

CRStager

marketing & audience development

250 West 57th Street – Suite 901 New York, New York 10107

917.940.1748 CRStager@aol.com **CRStager.com**



www.springformusic.org

The Festival of North American Orchestras
Carnegie Hall • Spring 2011

Marketing Outline

September 14, 2010

SPRING FOR MUSIC

The Festival of North American Orchestras ▪ Carnegie Hall ▪ Spring 2011

INTRODUCTION

“**Spring for Music** will be a concentrated festival of concerts by North American symphony and chamber orchestras presented annually at Carnegie Hall to broad music-loving audiences at affordable prices, sold through a unique marketing structure and with an artistic profile built around innovative and creative programs.” (from the Project Overview)

The artistic profile of “Spring for Music” is clear – America’s orchestras performing compelling programs in Carnegie Hall at accessible prices.

But there is a singular challenge in bringing the Festival to market:

The Festival’s first year begins with no existing foundation of ticket buyers for seven “zero-base” houses (19,000+ seats.)

CRStager marketing & audience development

250 West 57th Street – Suite 901 New York, New York 10107

917.940.1748 CRStager@aol.com **CRStager.com**

SPRING FOR MUSIC

The Festival of North American Orchestras ▪ Carnegie Hall ▪ Spring 2011

Bringing “Spring for Music” to market...

- **Initial sales driven by press/media efforts** – announcing the Festival, defining its values, participating artists and pricing
- Marketing efforts support the press effort from the outset
- Requires sales cycle of 10-11 weeks to liquidate the high volume of seats
- No single constituency yet established for “Spring for Music, no existing data base
- Throughout the marketing cycle, ticket buyers will analyzed to swiftly identify the Festival’s core audiences
- Building and cultivating the patron base becomes one of the Festival’s secondary objectives

Who will attend? Who is the target?

The audience will likely be drawn from the following segments...

CRStager marketing & audience development

250 West 57th Street – Suite 901 New York, New York 10107

917.940.1748 CRStager@aol.com **CRStager.com**

SPRING FOR MUSIC

The Festival of North American Orchestras ▪ Carnegie Hall ▪ Spring 2011

POTENTIAL AUDIENCE *Who will “Spring For Music” appeal to in its inaugural season? ¹*

1) Concert Qualified Non-Attendees:

- *Likely older than traditional audience; fixed income; attend Carnegie irregularly, if at all*
- *Possibly attended Carnegie in the past when ticket prices were within their budget*
- *Reside in Carnegie’s zip code (10019) and adjacent zips (10023 [N], 10036 [S], 10022 [E])*
- *Perhaps attend low-priced and free concerts across midtown, parks concerts in summer (patron data profile to be derived from Carnegie Hall names & purchased “Behavior Bank” data)*

2) Youth Market:

- *Aged 35 and under*
- *“Program Driven” constituency; Musically/culturally curious, however...*
- *Infrequent concert-goers, ticket price a barrier*
- *Perhaps attend low-priced and free concerts across midtown*
- *Attracted by SFM’s \$25.00 ticket price*
- *Targeted via Time Out New York advertising and promotional efforts*

¹ It is assumed that trade lists will also be employed, but that the best prospects from those lists will fall into these three categories.

SPRING FOR MUSIC

The Festival of North American Orchestras ▪ Carnegie Hall ▪ Spring 2011

POTENTIAL AUDIENCE *Who will “Spring For Music” appeal to in its inaugural season? ²*

3) Traditional Carnegie Hall Audience:

- *Attends concerts at Carnegie on a regular basis (4+ per year); most likely to respond?*
- *Either subscriber / package buyer OR single ticket buyer to specifically selected events, such as...*
- *American orchestra concerts, Perspectives, more “edgy” offerings (including Zankel)*
- *Likely less motivated by discount price, thus...*
- *Could be shut out of SFM by not responding to the initial offering*
(patron data profile to be derived from Carnegie Hall names)

4) Local Tourists:

- *Musically aware, but infrequent concert-goers*
- *Live within 50 mile radius of Carnegie – from Westchester, lower Connecticut, Long Island, western New Jersey*
- *Schedule and travel time a greater barrier than price*
- *Low price of SFM concerts offsets cost / time of travel*
- *Possible overnight stays*
(patron data profile to be derived from Carnegie Hall names & purchased “Behavior Bank” data)

² It is assumed that trade lists will also be employed, but that the best prospects from those lists will fall into these three categories.

SPRING FOR MUSIC

The Festival of North American Orchestras ▪ Carnegie Hall ▪ Spring 2011

ADVERTISING TIMELINE

In advance of the press announcement and on-sale date, SFM website and social media efforts will have been building a community, engaging their participating and pointing them toward ticket sales...

