disney +

- Subscription streaming service for content owned by Disney
- Focused on family entertainment
- 60+ million subscribers
- Seven of the top ten highest-grossing movies of all time



Attributes of Most Arts and Culture Organizations

- Limited archive of audience-worthy digital content
- Limited technology and in-house capabilities to produce audience worthy content
- Restricted access to artists for creation of new content
- Intermittent access to new/commissioned content
- Audience bases not used to consuming digitally
- An end-point where production resources are likely to once again focus primarily on in-person content

25 | ADVISORY BOARD FOR THE ARTS

Put another way, even if San Francisco Symphony recognizes it is currently a media company, most of us are not going to be Disney Plus for the arts.

Think about Disney Plus. Why did they launch a competitor to Netflix? Because they've got a tens of thousands of movies and TV shows, including 7 of the 10 highest grossing films of all time.

If you want to be a media house, you can't dribble out content occasionally. You just can't keep audience attention that way. And if we decide to aggregate content with other arts organizations through something like MarqueeTV, then you're left competing for customer attention with hundreds of other organizations.

Some of us may come out winners — the National Theatre in London has captured a ton of international mindshare — but most of us won't.

Tough To Stand Out 'At Home'

Dayton Ballet
Dayton Ballet at Home

National Theatre



Geffen Playhouse



Des Moines Performing Arts



Asheville Symphony Orchestra



Cleveland Orchestra



Ringling Museum



Whitney Museum



Cincinnati Opera
OPERA AT HOME

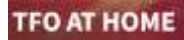
San Francisco Ballet



Houston Symphony



The Florida Orchestra



Lincoln Center



English National Ballet



Opera Columbus



Minnesota Orchestra



New Jersey Symphony



26 | ADVISORY BOARD FOR THE ARTS

And most of the branding we are doing around digital is remarkably generic. This is just a sample of the arts organizations who have branded their digital under the umbrella of “at home” in some form or another.

So how should we think about digital to do a better job of getting value for our efforts?

What Connects These?

One Wooden Ski



Prescription Bottle



Old Magazines



Fishnet Stockings



The answer is found in four random objects. What connects these seemingly unconnected items?

Context Gives Meaning

Marilyn Monroe Memorabilia

One Wooden Ski



\$1,600

Prescription Bottle



\$8,125

Old Magazines



\$10,625

Fishnet Stockings



\$15,625

Source: <https://www.julienlive.com/m/view-auctions/catalog/d1180/>

28 | ADVISORY BOARD FOR THE ARTS

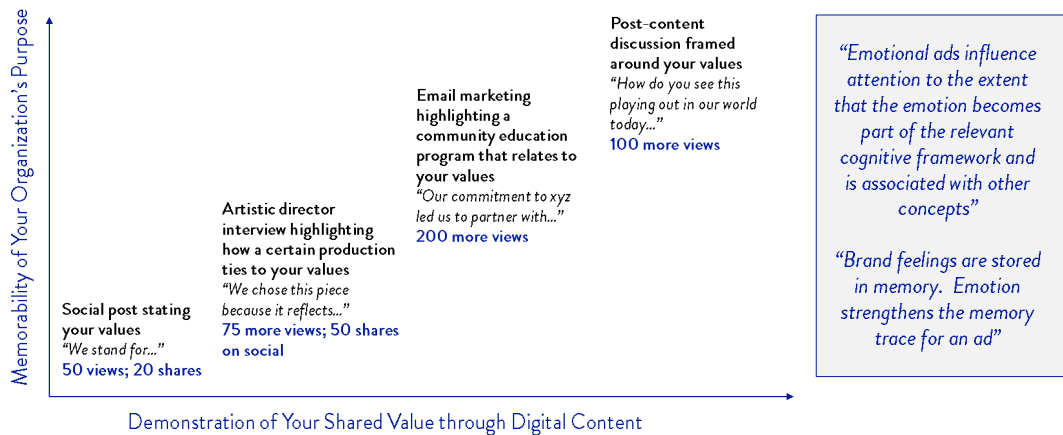
The answer is: these are all Marilyn Monroe memorabilia sold at auction. Below the items you can see the amount they sold for.

The key point here is that the context provides the meaning — the value of these items is in connection with each other and the theme they fall under.

Arts organizations need to recognize the fragmented world of media their audiences are consuming digital in. When we interviewed audience members about their digital consumption of the arts, back in May, most couldn't remember which organization sponsored a particular piece of content. Our survey of arts organization digital also found that most audience members don't finish a piece of digital content, no matter the length.

Our digital work has much more value as *signal* than as *content*. What context are we providing for our content?

Thematic Reinforcement of Values Increases Memorability



Source: Brand Equity & Advertising: Advertising's Role in Building Strong Brands. Aaker, Biel, 2013.

29 | ADVISORY BOARD FOR THE ARTS

Here we show the real benefit of reinforcing a single emotional brand message with each piece of digital content. While each item only gets a few views or shares on social, combined they reinforce the shared value or purpose of the organization.

Also, it's important to note that likes or views does not equal loyalty. The emotional message attached to any digital content is likely to drive greater loyalty than the likes/views would imply.

Last, the use of emotion drives memorability in and of itself. Emotions strengthen the memory trace for any brand messaging. This is great news for arts organizations as much of their content is already emotional — but adding an emotional brand message will help cement the memorability of any given piece of content. There are several examples of how you can do that, here.

