**Sametz Blackstone Associates** 

### Become a comfortable, fluent brand ambassador for your orchestra

Your orchestra needs your voice. Are you up for the challenge? Roger Sametz roger@sametz.com Ronni Reich ronni@sametz.com

#### **PROLOGUE**

Our-big-picture goal today is to help all those who are working with other board members, leadership, and staff to:

- Craft a new, more relevant, more results-driven brand...
- Evolve your existing brand to be more in sync with who you are today—and are becoming—and your changing markets...
- Or who just need a more thorough understanding of how nonprofit, performing arts brands can be built and deployed to advantage...
- In order that you all can be better stewards and advocates for your orchestras

- Who's behind your screen
- Goals and challenges
- How we think about brand
- Beginning your journey: a road map
- Getting calibrated: research + audits
- Evolving your brand foundation
- Crafting effective messaging
- Expressing your brand visually
- Focus on fundraising
- Building organizational fluency
- Case study: New Jersey Symphony

### Today

 Workshop + worksheets: putting what you've just learned to work



#### Who we are

- Boston-based, national, brand-focused consultancy—celebrating 45 years helping performing arts organizations achieve strategic and tactical goals—and navigate change
- We integrate...
  - Research
  - Brand strategy / architecture
  - Content / message development
  - Visual design
  - Fundraising strategy and communications
  - Web planning / development
  - Cross-channel communications creation
  - Leadership / staff workshops and training



#### What we do

- Define and articulate clients' brand strategy + differentiated meaning, promise, and value
- Build resonance and connection with key constituencies to increase understanding, connection, participation—and both earned and contributed income.
- Craft inclusive processes that build consensus and internal organizational engagement
- Foster sustainability by helping clients to own and maintain their brand, web, and communications programs as long-term assets



#### Representative performing arts

- Boston Symphony Orchestra / Tanglewood / Pops
- Cal Performances / UC Berkeley
- Curtis Institute of Music
- Dallas Symphony Orchestra
- Detroit Opera
- Duke Ellington Orchestra
- Hartford Symphony Orchestra
- Jacksonville Symphony Orchestra
- League of American Orchestras
- Lyric Opera of Kansas City
- Lyric Opera of Chicago
- New Jersey Symphony
- Newport Classical (formerly Newport Music Festival)
- Orchestra Lumos (formerly Stamford Symphony)
- Seattle Symphony
- Segerstrom Center for the Arts
- Sun Valley Music Festival
- Sydney Symphony Orchestra

# Shared goals + challenges

Attract, retain, and engage both traditional and new audiences

#### Bolster philanthropic support

metz Blackstone Associates

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#### Forge mutually beneficial partnerships





Build awareness of, and participation in, your off-stage initiatives

#### Realize your vision for the future

#### Increase your gravitational pull

#### In order to achieve these goals...

# Offer a desirable product and experience

## Be seen and valued in your landscape



## Project desired attributes

Communicate the value of shared, in-person experiences

Ensure staff and board have the tools and training to communicate in a unified, compelling voice



...and that board members are fluent and comfortable representing their organizations



#### As board members...

- You signed up for stewarding the trajectory of your orchestra
  - Providing oversight of leadership, staff, finances, facilities, fundraising, marketing—and high-level searches when needed
  - You've committed your time, talent, and treasure
- But when asked to spread the word—to increase interest, open doors, raise stature, and generate engagement and support—you may feel underprepared

#### Why?

- You don't have an "elevator" speech (or you have a lot of them)
- You can talk about the aspects of the orchestra you care most about... but may be fuzzy talking about the full range of activities and initiatives
- You know why you support your organization, but you're not clear on the other reasons people might support
- You might be hard-pressed to prove the value of your organization—and its place in the landscape
- If you encounter misperceptions or resistance, you may feel unprepared to counter
- Maybe you're just not comfortable—you've not "ambassaded" before

#### Understanding—and strengthening the components of your

# BRAND

is the first step if you're to effectively represent it

# YOUR BRAND?

# What you mean... PROMISE HISTORY VISION VALUES

# Expressed through... **OFFERINGS** EXPERIENCES ARCHITECTURE COMMUNICATION

# Informed by strategy... ATTRIBUTES POSITION MESSAGING **VISUAL SYSTEM**

#### A strong brand delivers ROI...

#### ...in different dimensions / timeframes

- Hard
  - Short: increased attendance, ticket revenue
  - Medium: increased giving, media mentions, partnering
  - Long: success breeds success = higher sustained revenue
  - Internal: time and money saved making more effective, mutually reinforcing communications
- Soft
  - Shorter: increased understanding, interest, buzz = wider attendance
  - Longer: increased stature, recognition = ultimately, revenue
  - Internal: pride, effective ambassadors = uptick in morale, giving
- Opportunity cost of not having a strong brand!

 A collaborative, holistic, organic process

# Beginning your Journey

### A draft roadmap for building or strengthening your orchestra's brand



#### Across all: lift marketing and development



#### Across all: lift marketing and development

Marketing

Development



- Reviewing research / plans
- Inclusive qualitative interviews
- Follow-on quantitative research
- Audit of your communications
- Audit of relevant landscape

Getting calibrated

### Interviews: engaging concentric rings of stakeholders

Leadership / Board Staff Subscribers / Donors / Partners

Single-ticket attendees

Arts interested public

**Civic leaders**


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### Experiencing vorld closs and a magical j infinate setting Provides

Is: -Performance space - Celtural center - Exponsive Provides - One of a kind perturionce, expen - Connects global to local

By through inder/ester Acure - unique inder/ester Acure - stars of the out facility

Deliver - Despiration of sension of infinance Weith Alterny - Doy fun - Symulations Support be cause Fostering artists/creation Removing barriers between furtist/a









## **Understanding your audiences / stakeholders**

- Who are you speaking to / with now... who do you wish to engage?
- What are they looking for?
- Why should they care? What do you offer them
- **How** do you want them to take action: think / say / do?

