



ADVISORY
BOARD
for the ARTS

Transforming Arts Organizations Worldwide

Closing Plenary: The Urgency of Shared Values

November 2020

Agenda for our Time

01

WELCOME
Our Summit
attendees and
context

02

KEY INSIGHTS
AND
TAKEAWAYS
Why we are talking
about audience
loyalty now

03

AGENDA &
UPCOMING
EVENTS
The Summit
elements,
timing and
calendar

Our Summit Participants for the AM Session

AMERICAN SHAKESPEARE CENTER

Sky Wilson

ARTS COMMONS

Greg Epton

ASPEN MUSIC FESTIVAL & SCHOOL

Laura Smith

BOSTON GAY MEN'S CHORUS

Craig Coogan
Sarah Shoffner

BRAVO! VAIL

Ronda Helton

BREVARD MUSIC CENTER

Mark Weinstein
Jason Posnock

CARNEGIE HALL

Sara Villagio

CENTER THEATRE GROUP

Meghan Pressman

DALLAS SYMPHONY ORCHESTRA

Kim Noltemy

FONDAZIONE TEATRO SAN CARLO

Francesca Pecoraro

GRAND TETON MUSIC FESTIVAL

Emma Kail

HONG KONG BALLET

Heidi Lee

JACKSONVILLE SYMPHONY

Steven Libman
Peter Gladstone

LYRIC OPERA OF KANSAS CITY

Noelle Talbot

MIDLAND CENTER FOR THE PERFORMING ARTS

Terri Trotter

MUSEO THYSSEN

Carolina Fabregas

OPERA OMAHA

Roger Weitz
Rebecca Brown

PHILADELPHIA THEATRE COMPANY

Paige Price

REINA SOFIA SCHOOL

Julia Sánchez Abeal
Marjorie Netange

RICHMOND BALLET

Brett Bonda
Carrie Bilek

ROYAL IRISH ACADEMY OF MUSIC

Deborah Kelleher

TEATRO MAYOR

Laura Escobar

SECOND STAGE THEATER

Laura DiLorenzo

SHAKESPEARE THEATRE COMPANY

Neal Racioppo

STEPHENWOLF

Brooke Flanagan
Kara Henry
Kerstin Adams
Erika Nelson

THE WALLIS

Rachel Fine

TIANJIN JUILLIARD

Bo Yan

VICTORY GARDENS

Amanda Cantlin

WASHINGTON BALLET

Patrick Muhlen-Schulte

WELSH NATIONAL OPERA

Aidan Lang
Matt Carwardine-Palmer
Alison Dunnett
Martina Fraser

YOUNG CONCERT ARTISTS

Dan Kellogg

Agenda for our Time

01

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Our Summit
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KEY INSIGHTS
AND
TAKEAWAYS
The Summit in
30 minutes

03

NEXT STEPS
How we help
you bring this
to life

A Quick Review on the Importance of Emotional Connection

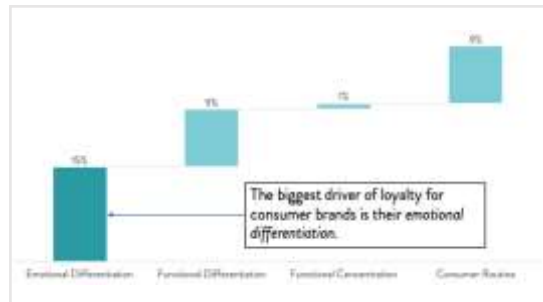
Strong return depends on boosting the the loyalty of 'casual' ticket purchasers who are not yet loyal.

Audience Loyalty

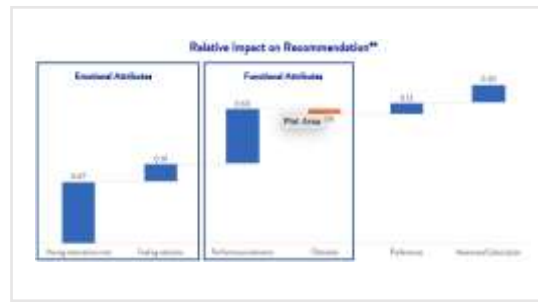


Emotional connection is the most powerful loyalty driver, both in and out of the arts.

Impact on Brand Loyalty

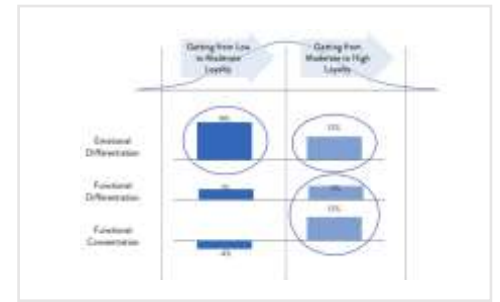


Impact on Brand Loyalty



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

Impact on Loyalty by Stage



For 33% Of Audiences, Functional = Emotional

Motivational Segments from ABA Audience Research

For 2/3 of your audiences, the art form requires translation to what they value most.

For 1/3 of your audiences, the functional attributes of the performance are easily translated into what they value because what they care most about is what's on stage. The art form is part of their identity.

66%: Looking for Something Else

11% Civic Stewards
Fulfill duty to the arts, create community

12% Social Samplers
Try something new

9% Willing Companions
Support friends/family

14% Conversational Challengers
Converse, challenge preconceptions

9% Culture Surfers
See popular/famous works

13% Mastery Builders
Gain expertise

33%: Arts Lovers

14%: Arts Passionates

19%: Quality Seekers

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
- Spend time 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



Characteristics of a Shared Value

EMOTIONAL

Based on feeling and emotions, rather than programmatic attributes

HIGHER ORDER

Must have meaning in the consumer's broader life, not just in his or her interaction with the category

RELEVANT

Must be relevant to the consumer and the category

CREDIBLE

Reflects something the the brand genuinely embodies or supports

DIFFERENTIATED

Stems from the qualities that make a brand truly unique

Dove Shared Value: We Believe Every Body Is Beautiful

Consumers are their own worst critics. Dove wants consumers to recognize their self-worth.

✓ Resolves emotional tension

Consumers believe in the importance of self-care and recognizing broad definitions of beauty

✓ Rises above the level of the category (soap & lotion)

Many consumers feel they can't achieve the beauty standards in the media.

✓ Relates to a brand-relevant cultural theme

Consumers view Dove as a fixture brand for beauty

✓ In line with longstanding branding

Quality ingredients, gentle on skin, price point available to all,

✓ Stems from the qualities that make Dove unique



Examples of Shared Values



Dove exists to celebrate every woman's unique beauty.



Ballet Austin exists to encourage lifelong health and wellbeing.



The Barnes exists to give people from all walks of life access to the transformational improvement possible through appreciation of the arts.



Orchestra of the Americas exists to catalyze social transformations in diverse, underprivileged communities



Woolly Mammoth exists to foster radical inclusion and fight for those whose identities and experiences are marginalized and belittled.

Source: *Grow: How Ideals Power Growth and Profit at the World's Greatest Companies*, Jim Stengel, 2011.