Brands Can Advance Their Purpose through Curated Content

These brands have been able to advance their purpose by supplementing limited original content with large amounts of curated content.

SB NATION

"Gives sports fans a place to be delighted, informed, and surprised, together"



Secret Base: A community dedicated to the internet's most entertaining and creative stories for sports fans—and anyone who loves great storytelling and community



TRAVELthing

"For travelers looking for something unique to explore"



THE NON-OBVIOUS COMPANY

"This week's most under-appreciated marketing stories"



30 | ADVISORY BOARD FOR THE ARTS

One of the ways you can make this a lot easier on yourself is by not feeling like you have to produce everything you put on your site. In fact, it might be more valuable to your community of fans if you become their eyes and ears for things that might be interesting to them.

In this sense, rather than a media company, you become the curator of relevance for the value that you stand for. You can pump out content regularly and draw in a real following that extends well beyond (but including) those interested narrowly in your genre.

This is not a new concept. There are some well known examples of businesses that started out as content aggregators. You may know the company Vox that is all over many of our Facebook pages. That company started as SB Nation, a sports website that aggregated interesting sports stories from around the internet.

Often the aggregator sites are a bit more niche. I like one called "A Travel Thing", which is a travel site that can give a bit of a quirky take about unusual places to go or off-the-beaten-path things to do there.

One that might appeal to the marketers attending this summit called "The Influential Marketing Blog." It is a curated company called "The Non-Obvious Company" and promises "the week's most under-appreciated marketing stories."

In our view, this curation point isn't a small thing—it's a big thing. If you truly stand for something bigger than your genre, your community will want to see what you value in that terrain. And it gives you a way to expand the volume of content you share and the credibility of your association with the shared value you choose.

Ballet Austin: A Common Thread Ties Content Together

Our mission is to involve and strengthen our community through the creation and experience of dance and the encouragement of health and well-being.

Help us stay active, creative, curious, generous, and happy in our top priority every day, and help us share the joy of dance with our community and our audience.

Click on the bars below to access engaging and interactive multi-media content that will help you moving, thinking, and smiling. And as you enjoy the content, please consider a gift to Ballet Austin so we can come back to the stage and studio after these challenging times stronger than ever.

Content is cast in terms of personal benefits to site visitors

31 | ADVISORY BOARD FOR THE ARTS

We've brought up Ballet Austin a few times. That's because we've explored the Web sites of hundreds of arts organizations over the past seven months and precious few effectively signal what they are "about" as an organization through their digital offers. Most are busy trying to market individual content.

But Ballet Austin has created an umbrella theme for its content under the moniker, "Be Well." And this makes sense because they say on their site that their purpose is to encourage health and well-being in the community—not just through ballet but in general.

And remember what I said before, some people were concerned that limiting yourself to one shared value was too constraining. The cool way Ballet Austin addresses that is by introducing several sub themes under that catch all Be Well theme. So, there's a section called "be generous, be grateful, be creative, be active, be happy, be curious." All of those nest under the theme of wellness and give Ballet Austin the flexibility it needs to appeal to various audience segments. With the overall umbrella theme, they've jacked up the likelihood that they'll be remembered for this several fold.

The Field Museum's Shared Value in Practice

Shared Value

We believe in the importance of scientific progress to protect the future.



"A smaller inset square (on our logo) represents the small proportion of what's on display... and crucial work behind the scenes."

The Common Thread

Our brand embodies the forward-thinking scientific leader we've always been and the work we do every day. Fighting climate change. Preserving biodiversity. Celebrating cultures. Championing science and taking action.

Curated Content

Start Small with Composting



In-House Blog

Women in Science: Corine Vissersborg, Conservation Ecologist



(Opinionated) Social

Voter Registration



The Field Museum is another example of living the shared value through a variety of content on their site. The shared value of Field Museum is “the importance of scientific progress to protect the future.” Part of their branding includes ascribing meaning to the small inset square in their logo – it represents the fact that only a small portion of their work is on display at any given moment and gives credit to the crucial work behind the scenes.

The Field has taken this philosophy to their digital with a broad range of content – including curated content around fighting climate change and preserving biodiversity. They have an in-house blog. And they take a stand on social media, more often than not. (Note, the ABA also interviewed the Field Museum’s “Chief Curiosity Correspondent” who hosts their YouTube Channel– you can find the synthesis and replay on our site here: <https://www.advisoryboardarts.com/july-8-loyalty-and-revenue-in-the-youtube-universe>.)

Boosting the Signal Value of Digital

Not (Just)...	But (Also)...
Remind “the faithful” we exist	Draw non-“arts lovers” in
Create world-class content	Curate thematically relevant content
Focus on artistic integrity of each piece of content	Focus on emotional resonance against the theme
Communicate artistic value of what we create	Communicate usefulness of content in helping audience make progress in “struggling moments”
Tell supporters what we need	Tell the community what we stand for

33 | ADVISORY BOARD FOR THE ARTS

In summary, there are five shifts to make to boost the signal value of your digital work, in a shared-values strategy.

First, rather than considering your digital as a place to provide content to loyal audiences, shift to also attract non- “arts lovers.” As we mentioned, an emotional message and broader shared value will help attract these casual consumers.