- **FIRST FLIGHT** – *Mid-late February, 2011 (10 weeks before Festival)*
 - **ON-SALE DATE: Thursday, February 17, 2011**
 - *Initial sales driven by press announcement (Thursday, February 17)*
 - *E-mail offer from Carnegie (Thursday, February 17)*
 - *Advertising in Carnegie Hall's New York Times advertising (Sun., Feb. 20 – continuing weekly)*
 - *Carnegie Hall program staffers*
 - *Promotional support on WQXR*
 - *Pull list of all ticket buyers to date: Monday, March 7; quick analysis and profiling of buyers*

- **SECOND FLIGHT** – *Early-mid March, 2011 (6-7 weeks before Festival)*
 - *Based on buyer analysis, brochure mails to “look alike” prospects (March 17)*
 - *Advertising in Carnegie Hall's New York Times advertising continues*
 - *Carnegie Hall program staffers*
 - *Promotional support on WQXR*
 - *Under consideration: subway two-sheets, Go Cards, Street Team flyer distribution, Time Out NY*
 - *Advertising supports direct mail effort through...*

- **FESTIVAL OPENS** – *Friday, May 7, 2011*
 - *Second direct mail push just in advance of festival, if necessary (April 11)*
 - *Print advertising (NY Times, TONY) and radio (WQXR) continues*
 - *E-marketing via Carnegie Hall late April / early May*
 - **Following the Festival:** *detailed analysis base of buyers for 2012 Festival*

CRStager marketing & audience development

250 West 57th Street – Suite 901 New York, New York 10107
917.940.1748 CRStager@aol.com **CRStager.com**

SPRING FOR MUSIC

The Festival of North American Orchestras ▪ Carnegie Hall ▪ Spring 2011

GOING FORWARD:

Spring for Music 2012 & 2013, and beyond...

- *Audience data base established; renewed into 2012 “Spring for Music”*
- *Analysis of data base provides audience profile; mirror prospects from CH identified and prospected*
- *“Spring for Music” club of dedicated buyers established; benefits could include advance notice of / access to tickets; less democratic, but worth consideration*
- *Press efforts focus on participants and programs; less on the “on-sale” date; possible shorter sales cycle in future years?*
- *Ticket sales build through direct mail and e-marketing as festival is established and valued by base*
- *Data base grows from year to year*
- *Advance grows each year as past buyers efficiently renewed via low-cost direct marketing; cost-of-sale declines*

CRStager marketing & audience development

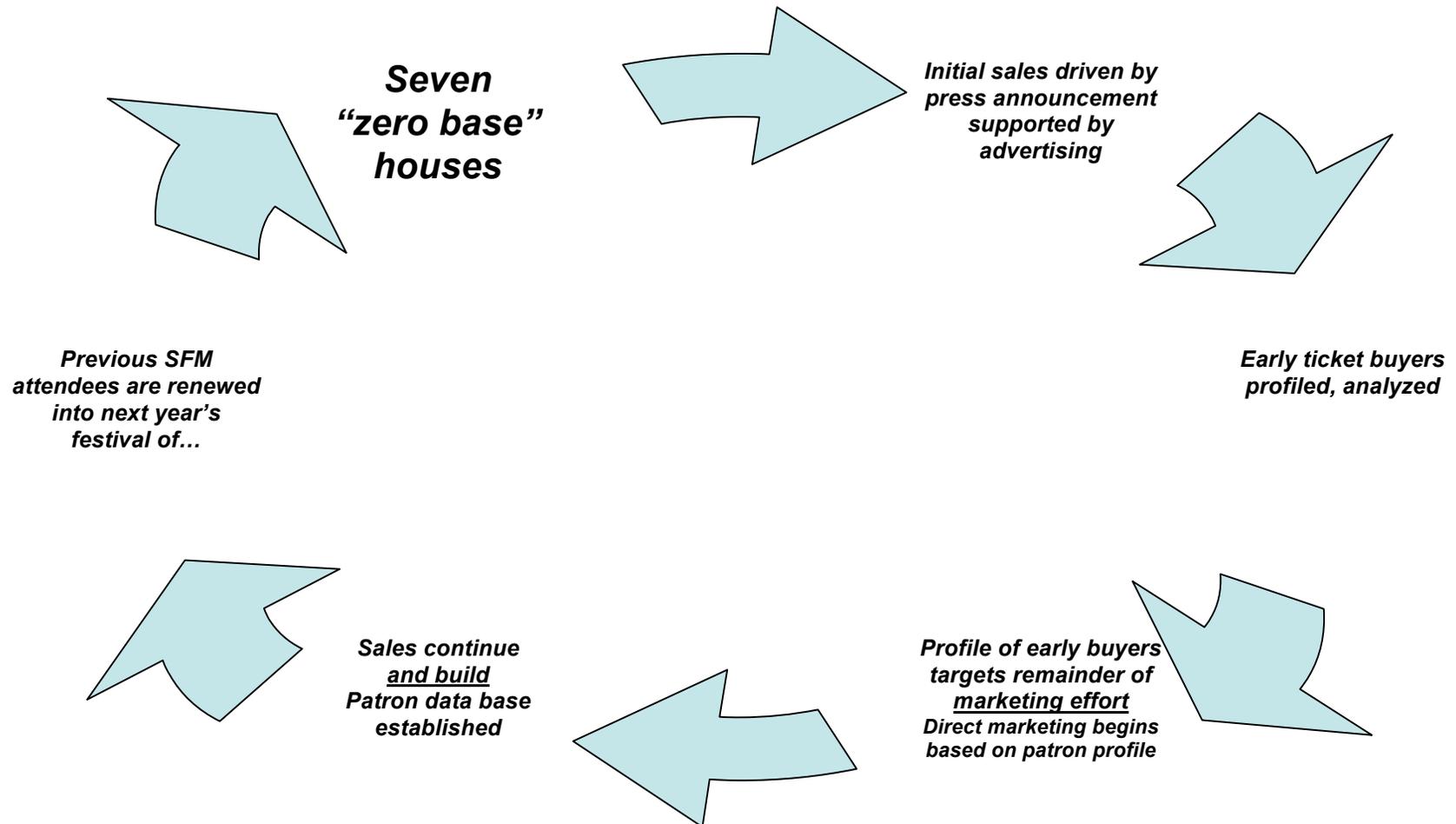
250 West 57th Street – Suite 901 New York, New York 10107

