

Diversifying Audiences with Research and Relevance

League of American Orchestras
National Conference
JUNE 2, 2022



Strategic Frame: Relentless Relevance

“It’s astounding how much of what’s spent on marketing has no impact on growth. What grows market share is relevance.”

-- David Aaker



What is the Handel and Haydn Society?

- Oldest performing arts organization in America
- Baroque and Classical repertoire
- Period instrument, historically informed orchestra and chorus



Strategic Position 2016

- Survey research of Boston classical music market revealed the brand had issues:
 - Low awareness (6%)
 - Period instruments: unaware
 - Baroque and Classical: unaware
- On the plus side:
 - High satisfaction with concert experience
 - 25% of market inclined to attend



Making H+H More Relevant to Inclined Non-Attendees

- Position concert experience not as an escape – unplugging -- but as involving: plugging in. An active connection between music, musicians, composer and audience.
- Immensely engaging, emotionally moving, and joyfully uplifting concert experiences that are historically Informed, masterfully performed, passionately shared.





HANDEL + HAYDN SOCIETY

HARRY CHRISTOPHERS ARTISTIC DIRECTOR

2015-2016 SEASON



HANDEL
+ HAYDN
SOCIETY

JOYOUS + INTIMATE + DYNAMIC + RIVETING + EXQUISITE + US + YOU

2016 + 17





FROM PAUSE TO *PLAY*



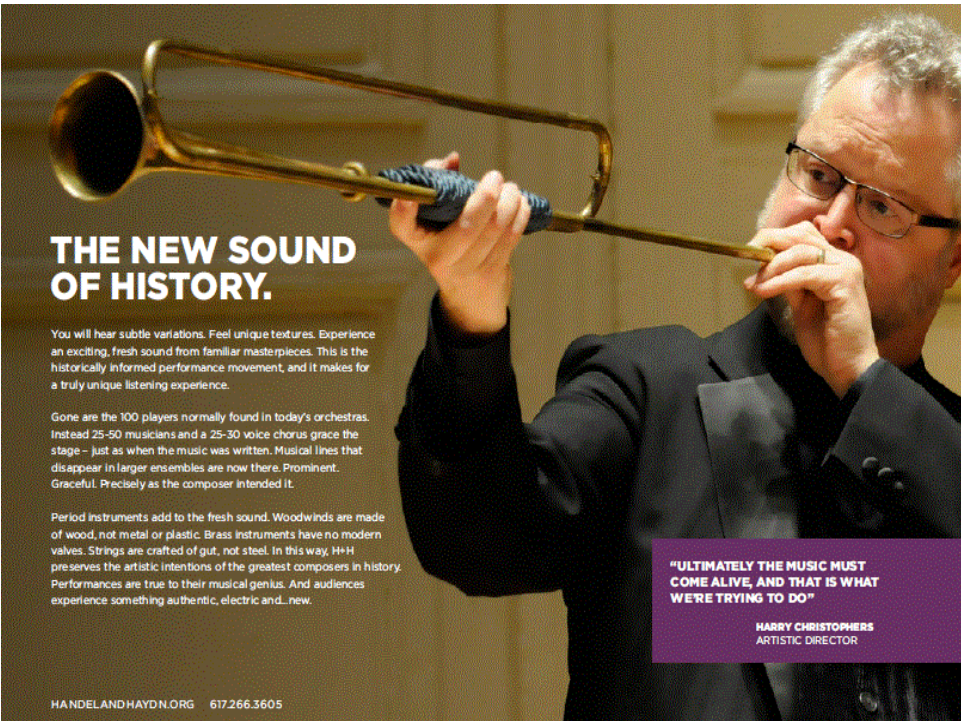
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20
22
23

MAGIC. RIGHT BEFORE YOUR EYES.



HANDEL
+ HAYDN
SOCIETY



THE NEW SOUND OF HISTORY.

You will hear subtle variations. Feel unique textures. Experience an exciting, fresh sound from familiar masterpieces. This is the historically informed performance movement, and it makes for a truly unique listening experience.

Gone are the 100 players normally found in today's orchestras. Instead 25-50 musicians and a 25-30 voice chorus grace the stage - just as when the music was written. Musical lines that disappear in larger ensembles are now there. Prominent. Graceful. Precisely as the composer intended it.