Next, organize and communicate digital efforts under a common theme related to your shared value. Even if you can’t get to a single shared value, organize content thematically under something that matters to you that is above the level of the art genre you’re in.

In addition, you’ll want to increase your curation capability. Make sure that some of the content you create is related to your shared value, not (just) your genre. This will build up your authenticity if not all the values-related content on your site is plucked from somewhere else. You can also enhance the genre specific content on your site by annotating it to draw the connection to your shared value. This means focusing on emotional resonance against the theme as a content ‘filter’ and communicating each content item against the theme.

I would find someone on my team to scour the internet looking for culturally relevant material in line with my values, especially material in story form that sets up and resolves “struggling moments” that people might rely on the value to resolve. It would be helpful if your organization takes on a “personality” with your community that becomes recognizable.

Overall, the last statement here is most important – rather than just telling supporters what we need, we want to tell the community what we stand for in digital.

And finally – this seems like a detail but it is important –I would make sure you frame everything you release in digital in terms of personal benefit to your community. It's one thing to say, "You like this thing and so do we because we believe in the same things" and another thing altogether to say, "This content helps you improve what matters to you in your life." That seems like a small thing, but the one phrased in terms of personal benefits has a much bigger impact on audiences.

Tips for Communicating Your Values through Digital

Explicitly State Your Values

Don't assume people know what you stand for. Use your website and social channels to explicitly say what your organization is about.

Use Audience Testimonials

Audience/community testimonials about your brand and values and share it on your digital channels can build trust and credibility among new audiences.

Be Consistent

The more consistent you are, the more your audience will remember and believe the messages you are communicating to them.

Choose Your "Personality" Carefully

Adopting a tone of voice that matches the shared value you're projecting will increase emotional connection to your organization.

Put Your Values Into Action (and Talk About It)

Tell audiences about actions that demonstrate your values. Audiences rarely appreciate our community-building activities, largely because we don't tell them.

Here we provide several practical tips for communicating values in digital.

This Pre-Work Has Four Parts



Addressing
Internal
Obstacles



Reframing
Your Digital
Efforts



Extending Impact
through Purposeful
Engagement



Creating a
Shared Values
Culture

35 | ADVISORY BOARD FOR THE ARTS

There are four parts to the week 3 materials:

- 1) Addressing concerns you may still have about a shared-values strategy
- 2) How to reframe your digital efforts so they create emotional bond
- 3) **Using your community engagement and education activities to extend the impact of your shared value**
- 4) Creating a culture inside your organization by living your shared value

What is the Through Line?



Our Commitment

Seegerstrom Center for the Arts civic commitment to the diverse communities of Orange County takes our programs far beyond the physical walls of our campus. These programs reach thousands across Southern California, expanding the possibilities of the organizations and families with whom we partner and the potential for art to transform lives.

Seegerstrom Center's community engagement commitment sounds very similar to statements from hundreds of arts organizations that ABA has collected.

Military & Elders?



Military Families
Marines from Camp Pendleton and their family members are given opportunities to bond.



Alzheimer's Orange County
The Center brings music and movement to early-stage Alzheimer's patients.

Mexicans?



El Centro Cultural de Mexico
The center works with ECCM to preserve and promote Mexican culture.



CASA
The center offers experiential learning through theater workshops for foster youth in Orange County.

Health & Wellness?



Radiant Health Services
A program of visual arts and dance empowers youth affected by HIV/AIDS to express themselves.



Children's Hospital Orange County
Artists visit patients and deliver therapeutic programs.

The Neighborhood?



City of Santa Ana
The Center has worked with the neighboring city to help local artists communicate their brand and get jobs.



City of Costa Mesa
The Center showcases local community artists from our hometown.

The Seegerstrom Center for the Arts has one of the biggest commitments to community impact of any arts organization we've come across. They should be incredibly proud of the investment they are making in their community. However, a look at their website shows how difficult it is to understand what determines where Seegerstrom will invest, and where they will not. There are many potential themes but no through line.

Shared Values Achieve a More-Intense Bond in Brands

Higher Order

Level of Emotional Connection

Lower Order



Functional Benefit

Generating excitement around specific functional aspects of the product/service

Examples:

- Famous spokesperson
- Well reviewed
- New features



Emotional Benefit

Drawing attention to emotional aspects of the value proposition

Examples:

- Have more confidence
- Experience range of emotions
- Spendtime on self care



Shared Value

Connecting your purpose to beliefs that your target customer holds dear

Examples:

- A life spent outdoors is a life well spent
- If you have a body, you are an athlete
- Every dog deserves love

At its best, a shared value starts a movement

Brands that have really nailed their shared value, like Patagonia or Ben & Jerry's, think of their community engagement quite literally as leading a movement. In the case of those two brands, they want to find the people in the world who can help them save the planet, and then figure out things they can do together in order to make that happen.

The idea of thinking about your community engagement efforts in terms of catalyzing a movement can be useful. So, if you are an orchestra, and you're thinking about this traditionally, you think "who has music programs that we could work with?" or "who would value having music played for them?"

We often hear arts organizations talk about the demand for their partnership, and how it exceeds anything they could ever provide. That is really great, and it speaks volumes about those organizations. But there a difference between a "robust" community engagement and a "purposeful" community engagement approach.