917.940.1748 CRStager@aol.com CRStager.com

SPRING FOR MUSIC

The Festival of North American Orchestras ▪ Carnegie Hall ▪ Spring 2011

BUILDING THE BASE...



CRStager marketing & audience development

250 West 57th Street – Suite 901 New York, New York 10107

917.940.1748 CRStager@aol.com CRStager.com

SPRING FOR MUSIC

The Festival of North American Orchestras ▪ Carnegie Hall ▪ Spring 2011

CONCLUSION:

Despite the high artistic values of “Spring for Music”, the initial sales effort will be challenged to crisply communicate those values via traditional advertising.

It is presumed ticket sales will at first be driven through press efforts, building awareness for the Festival, its programs, participants and pricing. Ideally, the publicity can be coordinated to allow for the optimum sales cycle outlined herein, supplemented by advertising for the greatest effectiveness.

Marketing the remaining tickets will become more focused as a profile of the early buyers emerges: “release – analyze – release again.” By the second season, the base of buyers will be established and can be renewed early into the next Festival.

Prospects with a profile similar to the buyers can be tested. Press relations can be concentrated on the artistic profile of the second season, and less on launching sales. Marketing costs will decrease from season to season as the base of past buyers consumes an ever-growing proportion of the available tickets.

Christopher Stager

April 9, 2009

CRStager marketing & audience development

250 West 57th Street – Suite 901 New York, New York 10107

917.940.1748 CRStager@aol.com **CRStager.com**

SPRING FOR MUSIC

The Festival of North American Orchestras ▪ Carnegie Hall ▪ Spring 2011

In 1999, Christopher Stager introduced **CRStager marketing & audience development** to help orchestras, opera companies and performing arts presenters focus their marketing and fundraising challenges around the specific contour of their community, rather than solely on presumed national trends or industry averages. In close collaboration with each client, the institution's specific values and its market potential are defined. Marketing plans are developed to communicate those values and build the base of active ticket buyers.

This "values-based" philosophy has had positive results for institutions throughout the nation. Today, our client list includes the Alabama Symphony, The Boston Pops, The Cleveland Orchestra, Hartford Symphony, Knoxville Symphony, New York Philharmonic, Rochester Philharmonic, Saint Louis Symphony, Virginia Symphony and others. We also provide creative materials to these organizations, as well as to the New York Philharmonic, Milwaukee Symphony, San Francisco Symphony, the Seattle Symphony, and numerous others. In virtually every case where our advice was implemented, orchestras and opera companies have experienced significant, sustainable audience growth.

CRStager marketing & audience development

250 West 57th Street – Suite 901 New York, New York 10107
917.940.1748 CRStager@aol.com **CRStager.com**

SPRING FOR MUSIC

The Festival of North American Orchestras ▪ Carnegie Hall ▪ Spring 2011

NOTES:

CRStager marketing & audience development

250 West 57th Street – Suite 901 New York, New York 10107

917.940.1748 CRStager@aol.com **CRStager.com**