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### **Internal audit: Hartford Symphony Orchestra**







CALL 860-987-5900









### Internal audit: Jacksonville Symphony



The brand was being reinvented every year.... decreasing recognition and increasing cost

### **External audit: Hartford Symphony Orchestra**







Detroit Symphony Orchestra



### **External audit: Jacksonville Symphony**







- Guiding brand attributes
- Desired positioning
- Brand architecture
- "Ways in" for donors

# **Evolving your brand foundation**

### **Guiding brand attributes: three dimensions**

- **Owned: positive,** to be reinforced
- **Aspirational:** to be promoted—might require some work
- **To manage away:** misperceptions, outdated, baggage



#### **Owned**

- Artistic excellence
- Beautiful hall
- Community-focused
- Diverse, creative programming
- Dynamic, relatable music director
- Educational
- Exciting guest artists
- High-quality venues
- Inspiring
- Versatile musicians "can do anything"
- Warm
- Welcoming

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- Warm
- Welcoming

© Sametz Blackstone Associates

#### Aspirational

- Accessible
- A great night out / experience
- Connecticut's premier arts organization
- Diverse onstage and off
- Energized / energizing
- Known outside Hartford
- Familial + access to musicians
- Fun
- Innovative
- More than classical (true but not known)
- Multifaceted
- Place to be
- Relevant
- Sense of belonging for all
- Uplifting

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#### Manage away

- Boring
- Elitist
- Expensive
- Formal
- Old
- Provincial / community orchestra
- Same old stale repertoire
- Stuffy
- White only



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- t**es**

### **Brand positioning: Hartford Symphony Orchestra**

### Not your grandmother's orchestra (but she'll still like the show!)

The HSO is far from the stuffy, old-school image of an orchestra. We connect tradition and innovation: all belong at our concerts.

#### Unexpected, immersive, and fun

Whether they are attending a Masterworks program or concerts integrating surprising disciplines like circus arts and breakdancing, audiences can expect immersive experiences that engage their senses, spark curiosity, and move and delight them.

#### Yes, and...

We bring a rich orchestral sound to all kinds of music and experiences, including pop, rock, film, opera, and more—indoors and out—and we provide enriching education and community engagement programs.

### Diverse, innovative programming with something for everyone

The HSO's programming is richly varied and responsive to our community: we design programs with our audiences in mind.

### **Brand positioning: Hartford Symphony Orchestra**

### Energized performances under dynamic leadership

Carolyn Kuan's innovative programming, compelling stage presence, and modern approach to the role of music director set the HSO apart from other orchestras.

#### Welcoming atmosphere

Our concerts are warm and inviting, with audience, staff, supporters, and musicians forming a community.

#### Excellence close to home

We offer residents the unique opportunity to hear the powerful sound of an excellent orchestra right in their backyards.

### A cornerstone of Hartford's culture and community

Hartford wouldn't be the same without the HSO. Our stakeholders deeply value our role in creating a vibrant, arts-rich community and enhancing the quality of life for people who live and work in the region.

Product



Product



Endorsed

Product





Source



Product

Source



Endorsed





### Disparate ed sub-brands: not "getting credit"









Register today for Segerstrom Center's Summer Camp, a one-week intensive in musical theater. Work closely with Broadway actors to thead get the best training in:





### **Rationalized sub-brands**











Samet∠ Diackstone Associates





Segerstrom Center for the Arts<sup>®</sup>

**Segerstrom Center Presents** 

Series

**Chamber** 

**Brilliant artists**, intimate performances

Calder Quartet and Timo Andres October 6, 2023 7:30pm

7:30pm

Theotime Langois Takács Quartet and Marc-André De Swarte and Le Consort Hamelin November 9, 2023 January 27, 2024 7:30pm

Schumann Quartet February 16, 2024 7:30pm

202

Castalian Bennewitz Quartet and Quartet and Stephen Hough Arsentliy March 2, 2024 Kharitonov 7:30pm April 5, 2024 7:30pm

Ébène String Quartet April 11 2024 7:30pm



Segerstrom Center for the Arts<sup>®</sup>

### Experience the best in the performing arts

Segerstrom Center Presents Broadway • Dance • Chamber Jazz • Cabaret • Family **Our resident companies** 





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CERT HAL

scfta.org

philharmonicsociety.org

SOCIETY presents

### **Brand positioning: Segerstrom**

# A must-visit performing arts leader

- The performing arts destination for all of Orange County
- A cultural town square where art brings people together
- Home to a robust array of cultural experiences
- A top dance presenter in the region

### A vital community presence and educator

- One of the nation's most impactful providers of arts education
- A resource and arts engine for the community
- Transforming lives through the arts



### Identifying "ways in" for donors



What prospective audiences, donors, and partners care about and value

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Where you can win!

The intersection of donor passions and interests—and your institutional priorities Identifying donor Interests and passions: Lyric Opera of Chicago

FOR MAJOR DONORS, LYRIC OPERA OF CHUCAGO IS A WORLD CHUTURAL LEANER THAT PROVIDES CONSISTENTILY EXCELLENT MUSIC THEATER EAPERIENCES AND BY DELIVERING WORLD CLASS ARTISTS AND PROVIDES TRANSFORMATIVE MEMORIES. WE INVITE YOU TO SUPPORT LYRIC BECAUSE YOU WILL HAVE A LASTING IMPACT ON THE AUDIENCE AND FUTURE GENERATIONS.

# Lyric Opera of Chicago: "ways in" for donors

The prospective **donor community** cares about...