Patagonia Lives Its Values



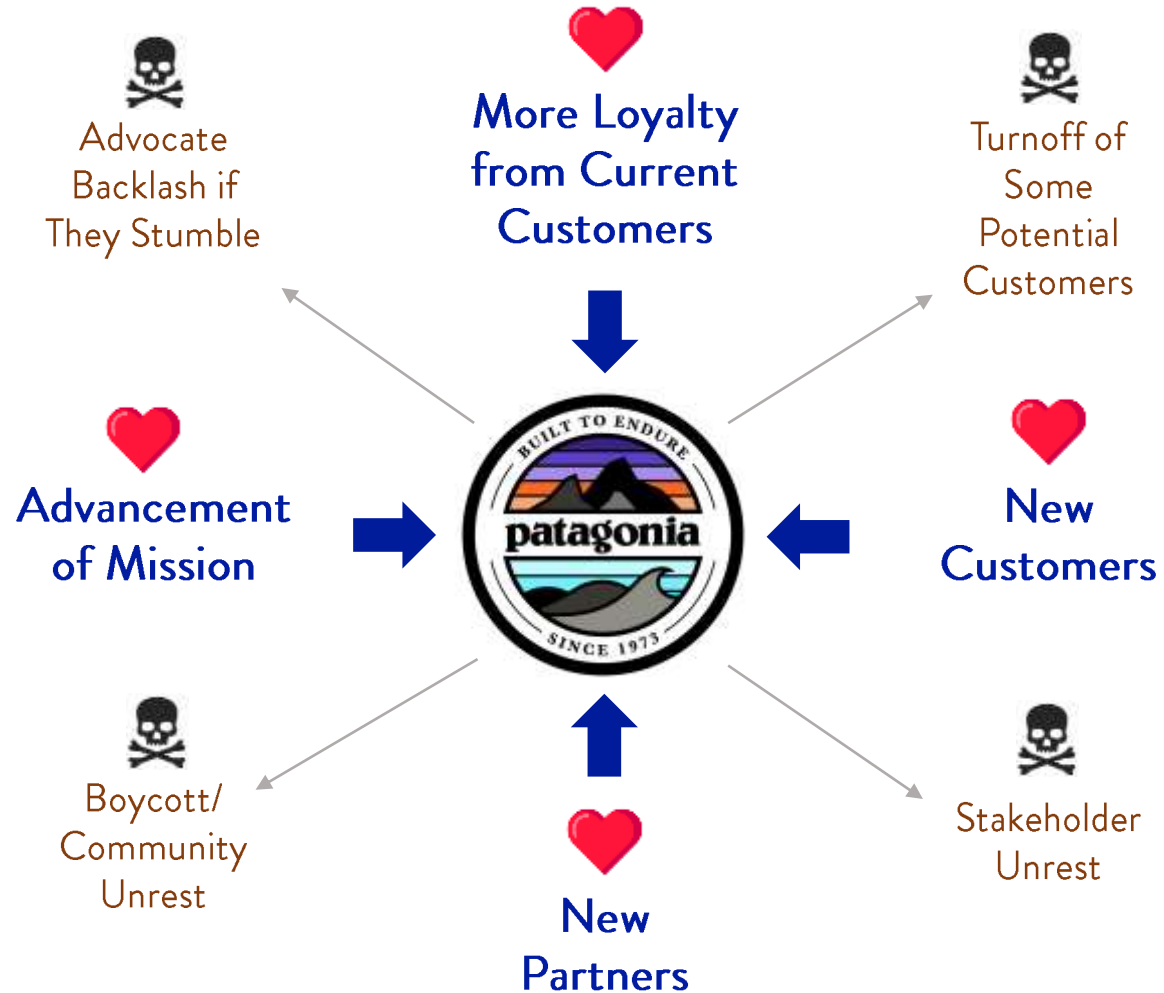
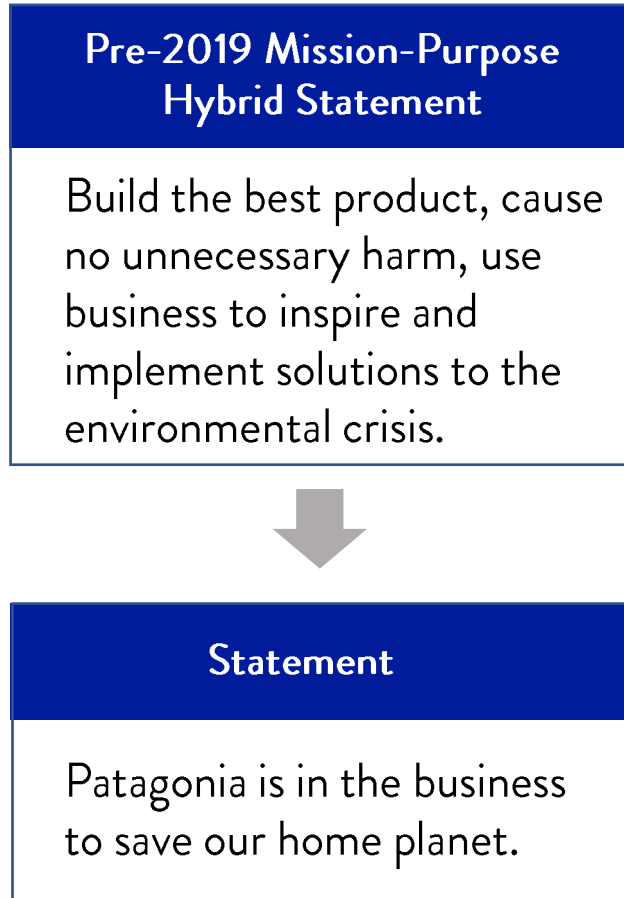
Advertising promotes 'sustainability' message over the company's near-term revenue interests...



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



An Approach with Clear Risks and Tradeoffs



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

Not Sure I Can Get To a Single Shared Value

How can I serve different audiences with one shared value?

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

Will my shared value turn away crucial stakeholders?

Not Sure I Should Undertake an Initiative Like This Right Now

Can I afford to make room for this on my current priority list?

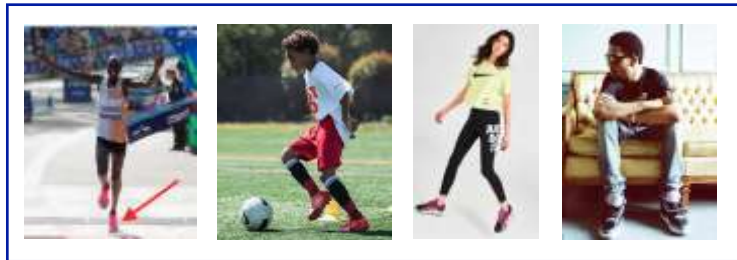
I Want To Do This, But I'm Not Sure How

How can I get the most benefit as quickly as possible?

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.”

...and found value in an even edgier articulation



	Elites	Amateur	Casuals	Lifestyle
Women				
Youth Athletes				
Runners				



Swoosh! Nike stock surges



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.

Follow the movement

Find us on Instagram: #shopsmall to keep up with all the latest #ShopSmall news and events.



Business

Bloomberg

Small Business Saturday Grows Up

Small Business Saturday, an AmEx invention, resonates with shoppers

By [John Tozzi](#)

November 26, 2012, 6:26 PM EST

115th CONGRESS
2d Session

H. RES. 1144

Recognizing November 24, 2018, as “Small Business Saturday” and supporting efforts to increase awareness of the value of locally owned small businesses.

IN THE HOUSE OF REPRESENTATIVES

NOVEMBER 13, 2018

DETROIT

The Detroit News

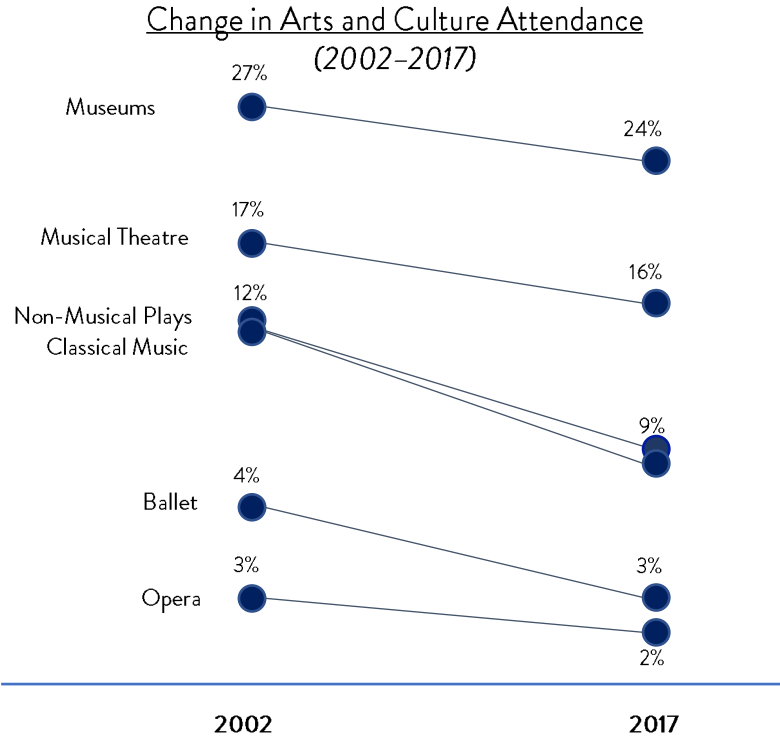
Black-owned shops showcased on Detroit's Small Business Saturday

[Christine Ferretti](#) The Detroit News

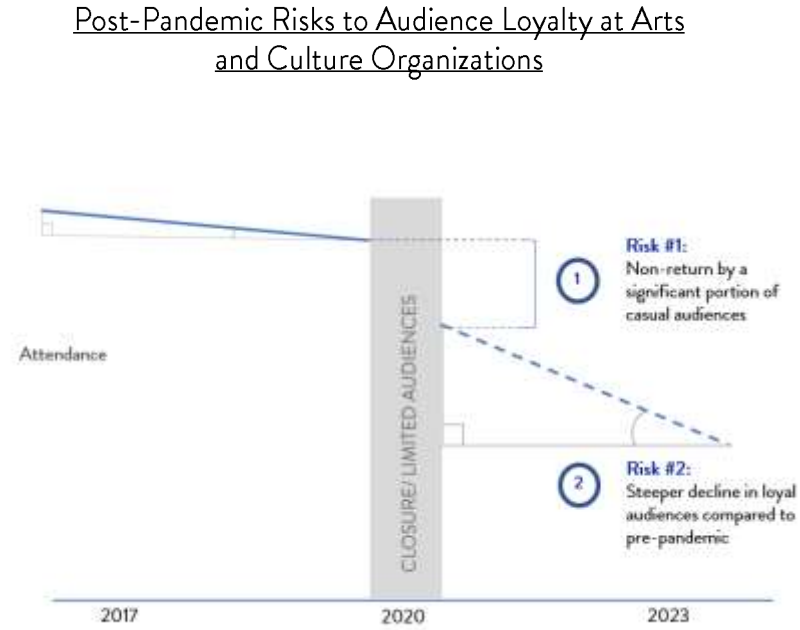
Published 12:47 p.m. ET Nov. 30, 2019 | Updated 3:00 p.m. ET Nov. 30, 2019

Appealing to Everyone Means You Don't Appeal to Anyone

Arts Interest is Dropping



Subscriptions Are Falling



Arts Passionates Are Not Enough

Arts Motivational Segments Motivated Primarily By On-Stage Activity

33%: Arts Lovers

14%: Arts Passionates

19%: Quality Seekers

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

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.**

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

Building the Purpose-Driven Arts Organization

Things You Can Do Right Away

Things That Require More Stakeholder Buy-In

Emotional marketing used as a tactic

Translate functional aspects of programming into emotional benefits

Communicate existing education & community engagement to audiences

Digital organized by themes with an emotional experience

Shared values as a societal brand promise

Identify a shared value that you stand for (or want to earn the right to stand for over time)