Period instruments add to the fresh sound. Woodwinds are made of wood, not metal or plastic. Brass instruments have no modern valves. Strings are crafted of gut, not steel. In this way, H+H preserves the artistic intentions of the greatest composers in history. Performances are true to their musical genius. And audiences experience something authentic, electric and...new.

"ULTIMATELY THE MUSIC MUST COME ALIVE, AND THAT IS WHAT WE'RE TRYING TO DO"

HARRY CHRISTOPHERS
ARTISTIC DIRECTOR

HANDELAND HAYDN.ORG 617.266.3605



SET ASIDE A FEW EVENINGS FOR EXHILARATION: SUBSCRIBE.

Subscribers are guaranteed the extraordinary music of H+H is there for them when they need it. And they get so much more:

ALL SUBSCRIBERS RECEIVE:

- **Better seats** - subscribers are seated first
- **Lower prices** - discounts vary by package size and location
- **Free ticket exchange** if there's ever a schedule conflict

- **20% off** additional tickets you buy, all season long. And no handling fee for those add-on tickets
- **Money Back Guarantee** - we're so sure you'll love the H+H experience that if you aren't completely satisfied after your first concert, return the rest of your tickets and we'll give you your money back.
- **Dining privileges** at award-winning Lucca Back Bay. Subscribers are invited to enjoy a gourmet pre-concert 3-course meal for just \$50

FULL SERIES SUBSCRIBERS SAVE UP TO \$310 AND ENJOY THE VERY BEST SEATS

- **Top priority seating** for 6 great concerts at Symphony Hall and 3 great concerts in intimate Jordan Hall
- **Ticket price savings** of up to \$130, depending on location (that's a savings of better than one free concert)

- **Free reserved parking** all season long (\$180 savings)
- **SYMPHONY HALL SERIES SUBSCRIBERS SAVE UP TO \$78**
- **Priority seating** for 6 great concerts at Symphony Hall
- **Ticket price savings** of up to \$66
- **Reserved parking**

CUSTOMIZE YOUR CONCERT COLLECTION

- Just pick any 3 to 6 concerts in this brochure and subscribe today - you'll save **10% off** ticket prices and enjoy **free ticket exchange, dining privileges** at Lucca and our **money back guarantee**.