- Ensuring a vibrant, sustainable future for opera in America
- Advancing artistic excellence
- Preserving the grand opera canon
- Advancing new composers, artists, and operas
- Bringing the power and creativity of opera to new audiences
- Being a resource across all Chicago communities: using the disciplines that come together in opera to affect change
- Investing in our Art Deco opera house to improve the audience experience
- Training artists of the future
- Reflecting the diversity of Chicago: programming, artists, staff, audiences

# Lyric Opera of Chicago: "ways in" for donors



• Reflecting the diversity of Chicago: programming, artists, staff, audiences



#### Brar The HSO organizati breaking a level of programm commitme atmospher and deepe The following po message. Not your grand old-school ima classical canor appealing to be they belong at Unexpected, in chestnuts in int breakdancingcuriosity, and r their backgrou night out (or af aetting to know beautiful theat audience men Yes, and...: Aud classical repert orchestral sour indoors and out

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### **Directions for fundraising**

You have raised a sizable amount of money in the recent past, but broadening and deepening the donor community is necessary to provide you with the sustainable support you need to grow and thrive as an organization.

While fundraising was not the focus of our interviews and audits, we offer some suggestions.

#### Develop "ways in" for a broad range of donors

Your donors are not monolithic; the things they value and embrace about the Hartford Symphony Orchestra are different, and they have different interests in keeping the organization afloat and thriving. You also have concertgoers who would become donors if they were approached with messaging that resonates with them. Our recommendation would be to draft a set of "ways in" that connect donor interests with organizational priorities.

- As we heard in our interviews, these priorities might include (in no order):
   Supporting the art form(s)
   Hartford civic pride
  - Funding specific artists or repertoire... ensuring you can hire the best musicians
  - Ensuring the Hartford Symphony Orchestra is there for the next generation: sustainability
  - Increasing education and outreach efforts into the community
  - Supporting your DEI efforts, and commissioning new works in particular

These "ways in" can then be turned into targeted messages for all of HSO's fundraising communications, and could flesh out the fundraising section of your website.

#### Craft dedicated fundraising collateral that connects to marketing—and the brand

- We strongly believe that good marketing is good fundraising. We can look at the possible development of new fundraising collateral in a potential phase 2 of our engagement.
- We would also recommend developing a series of diverse donor profiles; this library would be an
  excellent resource across different communication platforms and pieces. And potential donors
  like to be able to "see themselves" as part of a community of like-minded supporters—a great
  step toward helping them make that connection.

#### Cultivate an equipped corps of ambassadors

We hope that everyone on your board gives, and that many of them also seek out donations from friends and colleagues. We have often found, however, that boards become even more effective ambassadors for the organization if they are trained and equipped in a more intentional way.

We could host a messaging workshop for your board, and even provide them with a "cheat sheet" of talking points to inform their efforts. To discuss...

#### Sametz Blackstone Associates . 105

Hartford Symphony Orchestra • 23 December 2022 / revised 13 January 2023
- Messaging framework
- Foundational storylines
- High-level "elevator" message
- Constituent-focused "tilted" messages

## Crafting effective messaging

# **Meeting people where** they are—with content and language that are relevant and resonant







#### **Brand storylines**



#### **Brand storylines: Hartford Symphony Orchestra**

- **1** Breaking down barriers to orchestral music by making concerts relevant and fun—for all
- 2 You belong at the HSO—a warm, inclusive, close-knit community where all are welcome
- **3** Providing fresh, immersive performances that surprise, captivate, and delight audiences
- 4 Breathing new energy into classic and contemporary works under dynamic music director Carolyn Kuan
- **5** First-rate talent close to home
- 6 Offering diverse, creative programs / concerts: something for everyone

#### **Brand storylines** 2

- 7 A cornerstone of Hartford's culture and community, inspiring civic pride
- 8 Improving access to orchestral music through community-wide education programs—and enriching the lives of students of all ages
- 9 Enhancing greater Hartford through free programming and community concerts
- **10** Building diversity, equity, and inclusion in orchestral music—and in Hartford
- **11** Providing intellectually stimulating, fascinating engagement with orchestral music for those new to it—and for those interested in deepening and broadening their knowledge and experience





#### **High-level "elevator" message**

The Hartford Symphony Orchestra breathes fresh energy into extraordinary music through immersive, innovative performances and outstanding musicianship. From Beethoven to movies with live soundtracks, from the sounds of your favorite bands under the stars to intimate chamber concerts, there's something for everyone—and you always belong.

A cornerstone of Greater Hartford, the HSO helps make the region a vibrant, exciting place to live, work, and play. We share our music with our communities through robust educational programs for all ages, in partnership with area schools, local arts providers, and social service organizations, and with free concerts for all.

Join us—and enjoy Hartford's most enthralling, energizing, and entertaining cultural experiences.



#### "Tilt" for new, younger, diverse audiences



#### "Tilt" for new, younger, diverse audiences

Enjoy extraordinary music, exhilarating new experiences, and a fun, welcoming community—all right here in Hartford.

The Hartford Symphony Orchestra brings you immersive, innovative performances by the most talented musicians in the region. Hear timeless masterpieces and exciting premieres with diverse world-celebrated soloists; listen to the sounds of your favorite bands under the stars at the Talcott Mountain Music Festival; or thrill to movies you love with live orchestral accompaniment—there's something for everyone here, and you always belong.

#### "Tilt" for new, younger, diverse audiences 2

Led by our dynamic music director Carolyn Kuan, the HSO transcends the expectations of a typical classical orchestra. We perform in a wide variety of styles and collaborate with artists from must-see young pianists to aerialists and breakdancers—all to put a new spin on concerts (sometimes, literally). Audience members 45 and under can also join our FORTE! group for discount tickets and invitations to exclusive social events.

Whether you're looking to be energized, relax, or just have a great date night, join us—and discover Hartford's most enthralling, surprising, and entertaining cultural destination.

#### **Constituent "tilt" for prospective donors**



< Informing attributes

#### "Tilt" for prospective donors

Your support for the Hartford Symphony Orchestra ensures that extraordinary music and music education thrive in our region.

You make it possible for the HSO to employ the best musicians in the region and bring you the music you love. From Beethoven at the Bushnell's Belding Theater to movies with live orchestral accompaniment; from the sounds of your favorite bands under the stars at the Talcott Mountain Music Festival to intimate chamber concerts, there's something for everyone.