Woolly Mammoth Seeks To Catalyze a Movement



Woolly Mammoth Theater History

In 1978, two young New York actors, Howard Shalwitz and Roger Brady, had an idea for a new kind of theater that would **shake up the nation**.

The idea was simple: pull together a group of exceptionally talented actors, mold them into a company, seek innovative scripts with something challenging to say, and find fresh approaches to acting, directing, and design. **Above all, don't be afraid to take risks.**

AMBASSADOR PROGRAM

The ambassadors are a network of DC area community members with connections to other arts and culture organizations. Through their insights, academic institutions, and young professionals, who can identify social issues and growing our shared community.

They work closely with our programming to:

- maintain their focus around particular issues and programming
- advocate for Woolly and our community work
- offer insights on Woolly's plays from an audience perspective
- volunteer their time in support of Woolly programs and events
- partner with Community staff to create events, coordinate groups, and more

COMMUNAL RITUALS

In the fall of 2019, Woolly Mammoth presented The Movement Theatre Company's production of *What to Send Up When It Goes Down* by Alice Beardslee. This piece was written in direct response to anti-Black violence, past and present. That horror's lived and felt. What follows are notes that describe artists to encourage us to continue standing up like, strength, resilience and joy in many times as tracked in the face of injustice.

WHAT TO SEND UP ON YOUR OWN

The ritual doesn't have to end just because the performers are gone.

You may find it necessary to carry out your own ritual regularly when another tragedy occurs.

Here are a few things your community can do to send it up, some of which were modeled in the piece:

1. SPEAK THE NAMES

In WTTM, we speak the name of the deceased once each year that they lived. You can do the same or find your own way of acknowledging the tragedy of their death while keeping their names alive.

LIBERATION LIBRARY

WTTM's *the Liberation Library* is a free digital resource kit created by Woolly Mammoth in an effort to disrupt and combat contemporary racism, sexism, homophobia, and transphobia. **WTTM** that don't hold the lack of oppression, these systems, needed to be and to be made real in all of us. **WTTM** that don't hold the lack of oppression, these systems, needed to be and to be made real in all of us. **WTTM** that don't hold the lack of oppression, these systems, needed to be and to be made real in all of us.

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WTTM that don't hold the lack of oppression, these systems, needed to be and to be made real in all of us.

Woolly describes its education and community engagement activities in terms that catalyze a movement.

Washington DC-based theater Woolly Mammoth is known for risk-taking and community activism. You'll find language around catalyzing a movement all over their website, and particularly sprinkled throughout their community impact programs. They don't just help the community, they mobilize it. They don't just support a value, they galvanize a fight.

How Do You Start a Movement?



<https://www.youtube.com/watch?v=lbaemWlljeQ>

39 | ADVISORY BOARD FOR THE ARTS

How do you start a movement? We find a lesson in an unusual place: dancing guy. If you are reading this in the PDF version, please take a minute to watch this video <https://www.youtube.com/watch?v=lbaemWlljeQ> or search for “leadership lessons from dancing guy.”

This video shows how a lone man dancing on the hillside looks like a bit of a nut — until he gets his first follower. That first follower plays just as important a role as the leader in catalyzing the movement. The lone man is no longer strange when he has a first follower. And the leader needs to treat that first follower as an equal, to show others that they will be included in the movement.

A Movement Needs Bold Leaders and First Followers



If You Stand For a Shared Value—Lead

If you clearly stand for a shared value, you are more likely to attract first followers who can help build momentum around your movement.

If You Are Building a Reputation—“First” Follow

If you are in reputation-building mode around your shared value, you can be the first follower, catalyzing by supporting others in the community who stand for a similar value.

The lesson for arts organizations is that we need to find our first followers – or recognize when we need to play that role ourselves.

For organizations that have a clear shared value, you need first followers to turn your value into a movement. Search out organizations you can amplify – and treat them as equal partners. For those still building a shared value reputation, you’ll be able to play the first follower role. Find established organizations and ‘follow’ their lead.

A Tale of Two Arts Organizations

The community ecosystem you build should depend on what you stand for



41 | ADVISORY BOARD FOR THE ARTS

The message for your community engagement is very similar to digital generally. Have a through line that connects all your work to your shared value.

So let's say you were an orchestra whose shared value was around connection to roots. If you are thinking about starting a movement, you want to pick partners that can help you make headway, and if you are new to the game, you want to support established players who can confer legitimacy. So you might reach out to museums or cultural groups or religious societies, even genealogical organizations.

But let's say instead you're still an orchestra, but your shared value instead involves personal or spiritual growth. Then you might seek out entirely different organizations. Mental health facilities, spiritual or mindfulness centers, maybe religious groups. Maybe groups focused on domestic violence or prisons.

All of these organizations confer legitimacy to your authentic association with the shared value, and it has the additional benefit of being true. And because it's true, you can now take success stories back to your digital channels and broadcast them to your audience, strengthening their understanding of what your care about —what you stand for.

A Clear Through Line at Woolly



CONNECTIVITY CORE PARTNERS

Connectivity Core Partners are long-term mutually beneficial relationships with organizations who share the same values around inclusion, anti-racism, social justice, and the power of art. These core partnerships will allow both parties to accomplish together what neither could do alone.