Aisslinn Nosky, baroque violin



Watch later



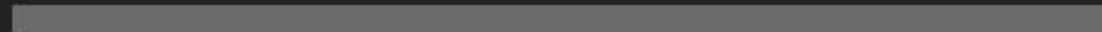
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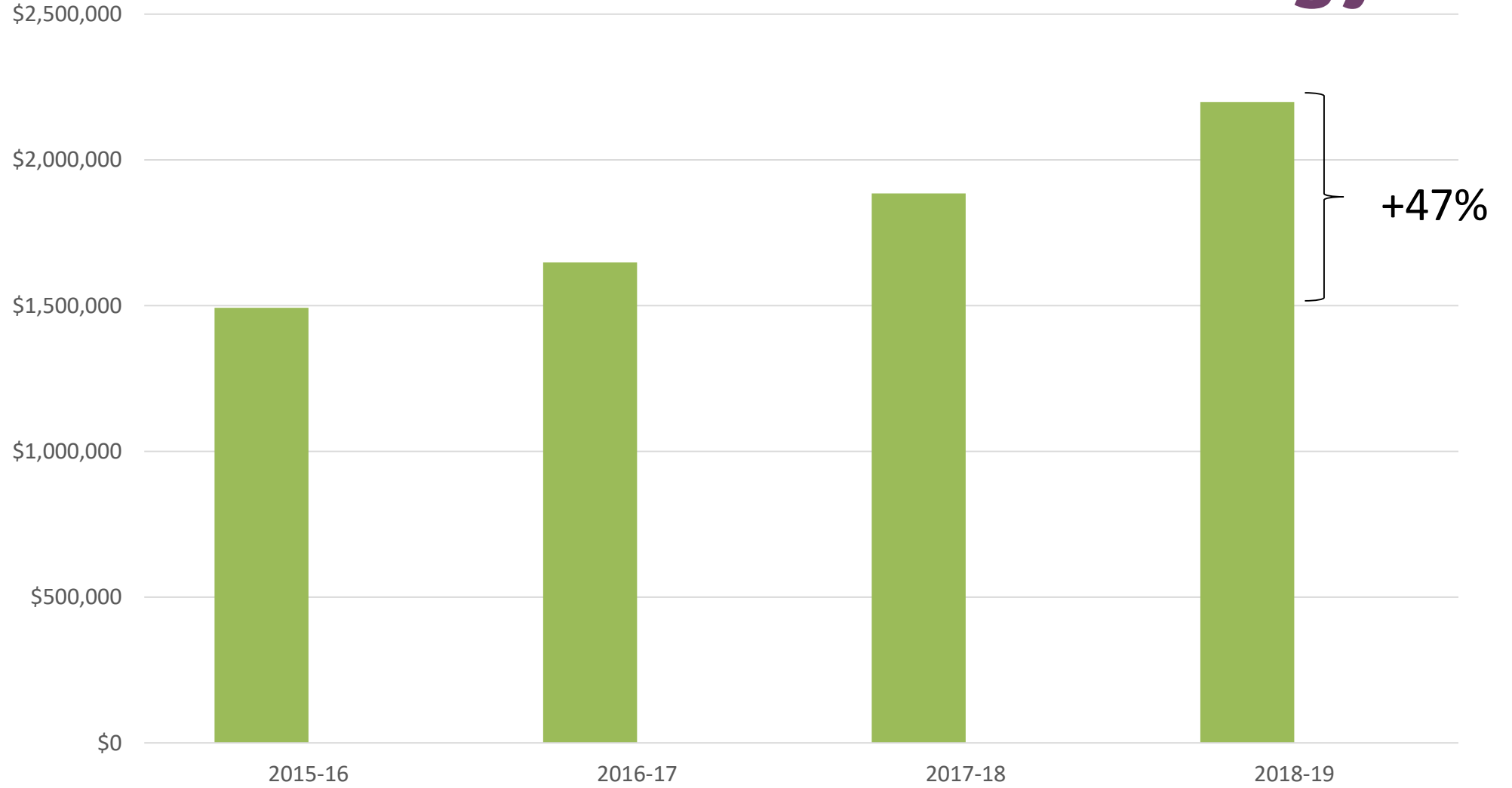
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Ticket Sales under new Brand Strategy



The Market Research Revealed an Under-representation of People of Color in H+H's Audience

- 20% of the Classical Music Market in Boston are People of Color.
- Only 12% of the H+H audience is. Why?
 - What should H+H do to become more relevant to classical music enjoyers of color?
 - To find out, H+H commissioned research of the Boston area classical music audience of color.
 - Funded by Hyams Foundation and the Futures Fund.



DEI Implementation Plan FY21-23



DEI Strategies in H+H's 2017 Strategic Plan

GOAL

Increase relevance to racially, ethnically, and socioeconomically diverse communities in Greater Boston by creating a welcoming and proactively inclusive institutional culture that embraces all people



The Implementation Plan April 2020



ARTISTIC

Integrate H+H DEI standards to attract and retain high quality musicians	
1A	Create fellowship for period instrument musicians of color
1A	Expand audition outreach to accomplish more diverse chorus
1D	Consider gender-neutral concert attire for musicians
Integrate H+H DEI standards in attracting high quality guest artists with the goal of significant inclusion of those from historically under-represented groups	
2A	Set and implement diversity performance goal re: inclusion of under-represented group members
3A	Program around historical markers that are meaningful to DEI, like the Women's Suffrage movement and black history month
3B	Set and implement goal for inclusion of under-represented groups in repertoire
3C	Conduct bi-annual climate survey for musician perceptions of H+H inclusion and equity

Consultant: Teresa Nelson, The Impact Seat. Funded by the Catalyst Fund.