Led by dynamic music director Carolyn Kuan, the HSO expands the scope of orchestral music and welcomes all to concerts that are inspiring, relevant, and fun.

#### "Tilt" for prospective donors 2

By supporting composers and performers from historically underrepresented backgrounds, you also advance our mission to be equitable and inclusive and ensure all belong at the HSO. And you help us share our music—and the joy of musicmaking—through robust educational programs for all ages, in partnership with area schools, local arts providers, and social service organizations.

The HSO is a cornerstone of Greater Hartford and a source of civic pride that helps make the region a vibrant, exciting place to live, work, and play,. Without your support, we wouldn't be able to provide Hartford's most enthralling, enriching, and entertaining cultural experiences.

#### We thank you.

- Visual expression is messaging
- Breaking down barriers, inviting people in
- Bringing to life your brand attributes and storylines
- Providing both "glue" and flexibility across offerings, years, opportunities

## Expressing your brand visually

#### **Goal: create distinctive visual systems from (mostly) open-source elements**







## HARTFORD Symphony Orchestra®









## sydney symphony

AFTER

# sydney symphony orchestra





#### COURTNEY LEWIS, MUSIC DIRECTOR



## jacksonville symphony



## jacksonville symphony

Courtney Lewis Music Director



#### **FINALISTS**







AFTER





# Atlanta Symphony Orchestra



### AMERICAN 7 SYMPHONY ORCHESTRA LEAGUE



## League of American Orchestras

Engaging · Sustaining · Transforming

#### League of American Orchestras

We're no longer ASOL(s) June 22, 2007






#### **ARTFUL • ENTERTAINING • UNEXPECTED**

AFTER











#### JULY 4-20

MUSIC FESTIVAL

## NEWPORT CLASSICAL













## **Goals and challenges: Stamford Symphony**

- Ambitious vision to expand offerings well beyond its home city
- Needed to maintain loyal base while attracting new, younger, more diverse audiences—and donors
- Low brand awareness / presence—five concerts / year in rented venue
- Arts-interested locals thought quality = New York City
- "Stamford" was not a positive brand attribute
- Needed to be seen as relevant, engaging, and a valuable civic asset—and not as an elite, hide-bound, old, white organization.
- Communications under-presented the Symphony







# Symphony



# ORCHESTRA LÙ



## **Brand storylines**

- **1** Your destination for the highest level of musical excellence
- 2 The most professional, modern, and inclusive orchestra in Fairfield County
- 3 Meeting all members of the community where *they* are: across genres, formats, venues
- 4 Led by celebrated Music Director Michael Stern, with a galvanizing vision
- 5 Nimble, innovative, and reflective of Fairfield County's rich diversity
- 6 A force for good, serving our entire community
- 7 A fun night out—and a meaningful, stimulating experience
- 8 A source of civic pride: helping make the county a dynamic place to live, work, raise families, and enjoy a stellar quality of life
- 9 Family-friendly, enriching entertainment
- **10** Inspiring students of all backgrounds through expanding education

## Thematic high-level message: all about light!

Orchestra Lumos shines brilliantly across Fairfield County, sharing the passion and energy of the **region's most talented musicians** to create **exhilarating musical experiences of the highest quality**—for **audiences from all walks of life.** Led by one of America's foremost conductors, **Music Director Michael Stern**, the orchestra illuminates the power and beauty of music—**across genres, formats, and venues**.

## Thematic high-level message: light! 2

Blazing with the intensity and **artistry you'd expect only in New York City**, Orchestra Lumos **welcomes, celebrates and engages our richly varied communities**. Whether you're a classical aficionado excited to hear an internationally renowned guest artist, a first-time concertgoer seeking a **fun night out**, or a **family looking for an entertaining afternoon**, you'll be thrilled, entranced, and recharged.

From masterfully interpreted masterworks to intriguing, thought-provoking new commissions, from your favorite film and Broadway scores to intimate, immersive chamber concerts, **we meet you where you are**, throughout your neighborhoods—**in concert halls, schools, libraries, churches, and even breweries**.

Orchestra Lumos is your musical beacon close to home; join us to share in the joy, passion, and inspiration of music-making.

### **Color palette**



#### **Extended color palette**



## Imagery

Musicians and community

Locations

Interpretive



© Sametz Blackstone Associates

**Guest artists** 







#### Type as image

## AWADAGIN PRATT PIANO WORLDS

## ATA ORCHESTRA LUMOS 2022-2023 SEASON GLANCE





Palace Series Saturday, March 4 at 7:30pm Sunday, March 5 at 3:00pm

#### RE'S DALÍ STRING QUARTE

Joseph Schwantner Chasing Light Juan Ramirez Suite Latina Ludwig van Beethoven Symphony No. 6, Pastorale oseph Schwantner described his work Chasing Ligh as "drawing spirit, energy and inspiration from the celebration of vibrant colors and light that penetrate the morning mist as it wafts through the trees in the high New England hills." Now jump back to 1808, with Beethoven's Pastoral Symphony, which he explicitly intended to evoke nature, including bird calls, the murmuring of gurgling streams, and the thunder of a sudden storm. It has not lost any of its ability to transport us. Juan Ramirez's sensual and passionati *Suite Latina*, for string quartet and string orchestra, is a perfect vehicle for the high-octane Dali Quartet.

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WATCH, READ, SUBSCRIBE orchestralumos.c

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## SPACE SERIES

Orchestra Lumos presents a series of intimate space concerts created and performed by our musicians in a venue near you.

Saturday, April 1 at 7:30pm Sunday, April 2 at 3:00pm



PRESBYTERIAN

Autumnal Brass meets Thundering Organ

Sunday, October 23 at 3:00pm First Presbyterian Church of New Canaan 178 Oenoke Ridge, New Canaan Nothing compares to a brass quintet and a

mighty organ, presenting truly transcendent music for the soul in stunning church acoustics.