Use the shared value as a common thread through all marketing communications

Shared values as an aligned organization-wide strategy

Champion shared value across all aspects of the organization, including:

- Programming
- Community engagement
- Marketing
- Development
- Talent management

Shared values as an organization-led movement

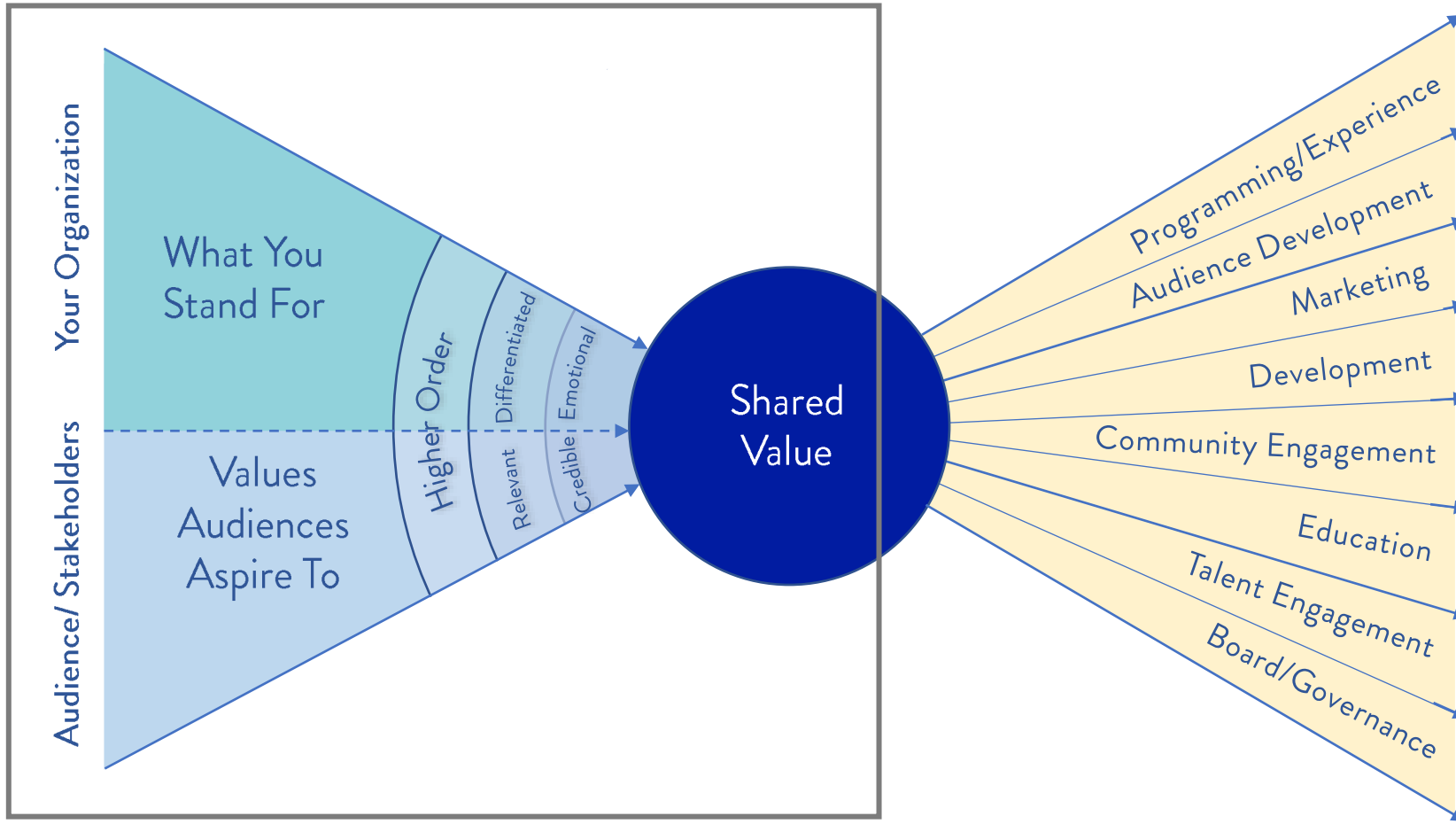
Choose external partners based on their interest in building a similar vision of the future.

Champion your shared value across traditional stakeholders and beyond.

Identify and support shared-value advocates.

Building the Purpose-Driven Arts Organization

1



The Inspirational Power of an Origin Story

The Historical Roots of the Barnes Foundation



A.C. Barnes Company, established in 1908 to sell Argyrol (an antiseptic), was organized as a cooperative. **Two hours of each workday devoted to seminars.**

The philosopher John Dewey taught some seminars. His teaching philosophy included **direct experience with subject-matter**, including Barnes' art collection.

Barnes **formally established a foundation in 1922 as a school rather than a typical museum** because of his collaboration with Dewey.

At his death in 1951, Barnes **left his collection to Lincoln University, an historically black college.**

Mission Statement

“The mission of the Barnes is to promote the advancement of education and the appreciation of the fine arts and horticulture”



Shared Value

We believe that people, like art, should not be segregated and that people from all walks of life deserve access to the transformational improvement possible through appreciation of the arts.

So many organizational mission statements can come off flat...

... even when their underlying reason for existence has the power to inspire.

A Structured Approach to Identifying Deep Feelings

Pre-Interview Request

Identify a set of 10 images that represent that the symphony to you, but do not include any pictures of the symphony, musicians, or instruments.



Components of Interview

Storytelling

Ask interviewee to explain how each picture represents their thoughts and feelings about the symphony.

Missing Pictures

Ask interviewees if there were ideas or feelings they wanted to express but could not find an appropriate representative image.

Triad Task

Select three pictures at random. Ask interviewee to explain how two of the pictures are similar but different from the third.

Sensory Metaphors

Ask interviewees to express their ideas using various sensory images. For instance, ask what is (and what is not) the color, smell, or touch of the symphony.

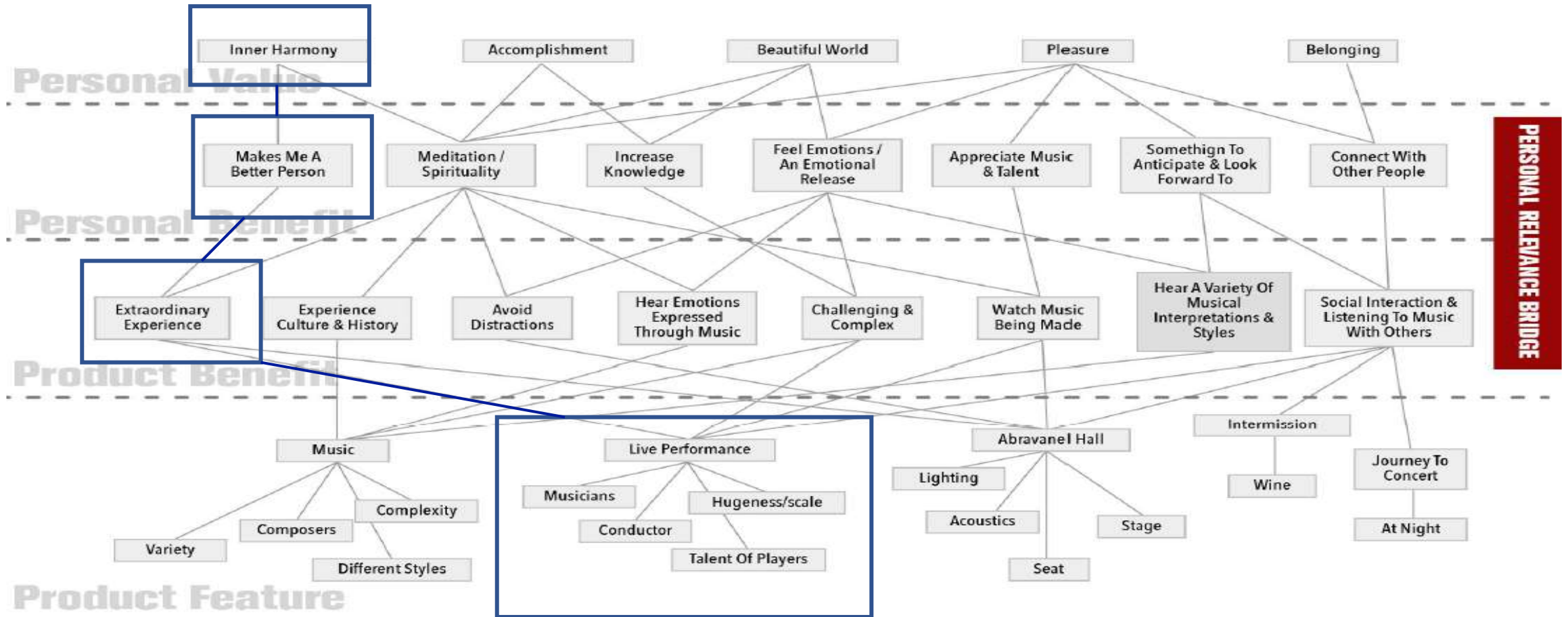
Additional Probing Techniques

To encourage interviewees to elaborate on their thoughts more fully, continue probing on pictures. For example, ask them to tell you what else might be in a picture if the frame was extended.

This form of interviewing is known as the [Zaltman Metaphor Elicitation Technique \(ZMET\)](#).

Artifact: Utah Symphony's Complete Values Map

Utah Symphony's Values Map



Use Values to Design Emotionally Resonant Marketing

Examples of Utah Symphony's Values-Led Marketing Campaigns

Value: Accomplishment



Value: Beautiful World



Value: Inner Harmony



Why it works:

Signals how the symphony supports learning and personal development through challenging and complex performances.