Inaugural Partners:

Howard University College of Fine Arts

Howard's Professor Ruffin on Woolly Partnership



N-Street Village and Theatre Lab

N St. Village and The Theatre Lab co-founders discuss what makes this partnership unique



THEARC

THEARC Alums Talk About Their Woolly Experience



SPIT DAT

Hear from Dwayne B! about the history between Spit Dat and Woolly.



"The Core Partner Program is a natural outgrowth of Woolly's mission to deeply engage with our world, and desire to practice radical inclusion. Stemming from the impulse to be of service and honor community needs, the Core Partner program represents one of the many ways Woolly Mammoth can be part of the solution for how we heal in the midst of this collective community trauma."—Woolly Mammoth Connectivity Director, Kristen Jackson

Returning to Woolly Mammoth, they demonstrate a clear through line with their partnerships. Each supports their stated values of inclusion, anti-racism, social justice and the power of art.

To be clear, we don't believe that every group could or should actually start a movement as part of its shared values partnership strategy. We're just saying that, if you think about how to choose partners and places to deploy resources in the community, make your decisions like you are trying to start a movement to advance the good that your shared value can do in the world.

A Values-Based Partnership at American Ballet Theatre

ABT organization believes in making ballet accessible to all.



"American Ballet Theatre's long partnership with Payless Shoe Source enabled students across the country to have access to affordable dance footwear..."

"We are grateful to Payless for helping us to fulfill our mission of reaching the widest possible audience."



43 | ADVISORY BOARD FOR THE ARTS

Here is an example of an organization that has reached far afield to find a non-traditional partner that advances its shared value in the world. The American Ballet Theatre (ABT) has a mission of democratizing dance to as many people as possible.

ABT formed a relationship with the discount shoe store Payless to develop a discount pointe shoe to sell through Payless stores. This could just seem like a money-making idea, but that wasn't the point. The two organizations were selling the shoes at cost in order to make sure any kid who wanted to dance wouldn't be limited by the expense of proper equipment. It is a clever way to advance their shared value, and it's clever as signal value to everyone about what their shared value is.

Examples of Partnerships with Non-Arts Groups

Helping Disadvantaged Individuals



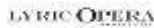
Steppenwolf hosted [Snow City Arts](#), allowing youth to perform theatre outside of a hospital setting for the first time. These two organizations share a common goal of reaching Chicagoland youth.



San Francisco Opera [#earnyourwings initiative](#) to promote civic engagement



[Creative Music Making](#) is a partnership between the SLSO, St. Louis Arc, and Maryville University Music Therapy that empowers people with disabilities to conceive and perform their own concert.



Lyric Opera of Kansas City [Opera To Go](#) partnership with local retirement homes

Sparking Conversation



Woolly's new launched [Connectivity Core Partner](#) Program will create mutually beneficial relationships with organizations who share the same values around inclusion, anti-racism, social justice, and the power of art.



[Advocacy](#): ongoing campaign to strengthen the impact and ensure the longevity of the arts in Miami. [#MiamiArtStrong](#)

Building Community Roots



[Saint Louis Symphony Orchestra UNISON](#) partnership with African American churches



[COVID support](#): Atlanta Opera partnership with [Grady Hospital System](#) to provide masks



Through [NACC](#) partnerships, Victory Gardens brings the arts into underutilized spaces to share theater-based tools and assets that can become integral to the community's health and vitality.

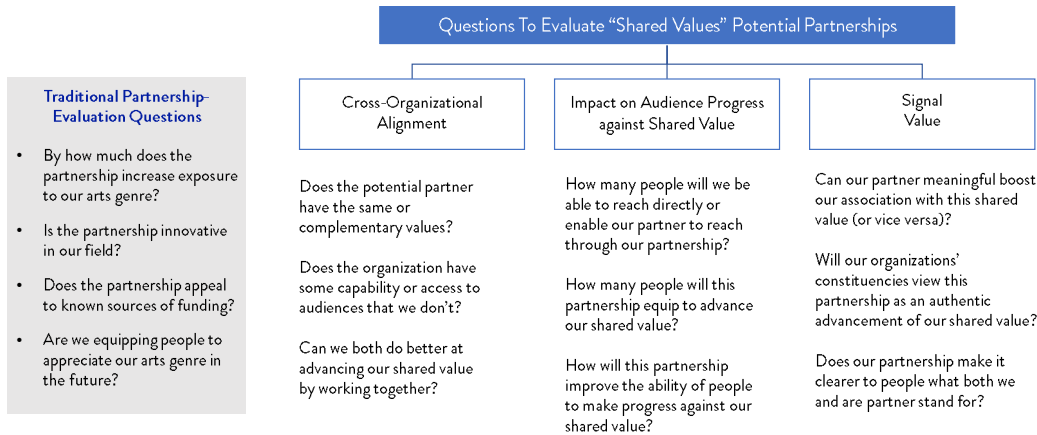
We have gathered unusual partnerships from arts organizations with non-arts groups, to demonstrate how you can use partnerships to reinforce your shared value. Many are specifically related to the COVID-related closure period, but not all.

It Doesn't Have To Happen All at Once



If the idea of a shared-values based through line is intimidating, a great place to start is to name the values that are most important to your organization when developing partnerships. Opera Omaha does this quite clearly in their opera fellowship, and beyond. This will naturally lead your partnerships to be more thematically organized and values-led than otherwise.