#### PROGRAM TO INCLUDE David Sampson Fanfare for Canterbury

Cathedral Giovanni Gabrieli Canzona Per Sonare No. 1 Henry Purcell Sonata for Trumpet and Organ Johann Melchior Molter Concerto for Two Trumpets in D major Eugène Gigout Grand Chœur Dialogué Flor Peeters Entrata Festiva Op. 93 Alan Hovhaness Prayer of Saint Gregory

Donald Batchelder and John Dent, trumpets Lawrence DiBello, horn Richard Clark, trombone Brian Brown, tuba Terence Flanagan, organ

#### **Rebels and Trailblazers**

Sunday, November 6 at 2:00pm The Westport Library 20 Jesup Road, Westport

All the composers represented in this program have been rebels in their own ways-breaking new ground in their communities and in the world of music. They blazed new paths with their unique creativity.

PROGRAM TO INCLUDE Ludwig van Beethoven String Quartet No. 11 Op. 95, 1st and 2nd mvts George Walker String Quartet No. 1, Lyric, 1st mvt Fanny Mendelssohn String Quartet in E flat, 1st mvt Milad Yousufi Refugee Jessie Montgomery Source Code Coleridge-Taylor Perkinson

Movement for String Trio Rhiannon Giddens

At the Purchaser's Option

Sebu Sirinian and Lisa Tipton, violins Shelley Holland-Moritz, viola Jacqueline Stern, cello

#### With Added Viola!

Sunday, January 22 at 3:00pm Stamford Museum and Nature Center 39 Scofieldtown Road, Stamford

Brahms followed Mozart's lead in adding a second viola to the standard string quartet format. These two pieces, one dark and melancholic, the other full of genial and vigorous vitality, are among the finest of their kind.

#### PROGRAM TO INCLUDE

**IBRARY** 

Wolfgang Amadeus Mozart String Quintet No. 4 in G minor, K.516 Johannes Brahms String Quintet No. 1 in F Major, Op.88

Deborah Buck and Elizabeth Lim-Dutton, violins Lois Martin and Adria Benjamin, violas Caroline Stinson, cello

watch, READ, SUBSCRIBE AT orchestralumos.org

















14 - sydneysymphony.com - YOUR 2015 season





Whether it's your first date or an anniversary celebration, set aside some nights for you and someone apecial. Cet out of the office early, get a babysitter, or just get away from the Y and be enveloped by the live music uncleding in one of Sydney's most remantic settings. Be transported into a new world of sound and emotion, and then... well, ever to you.

#### SERIES FOR YOU

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APT MASTER SERIES 6 p20 EMIRATES METRO SERIES 5 p21 MONDAYS © 7 p24 KALEIDOSCOPE p26

Or pick your own 4, 6 or 8 concerts CONNOISSEUR'S SELECTION p19 SIGNATURE SELECTION p19

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Comate Disclusters Associates



- Identify, and leverage the intersection between institutional priorities and donor interests and passions
- Moving people closer: from "transactions" to "investment"

## Focus on fundraising



# Amplify

Our campaign to advance and strengthen American orchestras

At BREAK S

League of American Orchestras

for the evant a League of American Orchestras, we would have to invent one. Orchestras have always faced the challenge of growth, change, and aspiration. The power and support of coming together to work on issues is key to realizing the profound value of orchestras in American society."

#### **Deborah Borda**

Executive Advisor to the President and Board of Directors, New York Philharmonic Founder, BordaArts

**Control** It's impossible to overstate how important Essentials of Orchestra Management and the Emerging Leaders program were for my career. The League has invested in me and supported me every step of the way. I can think of countless others across our business who have had similar esperiences - and I know there will be countless more."

#### Anwar Nasir

Executive Director, Louisiana Philharmonic Orchestra

G Throughout my career, I have always worked towards where women can have the opportunities they have long deserved. The League plays a vital role in this effort through its important work supporting women composers and executives. Helping talented individuals reach their dreams in the orchestra field will ensure that our field can not only endure but thrive."

Marin Alsop

Chief Conductor, Ravinia Festival Principal Guest Conductor, The Philadelphia Orchestra

Get The opportunity in front of the League and orchestras right now is not about incrementalism. It's about bold and courageous change, funded by bold and courageous giving."

Aaron Flagg Chair & Associate Director, Juilliard Jazz

#### The future of orchestral music is in your hands

By investing in the League of American Orchestras, you support not only your orchestra, but the field at large. We support more than 2,000 ensembles across the nation, empowering them to play vital roles in their communities, connect with loyal and new audiences, support opportunities for young people, and share the beauty and power of music with millions.


#### America's orchestras have never been more creative

Together, we've weathered the pandemic and innovated in the face of seismic cultural shifts. Orchestras have anticipated and responded to change: expanding their digital offerings, experimenting with new formats, working to become more inclusive, and celebrating work by diverse artists.

Yet significant challenges demand our attention. Our nation's professional, community, and youth orchestras must renew, grow, and diversify their audiences; deepen and reimagine their roles in their communities; and pioneer new programs and business practices if they're to continue to uplift, educate, and enrich lives.

#### The League can helpas we have for 80 years

We do what individual orchestras Our role as convenors and can't do on their own. Our powerful thought leaders is essential: we federal advocacy bas secured bring people together to share hundreds of millions of dollars insights, best practices, and in pandemic relief to keep doors overcome the most significant open and musicians employed. obstacles orchestras face today. More than 800 talented Join us as we lead boldly. emerging professionals have

passed through our development Ensure that your orchestraprograms to become orchestra and all American orchestrasleaders across the country. We will be able to successfully continue to champion equitable navigate the future and have access to arts education for the opportunity to share the joy students nationwide. and inspiration of music.