Signals how the symphony creates the opportunity to experience culture and history and provides an extraordinary experience.

Signals how the symphony provides an opportunity to avoid distractions and connect with your spirituality.

Impact of Values-Based Marketing

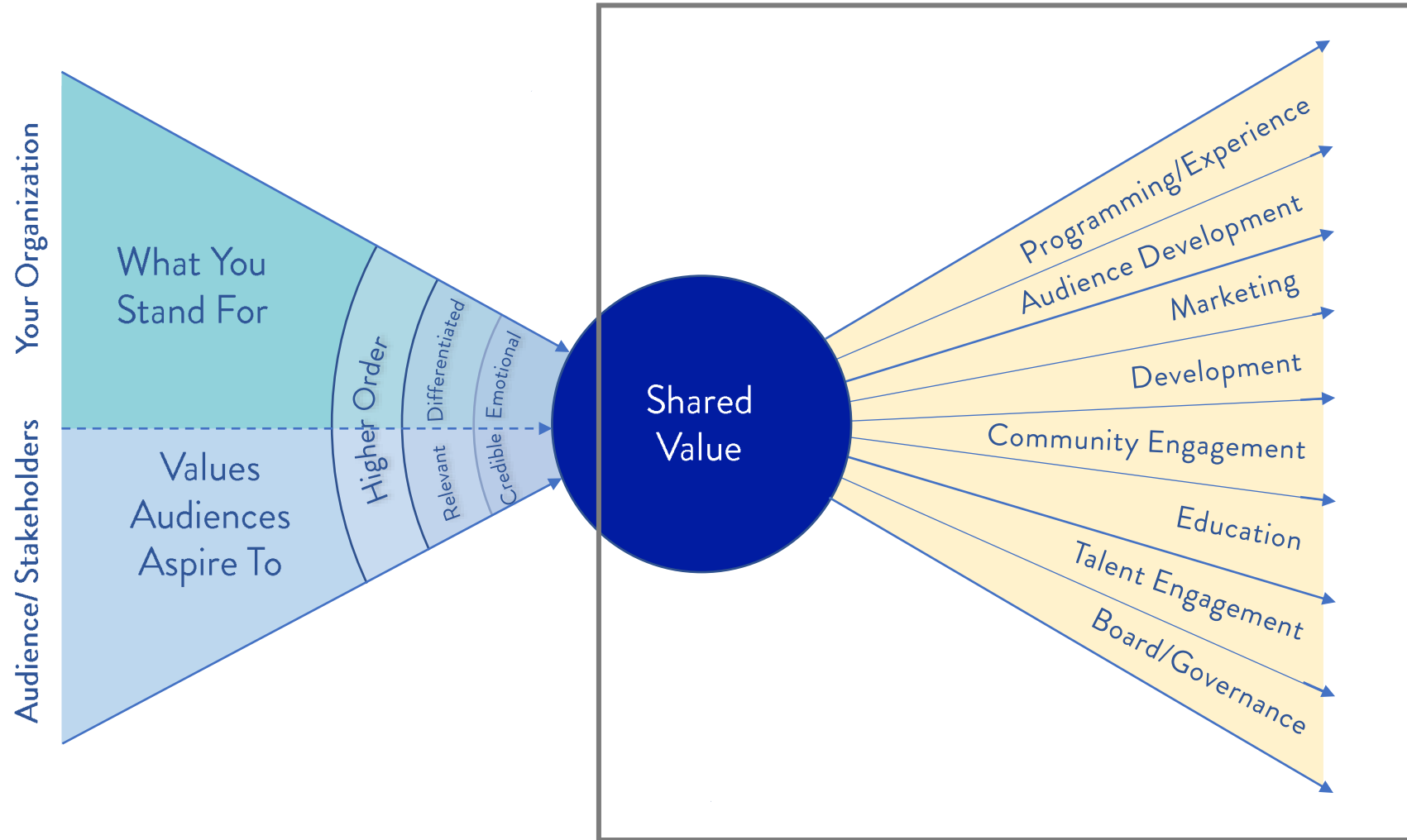
Changes between 2017–2018 and 2018–2019

7% increase in Utah Symphony's Masterworks Series ticket sales

16% increase in Utah Symphony's Masterworks Series revenue

18% increase in reactivated ticket buyers

Building the Purpose-Driven Arts Organization



2

Ballet Austin: A Common Thread Ties Content Together

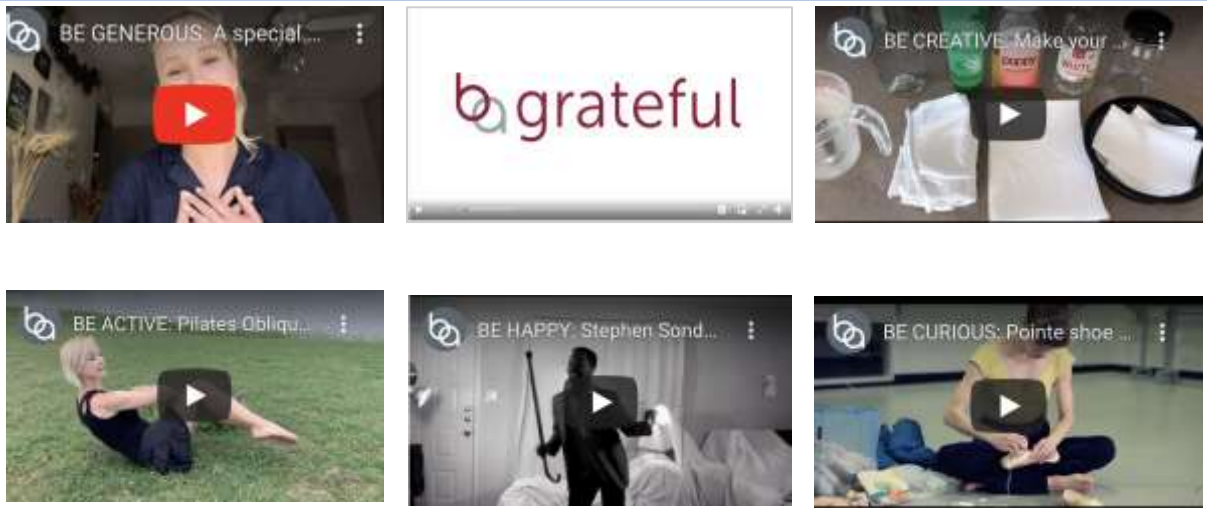


Our mission is to involve and strengthen our community through the creation and experience of dance and the encouragement of health and well-being.

Helping you stay active, creative, generous, and happy is our top priority every day! Connect with us virtually until we can be together in person, and help us share the joy of dance with our community and the world around us.

Click on the bars below to access engaging and interactive multi-media content that will keep you moving, thinking, and smiling. And as you enjoy this 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



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, frontline service nonprofits, academic institutions, and policy think tanks, who care deeply about Woolly and growing our shared community.

They work closely with the Connectivity Department to:

- mobilize their circles around particular shows and programming
- advocate for Woolly and our Connectivity work
- deepening Woolly's ties to a range of communities in DC
- offer insights on Woolly's plays from an audience perspective
- volunteer their time in support of Woolly programs and events
- partner with Connectivity 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 Aleshea Harris. This piece was written in direct response to anti-Black violence, past and present, that honors loved ones lost. What follows are words that Aleshea wrote to encourage us to continue sending up love, strength, resilience and joy as many times as needed, 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 response when another tragedy occurs.

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

1. SPEAK THE NAMES

In WTSU, we speak the name of the deceased once for 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 name alive.

LIBERATION LIBRARY

Welcome to **The Liberation Library** – a free, digital resource lab curated by Woolly Mammoth in an effort to critique and combat colonialism, racism, ableism, sexism, and countless other “-isms” that are used as tools of oppression. These systems, rooted in toxicity and brutality, harm all of us. We hope that you share these resources widely with your communities, and that they serve to galvanize more people to join the fight for liberation, safety, and joy for all, and especially for those whose identities and experiences are regularly marginalized and belittled. We see you, we celebrate your resilience, and we refuse to stand idly by.

Below find links to some of pieces we find particularly relevant, and click [here](#) for access to the full Liberation Library which includes these resources and more!

Introduction

- [Welcome to The Anti-Racism Movement – Here is What You've Missed](#)
- [101 – The Sampler Platter](#): A curated list of Must Reads

Abolitionism - #FreeThemAll

- [Do you believe in second chances? – Robert Barton](#)
- [Political Prisoners, Prisons, and Black Liberation – Angela Y Davis](#)
- [With 2.3 Million People Incarcerated in the US, Prisons Are Big Business – Liliana Segura](#)

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

Key Takeaways From the Summit

- Our ability to recover quickly and sustainably from the pandemic depends on our ability to bring back not-yet-loyal audiences back to our venues when it's safe.
- There's a clear lesson from consumer brands about how to increase the loyalty of casual buyers—emotional differentiation.
- The most intense form of emotional differentiation, and therefore the most successful at building loyalty, is connection around shared values that both we and our audiences both believe to be part of “who we are.”
- Anything we can do right now to connect emotionally and communicate the impact of our community engagement efforts to audiences represents an advance over our current programming-dominant approach
- That said, the biggest benefits come when our work transcends marketing, and we become known in the market as a champion for a higher-order shared value whom audiences can rely on to help them make progress in their lives
- Now is an especially opportune time to get going, both because of the urgency of our need, the void left by lack of in-person programming, and the range of emotional needs that exist for audiences in quarantine

Lone Teenager Vows Climate Strike until Elections

From this...