A New Lens for Assessing the Value of Partnerships



46 | ADVISORY BOARD FOR THE ARTS

Here we can see the difference between a traditional set of questions we might ask potential partners and those we would use to evaluate a shared values partnership.

Use these questions to help inform your future partnership choices.

This Pre-Work Has Four Parts



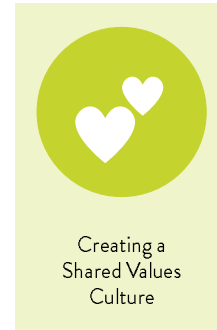
Addressing
Internal
Obstacles



Reframing
Your Digital
Efforts



Extending Impact
through Purposeful
Engagement



Creating a
Shared Values
Culture

47 | ADVISORY BOARD FOR THE ARTS

There are four parts to the week 3 materials:

- 1) Addressing concerns you may still have about a shared-values strategy
- 2) How to reframe your digital efforts so they create emotional bond
- 3) Using your community engagement and education activities to extend the impact of your shared value
- 4) **Creating a culture inside your organization by living your shared value**

Ben & Jerry's Talk about How To Start a Movement

PURPOSE—Your Core Values

Business Activism is not driven by the values of your customers or the issues they care about. It is driven by the values of your brand and the things that you and your company care about. Why does your company exist, and what are your core values? Be clear about your values—make sure they are rooted in something real and that they can stand the test of time.

POLICY—Tangible Change

Stand for real policy changes that address the root cause of issues. Don't pursue empty actions that don't support and align with larger movements. Be transparent and be direct in this ask with your customers to bring them along.

PEOPLE—Of the Movement

Your employees must truly believe in and be connected to the issues and the movements you aim to support. They must be passionate about creating change. This work cannot be wholly outsourced to agencies.

POWER—Resources

Businesses have immense power and influence over policymakers, the media, and consumers. This includes expertise in consumer research, performance marketing, world-class creative development, and big budgets. Let's leverage all of that to better the world, not just sell more stuff.

PUBLISHING—Storytelling

Use your voice and your consumer touch-points for ongoing storytelling and creative content that brings your consumers into these movements. Offer an easy onramp to participation, such as signing a petition or joining a march.

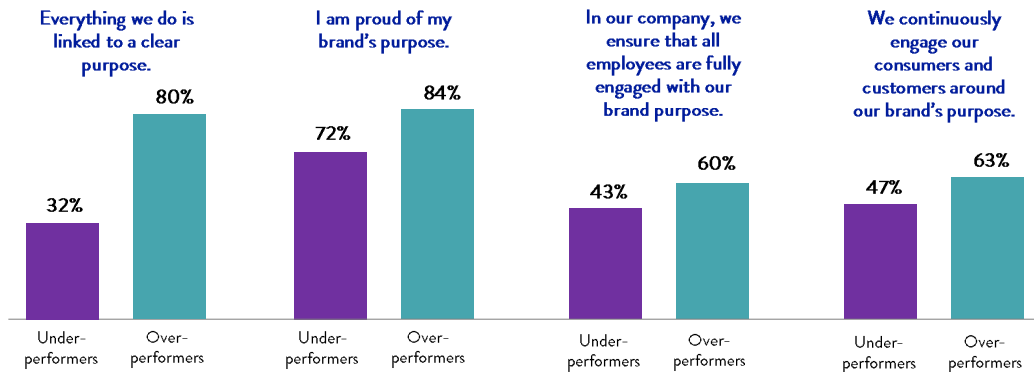
POP CULTURE—Relevancy

Use your brand positioning and tone to cut through the cluttered media landscape. Your connection with your consumers can help you drive them to movements, and your support of movements can make your brand relevant and top of mind.

Why are we even talking about our teams when shared values is a strategy to help bring audiences back? Ultimately, if we want to authentically push forward our shared values strategy, transforming our organization in single-minded support of a better life for our audiences, we need to bring our teams along in the journey.

Ben & Jerry's is the ultimate example of this – you may recall we used them as the 'poster child' of higher order values early on in the Summit. When they talk about how to start a movement based on your values, they put employee commitment to the value as one of the six critical elements.

Your Employees Are a Shared-Values Asset



Source: Igniting Purpose-Led Growth, Kantar Consulting.

49 | ADVISORY BOARD FOR THE ARTS

Having employees who understand and are committed to a shared value is a clear indicator of organizational performance. This data comes from Kantar Consulting and shows that over-performing organizations are much more likely to be engaged with the organizational purpose and advocate for their organization.

Shell's Transformation to a Purpose-Driven Organization



Rahul Malhotra
Head of Brand Strategy and Stewardship
Shell Oil

To arrive at our purpose, we reached out to 600 employees from Australia to Brazil in a wide cross-section of positions... We asked them two simple questions:

“Why did you join Shell?”

“When you retire, what will you leave behind as a result of your work here?”

The Shell Purpose Playbook: I Get It, I Love It, I Live It

“The questions you really have to ask are:

Are my business choices and strategic tradeoffs reflecting my purpose?

Do my customers and employees feel my purpose in every interaction?

If I ask a random employee about our culture, they should respond that we are driven to pursue our purpose.”