#### Help us amplify our efforts to strengthen orchestras-through our core work ...

Advocate: making the case Connect: hosting conferences. for orchestral music to policy webinars, and discussion groups makers, public, and the press; that build networks, allow peers helping orchestras communicate to learn from each other, and their impact advance ideas and practices that benefit all

Inform + Equip: providing actionable data, resources, and Lead: providing thought leadership to engage, inspire, and move the field forward essential training programs for orchestra professionalsincluding those from historically

underrepresented backgroundsto make orchestras stronger and more relevant



In the youth orchestra world, a national organization that advocates for orchestras isn't a 'nice to have,' it's critical to our survival. Thanks to the League, youth orchestras can continue to provide life changing experiences for young people, bringing this art form full circle since those same young people represent

Lindsey Nova

National Alliance for Audition Support are great examples of the League's effort to evolve the orchestral. field in the sphere of representation and excellence. These programs are making a tangible difference for artists while also helping our sector drive genuine

Ata S. Dwarkin



#### ...and our new Strategic Priorities

With your commitment now, we will be able to provide urgent support to orchestras to:

#### and ensure the relevance of orchestral music by:

 programming
 Sharing information about audiences and emerging trends

#### **Bolster youth participation**

on the national stage

the future

up voices of young people

Empowering diverse voices across programs, staff, board, musicians, and audiences Launching Inclusive Stages to build on-stage equity through hiring and retention practices Improving career paths for diverse performers, educators, and administrators

#### Develop essential new ideas by: Convening a Change Leadership

Program to build a community of leaders to devise bold, new strategies for success

Achieve financial and organizational stability by:

#### Deepening field-wide data and trend analysis

Providing financial planning tools, and sharing effective business models Supporting rigorous financial practices and helping develop pathways to more robust

Orchestra for over 30 years, but I'm passionate shared experience of music has a transformative impact on people of all ages- and every community, big or small, deserves to have a thriving orchestra."



#### **Our Campaign**

For your orchestra, for orchestras across the country, and for the art form, we invite you to invest in our:

#### Strategic Priorities Fund

To underwrite our current and aspirational work supporting orchestras in multiple dimensions for the next five years

#### Agility Fund

Board-designated resources that will allow the League to quickly address the needs of members and respond to changes in the environment in real time

Membership dues cover just one-third of the cost of the League's activities. Visionary philanthropy from donors like you is essential to our work.

Join us to amplify the work of our orchestras.

© Sametz Blackstone Associates

#### Bringing the field together to celebrate best practices and



and career advancement opportunities by: Advocating for music education

#### Sharing tools to help orchestras. support young people's development and chart pathways for the musicians of

Launching a League Student Council and student forum to lift

capitalization



Become more inclusive and equitable institutions by:

## Lyric Opera of Chicago

# FRIENDS OF LYRIC



# It takes a big, talented family to—

- present must-see, must-hear operas
- magnificently stage musical theater
- provide creative engagement opportunities across the city
- train the next generation of opera stars.
- As a Friend of Lyric, you're both a valued collaborator and a proponent of artistic excellence.

If The moment you enter the Opera House, you are transformed to another place in time. It is an experience that stays with you forever. Paula D.

# Lyric





With your generous support, Lyric is forging the future of opera in America.

Through your valuable contributions, Lyric is—

- continually advancing artistic
- excellence
- increasing relevance and reach
- for traditional and new audiences
  engaging our diverse communities
- through signature learning and
- exploration initiatives
- training the opera stars of the future
- expanding our role as a cultural cornerstone in Chicago.

You make the magic possible.

Lyric

# BENEFACTO OF LYRIC



# BENEFACTO YOU ARE OUR VALUE COLLABOR PROVIDING THE CRITIC, **INVESTMEN** BRING OPE TO LIFE.

AS A

Opera at Lyric is life! It's all there, everything about the human condition: love, hate, infatuation, heartbreak, life. death, happiness, sorrow, youth, maturity, urban, rural, gods, mortals. Few human endeavors can match it let alone surpass it.



WITH YOUR INVESTMENT LYRIC IS REDEFINING WHAT IT MEANS TO BE A GREAT OPERA COMPANY IN THE 21ST CENTURY.

#### Lyric is-

Continually advancing artistic exce

Expanding reach and relevance for both traditional and new audience

Engaging communities in new way to ignite creativity across Chicago

Training the next generation of art

Reflecting the diversity of our city

Enhancing every visitor's experienc a welcoming, modernized Lyric Or





## **Invest in** your orchestra, your community, and your business



#### BOSTON SYMPHONY ORCHESTRA BUSINESS PARTNERS







The Boston Symphony Orchestra is a valued and beloved cultural leader in our city and around the world—and our BSO Business Partners join with us in promoting and supporting the arts, arts education, and our integral role in Boston's economy.

#### ARTS / MUSIC

Through BSO and Boston Pops performances we invite people to immerse themselves in the transcendent, refreshing power of live music. Whether it's a new interpretation of a classic, new music, or something from the popular repertoire, music connects us as a community. No performance is ever the same—nor is any audience. Give your employees, colleagues, and clients the opportunity to be a part of something truly special by investing in the BSO experience.

#### CIVIC PRIDE

Great cities need strong cultural institutions, and the BSO and Boston Pops long considered to be America's orchestra—play an integral role in Boston's reputation as an internationally renowned cultural capital. Join with us in supporting one of our most important cultural assets and celebrating our city as an exceptional place to live, work, and do business.

#### ECONOMIC IMPACT

The BSO brings more than \$136.6 million to Suffolk County and \$60.6 million to Berkshire County in economic impact each year. That's why we say the Boston Symphony Orchestra means business! Make a generous investment in our success—and you'll help generate tremendous cultural and commercial dividends for our community and your enterprise.



#### EDUCATION AND COMMUNITY ENGAGEMENT

The gift of music—playing, listening, understanding—should be available to all. And students actively involved in the arts perform better on key standardized tests, evidence a lower average dropout rate, and tend to be more actively involved in their communities. Partner with us to ensure the continued development and success of our innovative education and engagement projects—initiatives that have a powerful, positive impact on young people in our community.