August 20, 2018

Solitary ninth grader with hand-painted sign strikes outside Swedish parliament for 21 days



“I thought I couldn’t make a difference because I was too small.”

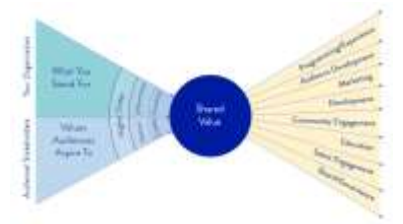
...to this...



...to this



There Are Easy Things To Do To Get Started



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

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?

Living Your Values

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

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A Moment for Choosing

Things You Can Do Right Away

Things That Require More Stakeholder Buy-In

Emotional
marketing used
as a tactic

Shared values as
a societal brand
promise

Shared values as an
aligned organization-
wide strategy

Shared values as an
organization-led
movement

1 Do not undertake shared-values work right now

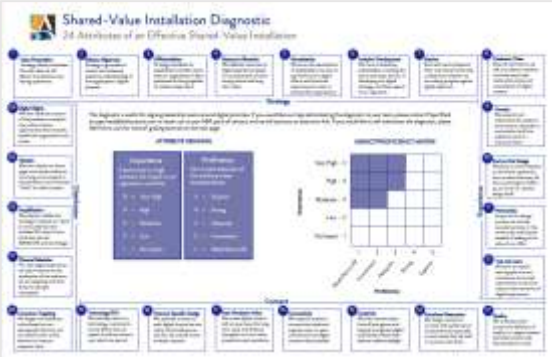
2 Test shared values as a marketing/audience initiative

3 Drive shared values as an organizational initiative

How We Will Support You

Tools

Diagnostics



Checklists



Workshops



- Primer: *Understanding Shared Values*
- Workshop #1: *Determining What You Stand For*
- Workshop #2: *Aspirational Values of Your Audiences*
- Workshop #3: *Distilling a Shared Values Statement*

Data/Analytics

Quantitative Analysis



Motivational Segment Descriptions



Pick a First Step and Write in the Chat

1

Summary of Summit content with a broader group internally

2

A maturity diagnostic to assess and align internal understanding of progress toward developing and 'living' a shared value

3

Workshop to make progress on building a shared value statement

4

Peer session(s) with others working on similar aspects of shared value development

5

Presentation to the board on the nature of audience risk and the importance of shared values

6

Conversation with my member advisor about next steps

Overview of Our Upcoming Donor Work

Redefining the Donor Value Proposition

The pandemic has accelerated the long-term attrition of donors from the arts and redirection of philanthropy toward safety-net causes.

To meet contributed-income needs in the pandemic and beyond, arts organizations must redefine the value they bring in terms that align with changing donor motivations

At the same time, they must find a way to wean high-potential donors from giving based primarily on transactional benefits.

Accomplishing this task requires deeper understanding of high-potential donor motivations and the ability to assess motivations at scale, without first developing individual relationships.



Donor Interviews

Motivations for giving in the pandemic

Making choices among philanthropic priorities

Perceived value of various donor benefits

Perceptions of arts and culture organizations

Evaluation of best and worst not-for-profit pitches

November/December 2020



Quantitative Survey

Giving frequency and level

Motivations for giving

Philanthropic mindset vs. transactional mindset

Decision factors in allocating philanthropic funds

Perceived value of various donor benefits

December 31, 2020



Best Practices

Identifying donors who value your organizational purpose

Building experiences that resonate with target donors

Creating a case for support that stands up against safety-net priorities

Organizing your outreach to optimize coverage of high-potential donors

April 2020

Our Summit Participants for the PM Session

ALLEY THEATRE

Dean Gladden
Rachel Applegate

AMERICAN SHAKESPEARE CENTER

Ethan McSweeney

ARENA STAGE

Edgar Dobie

ARTS COMMONS

Kajja Dirkson
Tasha Komery

ASPEN MUSIC FESTIVAL AND SCHOOL

Alan Fletcher

AUSTIN OPERA

Annie Burr ridge
Melysa Rogen

BERKELEY REP THEATRE

Susie Medak

CENTER THEATRE GROUP

Caitlin Murray

GOODMAN THEATRE

Roche Schulfer

HOUSTON GRAND OPERA

Perryn Leech
Dale Edwards

JOFFREY BALLET

Greg Cameron
Colene Byrd

KANSAS CITY SYMPHONY

Jeff Barker

LA JOLLA MUSIC SOCIETY

Leah Rosenthal

LA JOLLA PLAYHOUSE

Debby Buchholz
Mary Cook
Mia Fiorella

LYRIC OPERA OF KANSAS CITY

Deborah Sandler

MELBOURNE SYMPHONY ORCHESTRA

Sophie Galaise
Fraser Stark

MIDLAND CENTER FOR THE PERFORMING ARTS

Diane Willcox

ROCO HOUSTON

Amy Gibbs
Greta Rimpo
Alecia Lawyer

SAN DIEGO OPERA

David Bennett

SAN FRANCISCO OPERA

Matthew Shilvock
Chi-Hsuan Yang

SHAKESPEARE THEATRE COMPANY

Chris Jennings
Neal Racioppo

THE OLD GLOBE

Tim Shields
Dave Henson
Llewellyn Crain

THE WALLIS

Mark Slavkin
Joel Hile

VICTORY GARDENS

Roxanna Conner

WASHINGTON BALLET

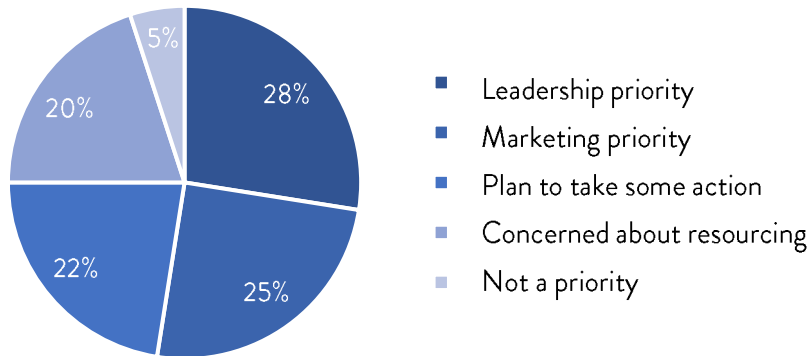
Erica Fortwengler

WOLF TRAP FOUNDATION

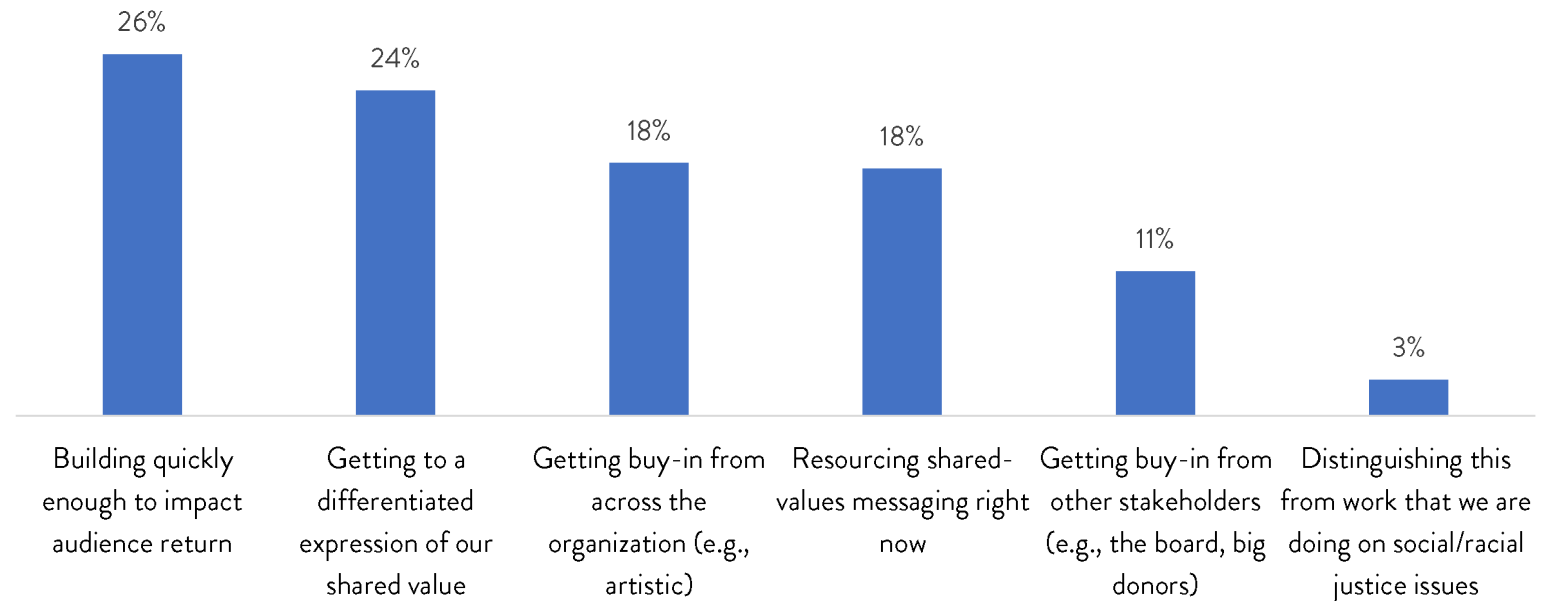
Arvind Manocha
Jo LaBrecque

The Journey Will Have Hurdles – Help Needed

Where are you mentally on making progress around shared values?