Reggie Mobley



Anthony Trecek-King



Jonathan Woody



Charles Ignatius Sancho



PATRONS | Marketing

Integrate H+H DEI standards to effectively and efficiently execute H+H DEI marketing strategy	
1A	Hire Marketing department audience development manager focusing on growing POC and student attendance.
1B	Periodically update the multicultural audience Prescott Associates research to measure progress and inform follow up outreach and communications to DEI audiences
Integrate H+H DEI standards brand strategy in creating a welcoming and inclusive concert experience	
2A	Implement DEI visuals & narratives during each concert - on stage, in audience, lobby, in program book, etc.
Integrate H+H DEI standards to implement a robust marketing and communications strategy to increase H+H's relevance among diverse audiences in Greater Boston and New England	
3A	Inform all marketing with visuals and language that welcome diverse audiences (website, social media [Facebook, Twitter, Instagram, YouTube], email, direct mail, public relations, and advertising)
3B	Develop a network of DEI affinity groups and influencers that help introduce H+H to new and diverse audiences
3D	Emphasize the relevant selection of composers, performers, venues, and musical content with a focus on showcasing greater diversity
3E	Create partnerships and relationships that support the efforts of each target segments' goals and outreach programs
3F	Increase digital advertising presence to build brand among, and attract, POC millennials
3G	Communicate price more effectively to target audience
3H	Build higher levels of awareness of H+H overall through PR and other communications and marketing tactics
3I	Increase paid advertising presence in targeted communities to build brand among, and attract, POC millennials
3J	Consider the H+H name and branding as it creates confusion among the target audience





Michael Wark



ADD-ON CONCERT

CROSSING THE DEEP

JOHN F. KENNEDY PRESIDENTIAL LIBRARY
AND MUSEUM

H+H is proud to present this premiere event. Two hundred fifty years ago, European composers were writing music inspired by the Bible. At the same time, enslaved Africans in America were inventing a new art form—the spiritual—from the same texts. H+H takes you on a dramatic—and revelatory—journey exploring the shared wealth of Old and New World music—from cherished spirituals to Handel's uplifting anthems and more. Truly a tribute to the universal power of music!

Subscribers get early access to tickets for this noteworthy occasion.

THURSDAY, JUNE 1, 2023 AT 7:30PM
SUNDAY, JUNE 4, 2023 AT 3:00PM

Anthony Trecek-King, conductor and co-creator
Reginald Mobley, countertenor and co-creator
Regie Gibson, narrator
H + H Orchestra and Chorus



"THE HANDEL AND HAYDN SOCIETY GAVE...
THE ELIXIR OF LIFE. THE RESULT WAS NOTHING
SHORT OF MAGIC."

—*The Boston Globe*





"Equilbey's approach makes this colorful, atmospheric music come alive."

— MusicWeb International

BEETHOVEN SYMPHONY NO. 6, PASTORAL

NOV 5 + 7 SYMPHONY HALL

Laurence Equilbey,
conductor

H+H Orchestra

Farrenc: Symphony No. 3

Beethoven: Symphony No. 6, *Pastoral*

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"The Handel and Haydn Society's *Messiah* remains unmatched."

— Yankee Magazine

HANDEL MESSIAH

NOV 26 + 27 + 28 SYMPHONY HALL

Harry Christophers
conductor

Carolyn Sampson
soprano

Reginald Mobley
countertenor

James Way
tenor

Roderick Williams
baritone

H+H Orchestra and Chorus

Presented by Ann and Graham Gund

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BACH + VIVALDI GLORIA

Apr 1 + 3 at Symphony Hall

J.S. Bach: Orchestral Suite No. 1

Vivaldi: Gloria

C.P.E. Bach: Magnificat

Jonathan Cohen,
conductor

Joëlle Harvey, *soprano*

Jennifer Johnson Cano,
mezzo-soprano

Nicholas Phan, *tenor*

Tyler Duncan, *baritone*

H+H Orchestra and Chorus

Learn about our streaming concerts on H+H Plays On.
handelandhaydn.org/hh-plays-on.