“Marketing must inspire both internally and externally. Marketers must be that glue that connects the organization to its purpose. Marketers must ensure that every touchpoint is oozing with purpose... I'd say that marketing needs to be the chief advocate for purpose across the organization.”

Source: http://the-internationalists.com/trendsetters/Trendsetter_6-18-2020-more.html

50 | ADVISORY BOARD FOR THE ARTS

Shell Oil's head of brand strategy has long been a believer in the power of shared values. He deliberately engaged employees in a set of questions to understand the organization's purpose. Then he used those values uncovered to create an internal purpose 'playbook' called "I get it, I love it, I live it."

The Power of Stories



Salmon Stories

Costco's buyers were able to obtain higher quality salmon at a lower price, which they passed on to customers. The lower price yielded a bump in sales, and the buyers were twice more able to negotiate lower prices for even higher quality salmon.



Proof Points

Similar stories within Costco are now known as "salmon stories." The company gives out Salmon awards to recognize individuals who have acted on the "salmon" example, which lies at the center of Costco's identity. These stories offer culture strengthening "proof points" inside and outside of the organization.

American retailer Costco has also shown how to harness their origin story to involve employees in their brand purpose. Early on in Costco history, they recognized that offering quality salmon at lower prices led to sales growth that outweighed the difference in price. They then negotiated to bring the price down twice more. The idea that they pass savings on to the customer became embodied through this "salmon story" and they use that concept to brand other employee stories reinforcing this value. They give out "salmon awards" to individuals who have acted in line with the organization's core values.

A Movement Starts with Your Staff



Soliciting Purpose Stories



Internal Description of 'Red Vest' Moment

RED VEST MOMENTS

- Examples of employees **demonstrating our purpose** by engaging in specific behaviors that help people love where they live.
- **Can be an extraordinary task, but doesn't have to be.**
- Involves **interactions with customers and/or communities**, not other employees.
- Strikes an **emotional note** that the reader can see and feel.

Home improvement retailer Lowe's also harnesses employees as advocates of the organization's purpose ("love where you live"). They call moments where employees live the purpose "red vest moments" for the uniform that Lowe's employees wear. They have created a portal on the intranet to gather and recognize these stories.

Story Telling Tips for Your Team

Even master storytellers can use a reminder when the story is off-stage

Questions to Ask Before You Start

Why do I want to tell my story?

- To inspire?
- To give advice?
- To connect with others?

How do I want my audience to change the way they think, feel and/or behave?

What is the most relatable aspect of my story—what will make my audience say, “That’s like me!”

What is the emotional heart of my story? Where are the players most vulnerable?

How does my story differ from what the audience is expecting and why does that make my story stronger?

Stories are about creating and resolving tension between what *is* and what *could be*. Great stories resolve this tension in a way that connects emotionally with the audience and shows them how they can be the hero of their own similar story.

Story Tips

Teach lessons by sharing the experiences that taught them to you

Create tension by opening up knowledge gaps you can fill

Use detail to increase authenticity

Common Story Types

Challenge—overcoming a formidable challenge

Connection—helping others across traditional boundaries

Creativity—mental breakthrough gives new way to solve a problem

Pitfalls to Avoid

Presuming too much knowledge—Don’t talk conceptually or use jargon; imagine a not-yet-loyal audience-member who is hearing the story for the first time

Telling the entire story—Don’t feel compelled to be complete; focus on the parts that are unexpected and emotionally compelling

Questions To Ask When You Are Done

Is the story easy to follow?

Is there a clear emotional “hook” in the story?

Is it fun? Did my personality come through?

Have I made clear how the audience could use my story?

Here we offer some tips for how to engage employees in your shared values through storytelling. Using this set of tips you can bring other employees along in living the organization’s shared values and act as an ambassador for the movement you are leading.

In Closing: A Few Parting Thoughts

- Particularly when we are unable to provide live experiences at scale, emotional differentiation is the greatest lever we can pull, to bond casual audiences to us.
- The pinnacle of emotional differentiation is clear articulation of your purpose, or shared value.
- Living your shared value is a journey. It can start with small steps and increases in emotional messaging.
- The more you consolidate your activities under a single shared value, the more 'pull' you will get from audiences as they easily understand what you stand for.
- Done right, this is an organization-wide project that can impact everything from audience to development to community outreach to artistic choices to the very talent you attract. The organizations that have committed to this have found a virtuous circle of benefits that strengthen over time as clarity around purpose becomes the guide star for behavior and decision-making.

We are in the final week of the Summit. In addition to offering help on how to live your values, we want to help you with a path forward for adopting the insight in your organizations. Here are five critical insights to help you on your way.

Reminder: How to Get to Your Shared Value

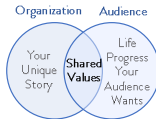
Developing an Authentic Hypothesis

1. Your Deepest Beliefs

Why were we created?
What is our origin story?

2. Moments of Truth

What highlights from our history show us at our best? When have we have fallen?



3. Personal Yearning

Of all the struggling moments where audiences want to better themselves, where are we best positioned to help?

4. Points of Difference

How are we different from organizations with similar capabilities in a way that helps people make progress in their lives?

We're done when...