What do you regard as the biggest obstacles to making progress?



N= 38

How to Get to Your Shared Value

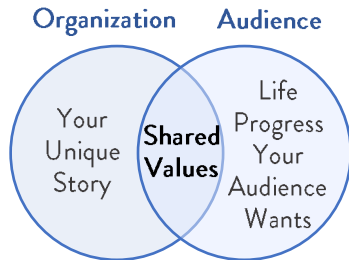
Developing an Authentic Hypothesis

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?

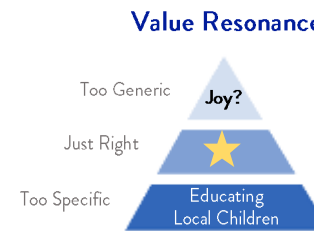
We're done when...

- ... 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?

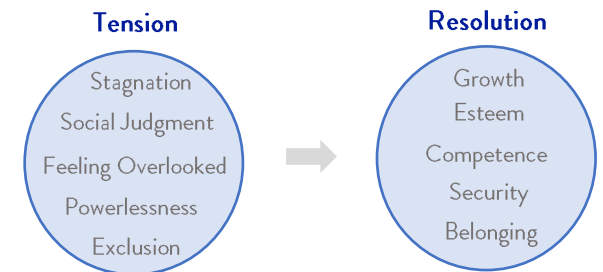
We're done when...

- ... 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

New: Living Your Shared Value

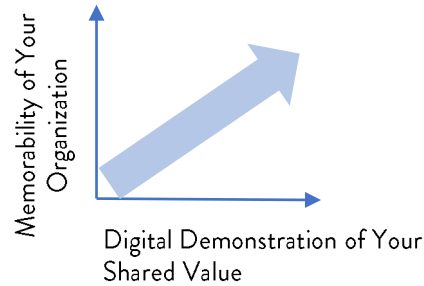
Boosting Digital's Signal Value

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?

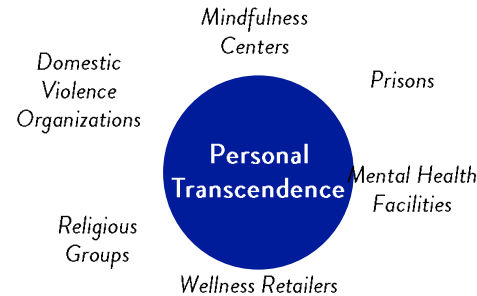
We're done when...

- ...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?

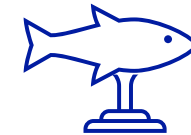
We're done when...

- ... 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

Separating Your 'Shared Value' from Similar Concepts

Shared Value

A belief that both our organization and our customers have about a higher purpose, passion, or philosophy that has meaning in our lives beyond our specific genre or the arts in general.

We believe...

We exist in order to...

Every kid deserves access to safe, communal playspace to advance their physical, social, and emotional development.

Vision

A portrait of a future that could exist if the value you believe in were instantiated in the world and that we intend to work to help create.

Therefore, we want to create a future that looks like _____

The future we will work toward is...

We envision a world where every kid has a safe place to play within walking distance of their home.

Mission

A statement of the path we intend to take to bring that future vision into existence.

We will bring that vision into reality by...

We will end playspace inequity by helping communities to build inspiring playspaces for kids everywhere.

Values

A set of behavioral principles that we expect our staff, our stakeholders and our outside partners to adhere to.

We behave according to ...

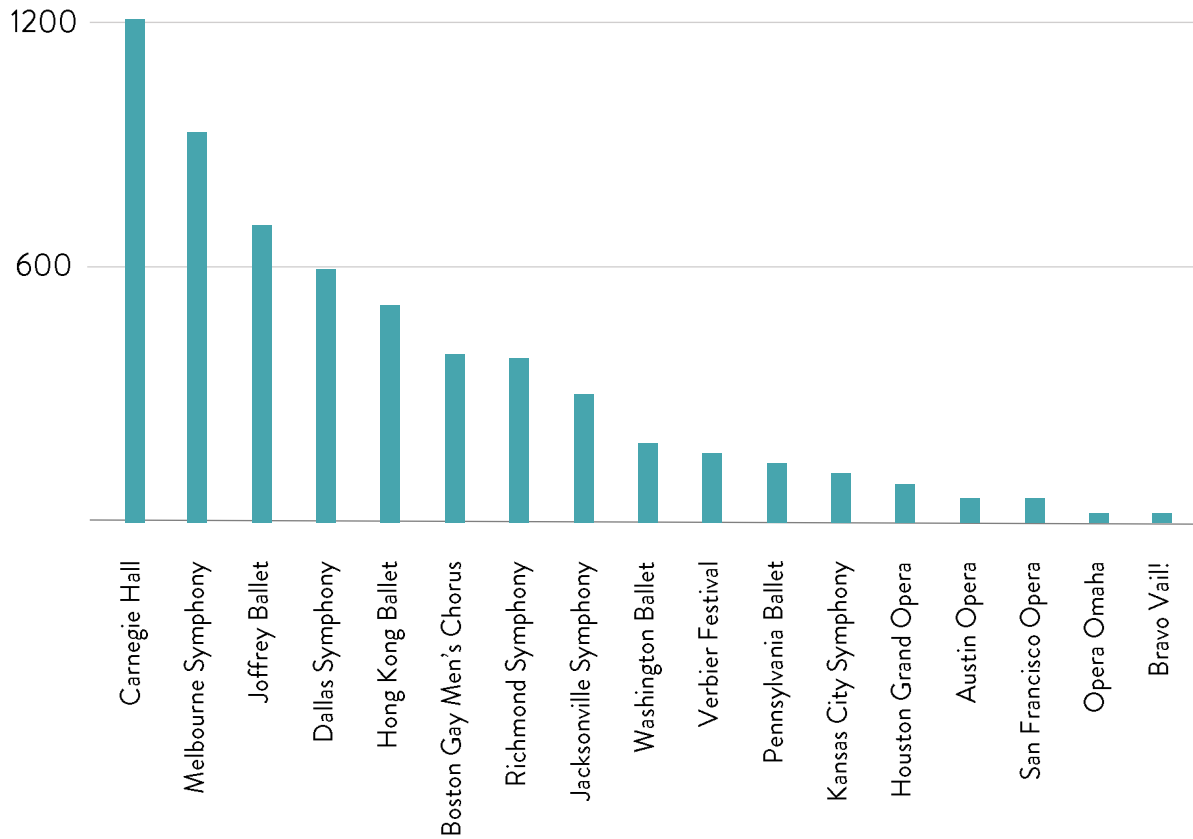
We will seek partners who...

- Equity
- Community
- PLAYce (welcome, safe, fun)

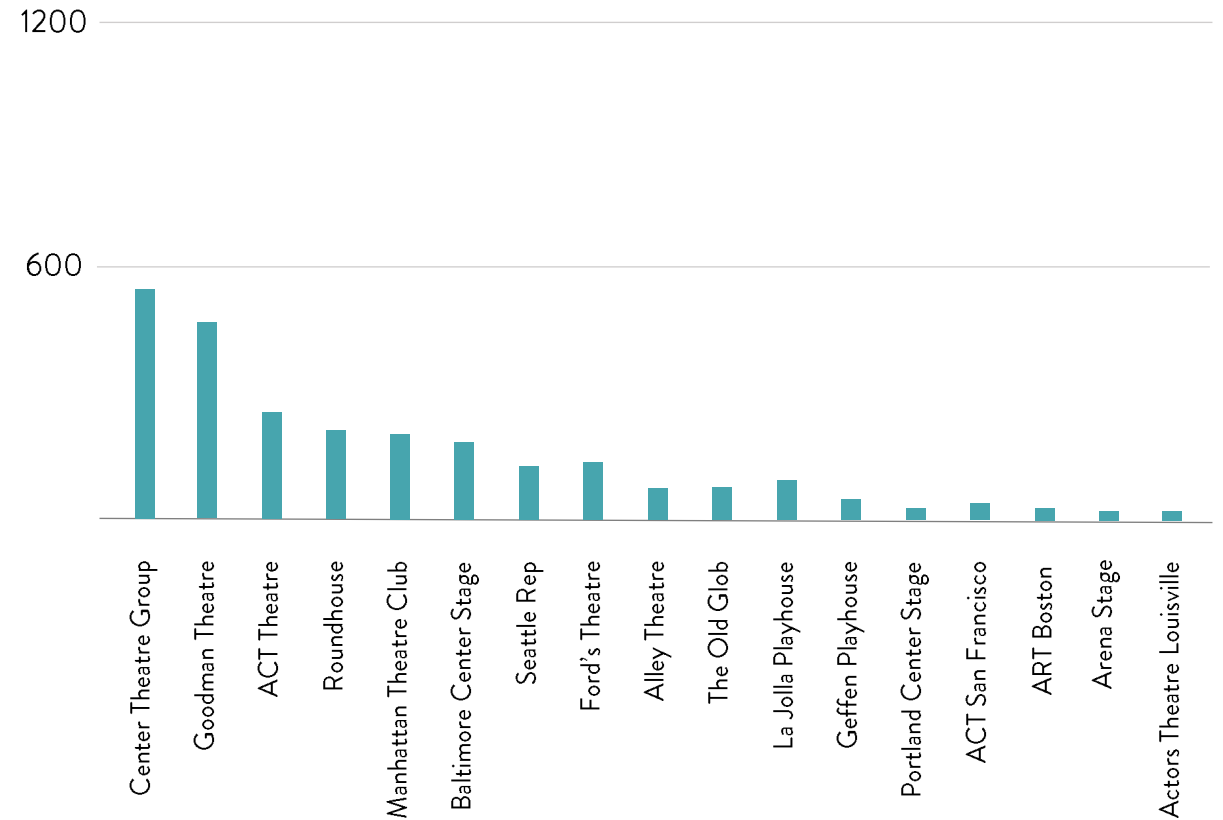


Is Your Digital Getting the Traction You Want?