#### **BRAND ASSOCIATION / NETWORKING**

Add visibility to your brand with a presence at BSO and Boston Pops events and concerts, plus get prominent corporate listings in the BSO annual report, program book, and website. We engage more people than any other symphonic organization in the world: annual attendance at the BSO exceeds that of the Boston Celtics and New England Patriots home games combined, and our website generates over 7 million page views per year.

BSO Business Partners are part of an exclusive network of successful businesses and individuals, the innovators and leaders who make our city a standout place to do business. Beyond Boston Symphony and Boston Pops performances—with delighted clients—Partner perks include personalized concierge ticket service, access to our exclusive pre-concert and intermission lounge, and complimentary tickets.

## Segerstrom Center for the Arts

Segerstrom Center for the Arts

# Support

Joy Beauty Inspiration Innovation Transformation Theater Music Dance Education Community

# Segerstrom Center for the Arts



# Make a lasting impact

Ensure that the performing arts and arts education—flourish in Orange County



#### Support the best in performance and arts education

Segerstrom Center for the Arts brings world-celebrated culture and live performances to people of all ages and backgrounds. From glittering hits straight from Broadway to timeless and innovative dance; from intimate jazz concerts to cabaret, comedy, and family shows—Segerstrom Center is your premier provider of performing arts.

A nonprofit organization, the Center also provides one of the nation's largest and most impactful arts aducation program—eaching over 300,000 people every year. We offer hands-on-lessons from professional artists; serve children and adults with disabilities; and provide transformative skill-building oportunities for high-risk teems.

We present hundreds of free outdoor events on our Julianne and George Argyros Plaza eveny year, and we also serve our community through programs serving people in under-resourced, culturally diverse, medical, veteran, and foster-care settings.

Your support ensures that we can continue- and expand- our offerings. Togethet, we can help everyone discover and enjoy the uplifting, enriching, community-strengthening power of the arts.

#### ...

I feel just great about the fact that I've been a contributor to this wonderful Center, the campus that we have developed here, and to the Center's future for generations to come. We need to continue the arts in Orange County\*

Bart, Segerstrom Center supporter and board member



## With your support, Segerstrom Center can–

Ensure performing arts thrive in Orange County You make it possible for us to bring the most exciting performances and the greatest tailents to you, whether you love Broadway, dance, music, comedy, family entertainment, or all of the above.

#### Share the transformative gift of arts education

Nou help us provide one of the nation's largest and most impactful arts education programs, reaching over 300,000 students every year. We offer hands-on learning in a variety of disciplines that cultivate appreciation for the arts and build personal, creative, and ecademic skills—such as collaboration, creativity, and pensitence—that save students for life.

#### Propel the great artists of tomorrow

You help future stars develop their talents and realize their dreams by supporting the American Ballet Theatre William J. Gillespie School and additional pre-professional training programs.

#### Give everyone the opportunity to be inspired

You ensure that everyone can benefit from the power and beauty of the arts through our array of community engigement program—including free events on the George and Juliance Argons Balas, our Studio, on inclusive space and at school of those with disabilities, and initiatives for high-risk been, veterain, patients in hospitals and health were facilities, and initiatives for high-risk been, veterain, patients in hospitals and health are facilities, and initiatives for high-risk been, veterain, patients in hospitals and health are facilities, and initiatives and the resourced on under-resourced and under-resourced and communities are facilities, and many one of the resourced and under-resourced and communities and the resource of the resource of the resourced and the re









#### Dear Curtis community,

As we celebrate the incredible achievements of our first century, we are not only immensely proud, but also inspired to forge a vital next hundred years. Founded on Mary Louise Curtis Bok's dream to create a school where gifted students could receive the best possible musical training with no financial burden, Curtis has exceeded all expectations.

A small school by design, Curtis has played an outsized role in advancing classical music and bringing the highest quality musicianship to audiences. Throughout our history, Curtis artists have been globally celebrated solo and chamber artists, filled the principal ranks of top symphony orchestras, illuminated the stages of acclaimed opera houses, and created new works and performances that have become cultural touchstones and expanded horizons. Our students' lives have been transformed by the opportunities they were afforded at Curtis—as have those of the audiences who have been deeply moved by their art.

But while our history is impressive, it is essential that we look to the future and all it can offer. Music, education, audiences, and artistic careers are continually evolving—and it is more important than ever that Curtis sustain and build on our 100-year legacy of leadership.

Curtis' success, and that of our students, has been powered by the generous support of people who have cared deeply about classical music and our unique model. We ask you to join the next generation of dedicated donors and contribute to Curtis' Centennial Campaign. Together we can ensure a thriving, equitable, multidimensional future of music and continue to invest in what makes the magic of Curtis possible.

1

Thank you.

Roberto Díaz (Viola '84) President and CEO Nina von Maltzahn President's Chair



worldwide, and streaming audiences a chance to experience an inspiring, singular combination of astonishing ability and the energy and excitement of emerging talents. Across our first century, Curtis has educated and nurtured the world's

nost celebrated performers and composers—and helped drive the evolution and vitality of classical music.

160 Students

2

Curtis Symphony Orchestra

at the Kimmel Cente

A small school by design, all Curtis students receive fulltuition scholarships. Talent and an artist's promise are the only considerations for admission. **4%** Acceptance Rate

Curtis accepts only a small fraction of the applicants who apply each year, a testament to the talent of our student body. **4:3** Student to Faculty Ratio

All students receive highly personalized attention from Curtis' celebrated faculty.

#### **Curtis' Centennial Campaign**

Our campaign for the future of classical music seeks to significantly bolster the school's endowment—the engine that supports our tuition-free education and range of signature programs.