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LEARNING + COMMUNITY

Create DEI standards and resources for Learning Area

1A	Establish demographic diversity standards for Youth Choruses (participants and community)
1B	Create a 3-year strategy for HHYC alumni engagement
1C	Bring the stories and participants of the youth learning programs and their diversity and inclusion into the rest of the organization
1D	Create repertoire guidelines for HHYC and school-based teaching artists that include the inclusion of music by people of color and people of all genders and align with culturally and linguistically sustaining principals

Integrate DEI standards to deepen relationships with K-12 schools

2A	Expand programming reach in BPS schools using DEI standards
2B	Host on-site Youth Choruses auditions at schools and other community gathering spaces using DEI standards
2C	Prepare database of music teachers at schools within the identified priority area for HHYC recruitment; update annually
2D	Create strategy for engaging music teachers with H+H, acknowledging their role as influencers for students and families

Integrate H+H DEI standards to enhance execution of all Education programming

3A	Deepen impact of CYC by developing an engagement plan with student participants, teachers, and H+H musicians
3B	Develop and implement DEI strategy to community organizations to build support, attendance and engagement with CYC in each target community, as permitted by school administration
3C	Create new adult learning programming using DEI standards



PATRONS | Development

Integrate H+H DEI standards to expand opportunities for deep philanthropic connections

1A	Expand partnership re: health and music using DEI target groups (e.g., Blacks and heart disease)
1B	Look especially for donors from underrepresented groups to add to current donor portfolio
1C	Implement DEI visuals & narratives during each concert - on stage, in audience, lobby, in program book, etc.
1D	Obtain foundation/government grants for direct DEI support
1E	Obtain lead corporate sponsorships for direct DEI support
1F	Obtain lead individual sponsorships for direct DEI support



INFRASTRUCTURE

Integrate H+H DEI standards to attract and retain talent capable of implementing the strategic plan	
1A	Design and implement DEI sensitive employee search process for all new hires including messaging, outreach, and interview metrics to support inclusion of under-represented group members
1B	Design/implement inclusion focused onboarding program
1C	Create and implement annual performance review process that integrates DEI goals
Integrate H+H DEI standards to establish a culture of learning and measurement across H+H staff	
2A	Develop and implement biennial staff salary and compensation DEI assessment for all employees
2C	Implement an annual creativity session to imagine new avenues for DEI expression
2D	Create living dashboard of current DEI projects, opportunities realized, opportunities open
2E	Create organization wide communication plan - why are we working on DEI? How are we working on DEI? Train everyone on its use. Deeply embed in culture

CONTINUED >



Integrate H+H DEI standards to create mechanisms for learning about and responding to bias and barriers to diversity, inclusion, and equity

3A	Inventory all H+H suppliers; create and implement DEI (and other) standards
3B	Design and implement learning curriculum for board, staff and musicians (DEI training): What DEI means to H+H, and other topics TBD
3C	Prepare DEI risk management strategy including incident reporting protocol
3D	Complete review and approval of revised employee handbook including DEI standards
3E	Design and implement biannual DEI climate survey; integrate questions to create a demographic diversity profile of the H+H organization
3F	Integrate DEI reporting in Board meetings with one page report and dashboard review
3G	Create H+H tailored lexicon on DEI

Integrate H+H DEI standards to increase the diversity of H+H's Board, staff, and musicians

4A	With key stakeholders (Board and staff), confirm DEI implementation Plan FY20-23
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Integrate H+H DEI standards to improve H+H's office environment to inspire collaboration, creativity, and productivity

5A	Celebrate diverse identities and cultures regularly (e.g. theme of the month)
5B	Implement "light" DEI education effort - e.g. "over the copy machine" - staff ideas volunteered



The Implementation Plan Online

- <https://handelandhaydn.org/our-commitment-to-diversity-equity-inclusion-and-access/>



Jamie Hoyte
Chair, DEI Committee



Reginald Mobley
Programming Consultant



Dec. 2, 2019

David,

We have not met, but I have had the pleasure of attending H&H concerts over the years. I write today about the opening of this year's Messiah simply to congratulate and thank you. As you might imagine, I have heard many Messiahs over the years, but what I experienced on Friday evening was like no other. The sheer beauty and power of the orchestra and chorus never fails me, but this year's performance was buttressed by the amazing soloists. Mr. Mobley, with Mr. Burton, Ms. Watts and Mr. Phan are not only the future of classical music - they are now of the best of classical music. Thank you for your attention to and support of casting that reflects the city we live in -- it makes a huge difference for me as a black man, and I imagine it matters to all who were enveloped in the oft-warm and luscious sounds of the ensembles and the soloists.

I am always proud of the classical music scene here in Boston, but my chest puffed out with pride on Friday night. Thank you and your colleagues for giving me that boost.

David Howse





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