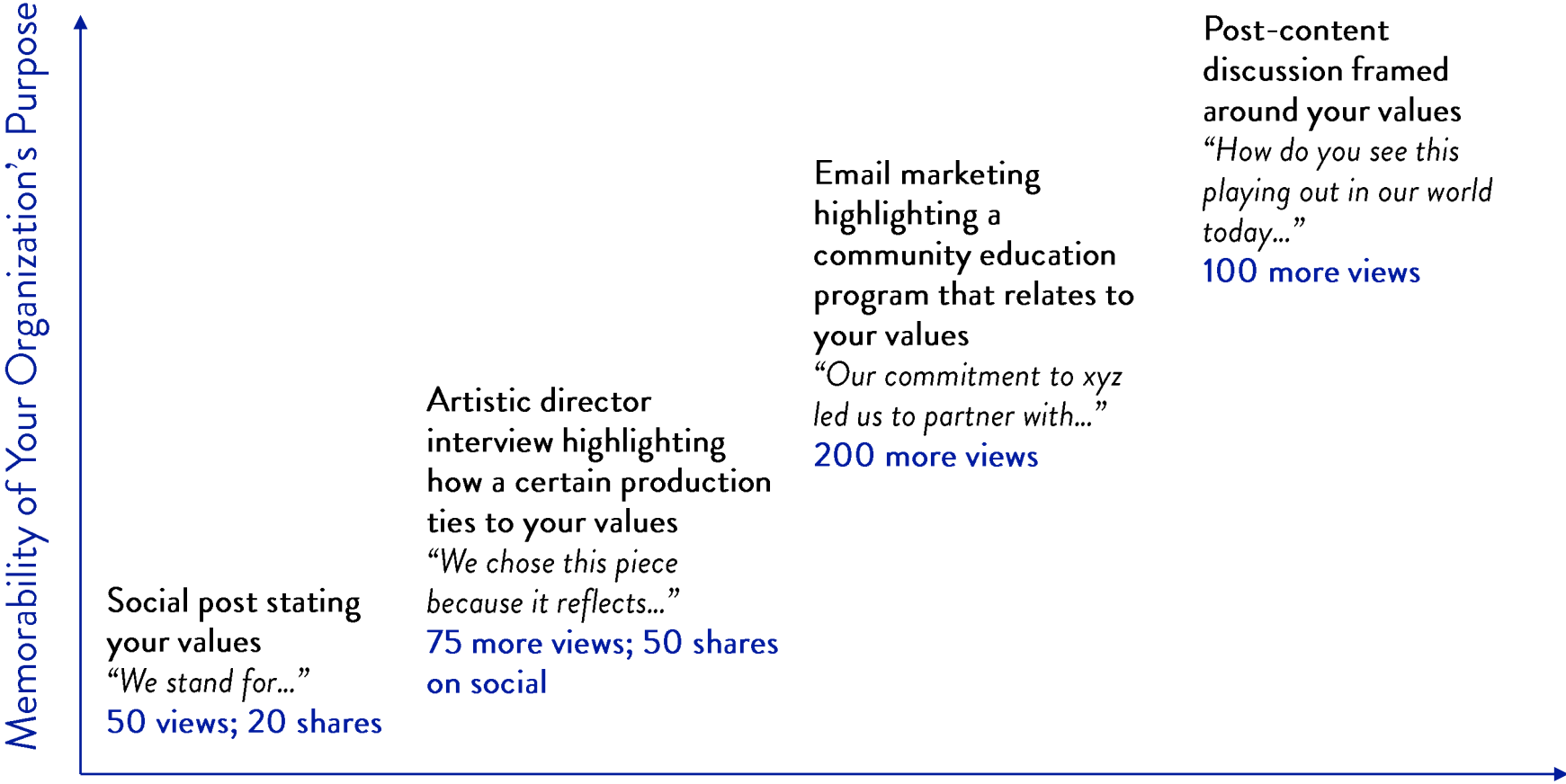
Average Views (Last Five Videos)
Music/Dance – October 2020



Average Views (Last Five Videos)
Regional Theatre – October 2020



Thematic Reinforcement of Values Increases Memorability



Post-content discussion framed around your values
"How do you see this playing out in our world today..."
100 more views

"Emotional ads influence attention to the extent that the emotion becomes part of the relevant cognitive framework and is associated with other concepts"

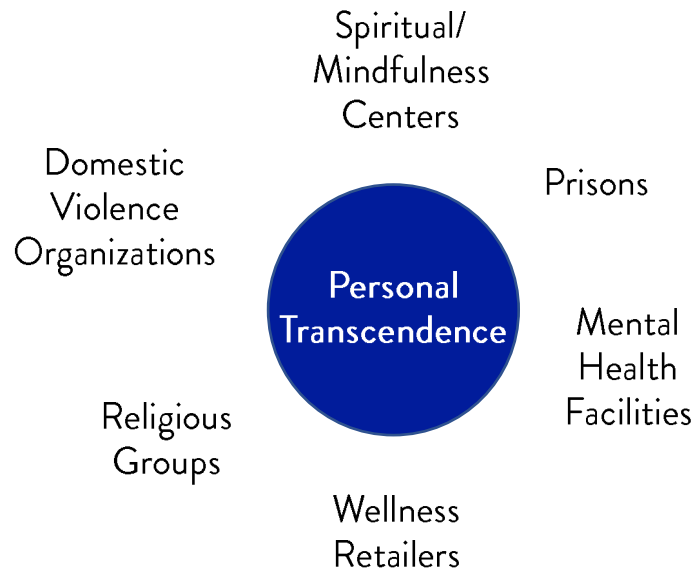
"Brand feelings are stored in memory. Emotion strengthens the memory trace for an ad"

Demonstration of Your Shared Value through Digital Content

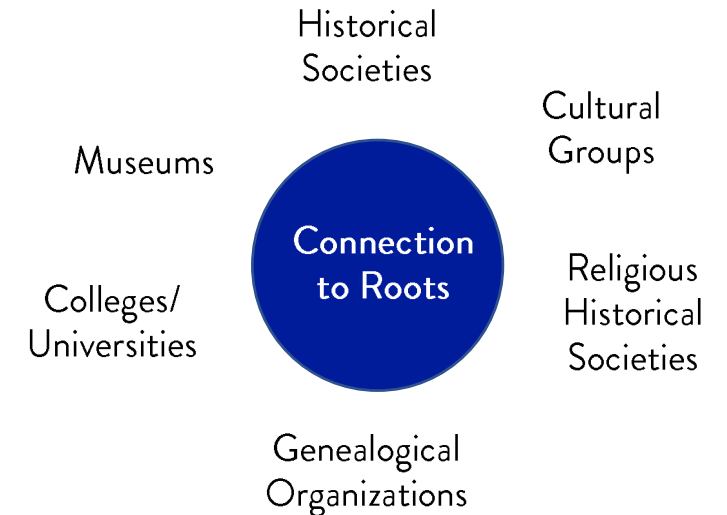
Source: Brand Equity & Advertising: Advertising's Role in Building Strong Brands. Aaker, Biel, 2013.

A Tale of Two Arts Organizations

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



- How does your partner ecosystem reflect what you stand for as an organization?
- Does your community-engagement behavior naturally attract partners with the same values?
- How would we project authenticity around shared values to a new partner we are trying to engage?
- Do the clarity of your values help you decide which potential partners to say “no” to?



A Clear Throughline 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

6 Urgent Areas of Intervention ABA Focuses on for You

Digital

Audience

Donors

Reopening

DE&I

Leadership

1. Maximizing the Value of Digital Strategy

2. Maintaining and Rebuilding your Audience

3. Using Donor Motivation to Increase Giving

4. Optimizing Reopening

5. Making Real Progress on Diversity

6. Strengthening Internal Team Resilience

Risks And Pitfalls For Arts Organizations

- Misaligning investment with audience motivations
- Not leveraging digital to build audience and donor loyalty
- Not thinking about the long-term plan

- Audience erosion during the pandemic
- Slow return of audience once reopened
- Not leveraging the restart to build new, loyal audiences for the long-term

- Leaning overly on traditional strategies in a non-traditional world
- Donor erosion during the pandemic
- Missing the opportunity to find and cultivate new donors

- Uncertainty around reopening
- Choosing the wrong time
- Not leveraging the experience of others
- Not adopting a test-and-learn approach

- Pressure to act leading to inability to make most thoughtful decisions
- Lack of conviction around how to make real progress

- Extreme fatigue and low morale from the leadership on down
- Smaller staffs limiting bandwidth to tackle biggest crisis ever
- High uncertainty leads to unused work

A Movement Starts with Your Staff



Soliciting Purpose Stories

WHAT IS YOUR RED VEST MOMENT?

You may or may not wear a red vest every day, but if you work at Lowe's, there's a good chance you've had a red vest moment. It's one of those times you realize that what we do is so much more than sell home improvement products. Red vest moments happen when we make a meaningful impact in someone's life.

[Read Red Vest Moments](#)

[Share Your Moment](#)

Share Your Red Vest Moment

Make sure to include the important stuff. How did it make a difference in a customer's day, or life? How did it make you feel? How did it change the way you think about your work?