- ... it resonates emotionally when we tell people about it
- ... it feels authentically to staff/donors/loyal audiences like 'who we are'
- ... it feels different than what another organization in our genre would say

Balancing Resonance and Reach

5. Motivational Aspiration

Does the value feel like an exciting guide star to reach toward rather than a characterization of current behavior?



6. Believable Ownership

Do audiences find it credible that we are the primary or sole purveyor of the value in our field?

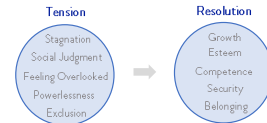
We're done when...

- ... audiences say we are credible torch-bearers for this value (we haven't reached too far)
- ... realization of the value feels a bit scary

Contextualizing the Value for Meaning

7. Relevant Expression of Tension

Is the value expressed as a solution to real issues/challenges/tensions audiences are currently facing?



8. Credible Values Leadership

Do our actions feel like meaningful, authentic and even courageous support of audiences trying to live the shared value?

We're done when...

- ... audiences tell us stories related to the value
- ... our staff (and other) stakeholders feel pride/motivation in the articulation of purpose

This is one of three pages we suggest you print out. This is from last week and summarizes how you unearth and craft a shared values statement.

New: Living Your Shared Value

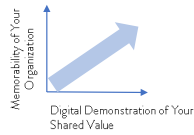
Boosting Digital's Signal Value

1. Thematic Alignment

What is the through line of our digital?

2. Curating AND Creating

How can we amplify our message through partner content?



3. Amplifying the Struggling Moment

Where in our comms is the emotional resonance of our shared value?

4. Communicating Community Work

How clear is it to our audiences how we help the community?

We're done when...

- ...Audiences name our theme when asked about our content
- ...Our curation principles are clear to the team
- ...Our audiences know about our community work, and understand why we do it

Finding First Followers

5. Values-Led Partnerships

Have we identified our values and partners who would amplify that value – and do we treat them like equals?



6. Ecosystem with a Through Line

Do we evaluate our partnerships and community engagement as a package, ensuring unity of purpose?

We're done when...

- ... Our partnerships demonstrate a clear through line
- ... Our partners amplify our value as much as we do

Enlisting Staff Stories

7. Enabling Staff Discussion

How do staff identify with the organization's shared value? How do they not?



Our "Salmon Stories"

8. Sharing Value Stories Authentically

Are we clear about how our teams should embody the shared value themselves?

We're done when...

- ... Staff can clearly state the value in their own behavior
- ... Our staff (and other) stakeholders feel pride/motivation in the articulation of purpose

This is the second of three pages we suggest you print and keep. Here we summarize how to live your shared value as you progress in making shared values the centerpiece of the whole organization.

What You Can Do Next Week



Developing and Communicating Your Shared Value

Understanding Your Purpose

- ❑ Re-examine your origin story: does it give you clues about your purpose?
- ❑ Look at your mission, vision and values and see if it is clear why that vision should come to pass
- ❑ Ask staff what they think you stand for. Who do we attract and why?
- ❑ Gather stories that are meaningful for staff about your history

Listening to Audiences

- ❑ Try the ZMET/ '5 why' technique with some team members. Have them bring in pictures and write down the values revealed
- ❑ Review current audience feedback mechanisms; is there an opportunity for them to tell you what is differentiating?
- ❑ Use Utah Symphony's values map as a start – what stands out as relevant and differentiating for you?

Honing Your Shared Values Statement

- ❑ Test any value against the five components of a shared value statement
- ❑ Identify tensions underlying audience achievement of any value you highlight. Take any message and tell it in a story of emotional tension and release
- ❑ Translate any value into personal benefit when using it in messaging

Living Your Values

Boosting Digital Signal Value

- ❑ Identify a values 'theme' for each digital content you offer
- ❑ Write down your 'rules' for curating content from others, especially related to values
- ❑ Communicate your community engagement activities to current audiences
- ❑ Check each communication: are we appealing to audience emotion?

Enabling Value-Led Partnerships

- ❑ Write a statement of partnership values
- ❑ Look at current partnerships – is the through line clear?
- ❑ Start to build relationships with community groups that represent your key values
- ❑ Review partnerships – are they providing legitimacy to your value or are you providing support to them?
- ❑ Consider unexpected partnerships or community efforts that have strong signal value

Empowering Stakeholder Advocates

- ❑ Ask staff: why did you join? What legacy do you hope to have before you leave?
- ❑ Encourage story-telling among your staff about where they have seen your purpose brought to life.
- ❑ Collect those stories of value delivery from staff and community partners and share with audiences

This is the final page we suggest you print. Living your shared values can sound daunting, for sure, but there are some straightforward things you can do right away to get going. We've cataloged them here and want to point out three of the most important.

The first is to package your digital efforts in a wrapper of emotional benefits. If you can't do it as manifestations of one shared value, then pick a handful like Utah Symphony. But tie your digital efforts to emotional benefits.

Second, tell your audiences about what you are doing on the community engagement front. And do it in the form of stories. Surely, your community engagement is an expression of your values, and it will be powerful for audiences to know the transformation you are bringing to peoples' lives beyond the stage.

Third, encourage story-telling among your staff about where they have seen your purpose brought to life. Those stories are gold because they can build momentum for exploring your purpose internally, and in some cases, you might want to share them externally. Your staff are authentic purpose-ambassadors.