First Name: Last Name:

Email:

Location:

Attach a file

If you have a picture of what you did, share it too.

[SUBMIT YOUR MOMENT](#)

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.

Getting Stakeholder Input on Your Purpose

Staff/Alumnae

The Past

What is our origin story?

What were we created to do that is different than other similar organizations?

What points in our history have we taken a risk to stand up for something?

What are times when we have missed an opportunity to take a stand?

The Present and Future

Why did you join Organization X?

How would you characterize our culture compared to similar organizations?

What do you want to leave behind as a result of your work here?

Audiences/Visitors

What is Organization X's biggest mark on this community?

What is your most emotional association with organization X?

What is a story about Organization X that really says a lot about who they are?

What would Organization X never do that similar organizations might?

Other Stakeholders

Performances/exhibits aside, what would this region lose without Organization X?

Why did you choose to partner with Organization X? Why were you a good match?

Who does Organization X fight for/stand up for/protect/support?

Not all feedback from stakeholders will relate to your shared values, but, as a whole, the feedback should provide directional clues to your purpose.

It's Astonishing How Far We've Come



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.

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



The soprano Julia Bullock recorded a song from Germany.



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

Esa-Pekka Salonen,
Music Director



This year the San Francisco Symphony welcomes new Music Director Esa-Pekka Salonen and eight Collaborative Partners with a digital concert event that charts a new direction for the Orchestra.

The vibrant program includes music by Ellen Reid, John Adams, Kev Choice, and Ludwig van Beethoven, and is highlighted by the world premiere of Collaborative Partner Nico Muhly's *Throughline*, a San Francisco Symphony commission written specifically for a digital medium and filmed in locations around the world.

Throughline: San Francisco Symphony - From Hall to Home will broadcast locally in the Bay Area on November 14 at 7pm PST on KQED Public Television and simultaneously stream worldwide on this page, where it will remain for on-demand viewing.

ADD TO CALENDAR



Tough To Stand Out 'At Home'

Dayton Ballet
Dayton Ballet at Home

Asheville Symphony Orchestra

Cincinnati Opera
OPERA AT HOME 

English National Ballet
ENB at HOME

National Theatre

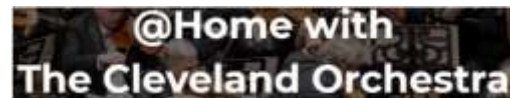


San Francisco Ballet
SF BALLET @ HOME

Opera Columbus
Join the movement. Stay at home.
See you at the opera – Opera at Home, that is.



Cleveland Orchestra



Houston Symphony
Listen at Home

Minnesota Orchestra
MINNESOTA ORCHESTRA AT HOME

Geffen Playhouse



Ringling Museum



The Florida Orchestra
TFO AT HOME

New Jersey Symphony

Des Moines Performing Arts



Whitney Museum



Lincoln Center
Lincoln Center
AT HOME



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?

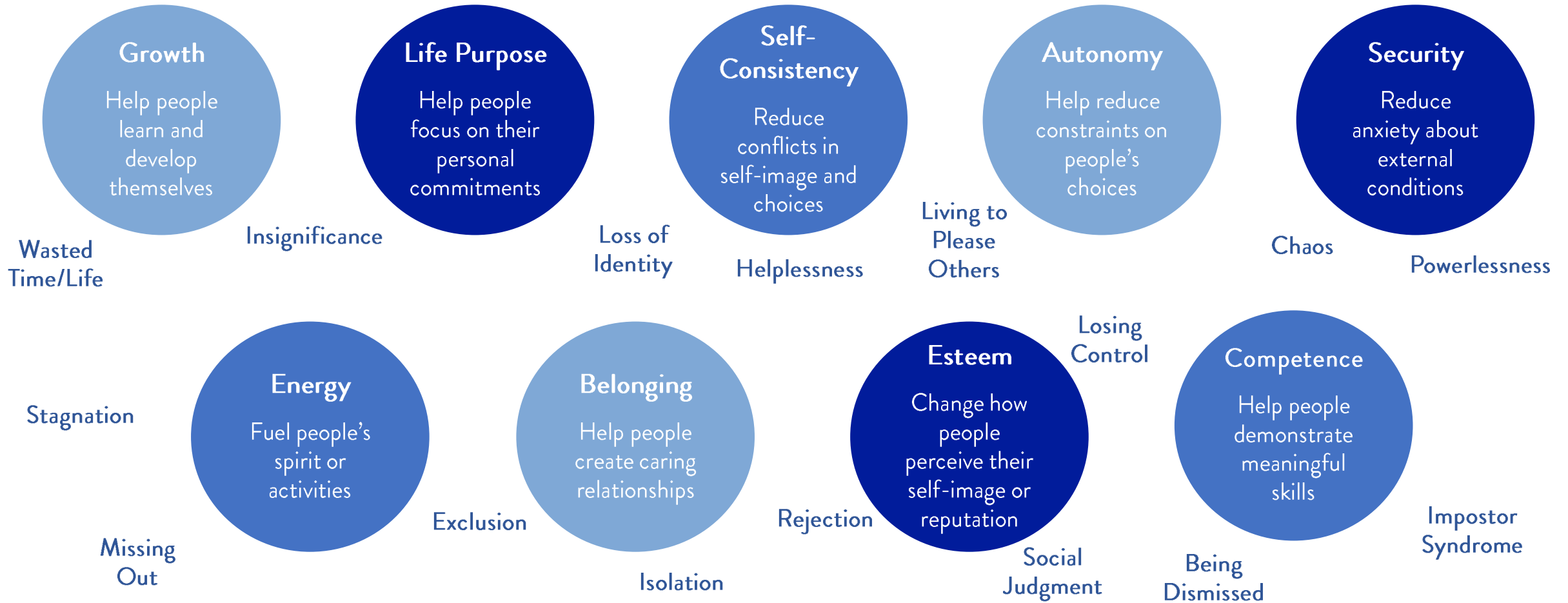


City of Santa Ana
The Center has worked with the neighboring city to help local artists communicate their brand and get jobs.



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

Shared Values Resonate Most When They Resolve Negative Emotions



Source: Abraham H. Maslow, *Motivation and Personality*, (New York: Harper & Row); Edward L Deci and Richard M. Ryan, "The 'What' and 'Why' of Goal Pursuit, *Psychological Inquiry*." Carol D. Ryff and Corey Lee M. Keyes, "The Structure of Psychological Well-Being Revisited."

Results

Impact of Values-Based Marketing

Changes between 2017–2018 and 2018–2019

7% increase in Utah Symphony's
Masterworks Series ticket sales

16% increase in Utah Symphony's
Masterworks Series revenue

18% increase in reactivated ticket buyers

“The research and **values mapping** has shifted how we talk **internally about our patrons** and the role the symphony plays in their lives. It has helped frame decision making related to the patron experience.

For example, when we launched our UNWOUND casual concert series, there were many conversations about what should and should not change with the concert experience as we tried to build new audiences. **As the “features” of a concert changed, we made sure that there were still strong ties up to the personal values of the audience.”**

– *Head of Marketing, Utah Symphony*

Shared Values Achieve a More-Intense Bond in the Arts

Higher Order



Level of Emotional Connection



Lower Order



Performance Benefit

Generating excitement around functional/factual aspects of the performance

Examples:

- Famous artist
- Well reviewed
- Popular show



Emotional Benefit

Drawing attention to emotional aspects of the value proposition

Examples:

- Connect with others
- Experience range of emotions
- Spend time on self care



Shared Value

Connecting your purpose to beliefs that your target audience holds dear

Examples:

- Everyone deserves to feel a sense of belonging
- Experience range of emotions
- A healthy community starts with healthy minds and bodies

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."



Barnes Signals Its Purpose in All of Its Outreach

The Foundation's Programming Reflects Barnes' Original Purpose

The Foundation's purposes acts as an emotional framework binding all community outreach. The shared-value infuses communications about programming with meaning, signaling that the organization is about something more than just great art.

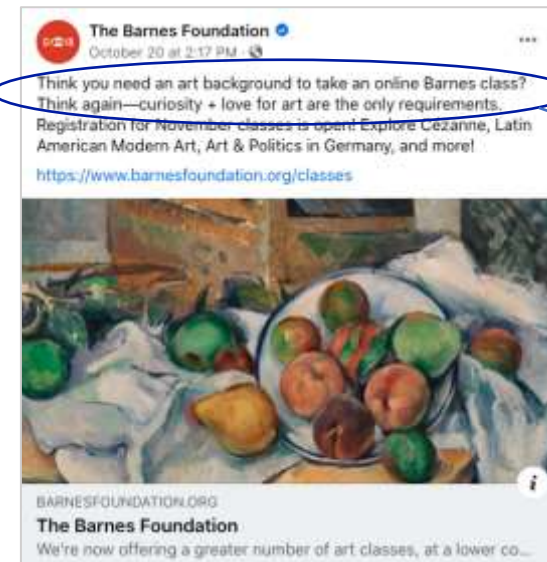
Targeting young people with an engaging entry point to STEM is right in line with the Dewey teaching philosophy that Barnes favored.

Barnes was anti-segregationist and left his art collection to a black university. The photographic choice reflects his desire to break down barriers to art appreciation.

Community Engagement



Audience Engagement



Explicit welcoming of newbies reflects Barnes' belief that in the value of democratized arts education.

Whereas others may see ordinary outreach, audiences and donors who know the Foundation's purpose feel more emotional connection when they see it manifested in the organization's outreach.