#### Your investment will enable Curtis to:

Provide TUITION-FREE EDUCATION for our extraordinary students 
 Recruit
 Attract and retain

 THE MOST GIFTED
 RENOWNED

 YOUNG ARTISTS
 ARTISTFACULTY

 from all backgrounds, and promote equity in classical music
 to provide the best possible education

Offer Engage INDIVIDUALIZED LOCAL AND TEACHING GLOBAL AUDIENCES that helps students find their voices within an ever-broadening art form Sustain and develop TIME-HONORED AND INNOVATIVE PROGRAMS that prepare students for 21st-century careers



Grow WORLD-WIDE IMPACT and ensure A VIBRANT FUTURE FOR CLASSICAL MUSIC

3

Provide the second seco

Benoit Gauthier (student) and Alexandra Cooreman (student) in the Horszowski room.

# Celebrating a legacy of Oreatness

#### A century of excellence

In the school's early years, Leopold Stokowski predicted that Curtis "will become the most important musical institution of our country, perhaps of the world."

We have seen just that, as Curtis has triumphed in preserving and advancing music throughout our first 100 years-and laid the groundwork for our next.

#### 1920s

1924 Curtis Institute of Music opens with a charter that stands today: "to train exceptionally gifted musicians for careers as performing artists on the highest professional level." Students from 20 states and abroad enroll 1928 Under the leadership of Josef Hofmann and founder Mary Louise Curtis Bok, Curtis' groundbreaking model comes into focus: tuition-free, one-to-one instruction, ample performance opportunities to launch careers

#### 1930s

1931 Curtis collaborates with Philadelphia Grand Opera to stage the American premiere of Alban Berg's Wozzeck 1937 Curtis premieres Menotti's Amelia Goes to the Ball, dedicated to Mary Louise Curtis Bok; the next year it debuts at the Metropolitan Opera



In 1930, student Edna Philips becomes the first female member of the Philadelphia Orchestra, and principal harp, at 23.

#### 1940s

1941 Efrem Zimbalist becomes director 1943-44 Curtis composers commemorate World War II: Samuel Barber's Second Symphony, written while he was

in the Air Force, simulates the sound of a radio beam; Marc Blitzstein's "Freedom Morning" is dedicated to African American troops in the U.S. Army 1949 Curtis celebrates 25 years with a gala featuring Efrem Zimbalist, Gregor Piatigorsky, and members of the Philadelphia Orchestra. The Philadelphia Orchestra congratulates Curtis in its program book: "Its influence on the Philadelphia Orchestra has been almost incalculable .. if all the Curtis alumni ... were removed, the Orchestra would shrink to less than half its normal size."

#### 1950s

1950 Herbert Graf, Metropolitan Opera stage director, becomes head of Curtis opera department 1953 William Smith, a leading figure in music education, becomes head of Curtis' orchestra

#### 1960s

1968 Rudolf Serkin is appointed director 1969 Curtis strengthens its ties to the Philadelphia Orchestra, beginning a tradition of guest conductors working with Curtis' orchestra; Curtis also builds connection with the Marlboro Music Festival

#### 1970s

1975 Curtis Orchestra plays the Kennedy Center 1975 Curtis celebrates 50 years with a gala including Eugene Ormandy, Governor Milton J. Shapp, and National Endowment for the Arts Chair Nancy Hanks-and 300 alumni 1977 John de Lancie becomes director

#### 1980s

1983 Curtis debuts at the Evian Festival, beginning a long and fruitful partnership 1984 Sergiu Celibidache makes his American debut leading the Curtis Symphony Orchestra at Carnegie Hall, which New York Times critic John Rockwell calls "as revelatory an experience, both thrilling and thought-provoking," as he had

ever encountered 1986 Gary Graffman becomes director

#### 1990s

1994 Curtis Symphony Orchestra releases its first recording, with André Previn conducting; when Previn is named a Kennedy Center Honor recipient, the orchestra performs on the CBS telecast 1994 Curtis enters formal partnership with Opera Company

of Philadelphia; innovative Curtis opera productions flourish under Mikael Eliasen

#### 2000s

2006 Roberto Díaz becomes president 2008 Curtis on Tour formally launches, later endowed through an extraordinary \$55 million gift from Baroness Nina von Maltzahn

#### 2010s

2011 Curtis creates new guitar department 2014 Ensemble 20/21 (now Curtis New Music Ensemble), a student and faculty group dedicated to contemporary music, is created

2016 Nina von Maltzahn String Quartet residency, teaching, and learning program begins: Curtis becomes a Kimmel Center (now Ensemble Arts Philly) resident company

#### 2020s

2022 Curtis' Innovation Lab debuts Immersive Scheherazade, and Curtis Studio releases the performance as its first recording 2022 Daniel W. Dietrich II Young Alumni Fund launches to support graduates' emerging careers





**G** The three years I spent here were so important. They allowed me to find my way as a musician in such a meaningful way, that I have the feeling that my Curtis years took up relatively more space as a portion of my life than many longer stretches that have happened since then... Curtis really is a very special haven for music."

Alan Gilbert (Conducting '92) former music director, New York Philharmonic

There is only one Curtis, and that they've stayed true to who they are—with such remarkable results—for a century is nothing short of amazing. Across my 24 years at the Boston Symphony Orchestra, Curtis was always a wellspring of exceptional talent—as it continues to be for orchestras around the globe."



#### Mark Volpe

6

former president and CEO, Boston Symphony Orchestra; visiting professor, SDA Bocconi (Milan) and Universities of Rome, Bologna, Venice, and Lugano



When I think of Curtis I think about how lucky I was to be deeply immersed in an environment where I could explore how to become a serious artist. The process of discovering the philosophy behind great musicianship is what I was able to learn at the school."

Anthony McGill (Clarinet '00) William R. and Hyunah Yu Brody Distinguished Chair principal clarinet, New York Philharmonic Since I came to Curtis from China when I was 15, the school has been my musical home. Curtis' intense focus on artistry, on \_\_\_\_\_ awakening insatiable curiosity—and the encouragement to take risks—helped me become the musician and person I am today. My teachers and former classmates are still some of the most important and inspiring people in my life." Yuja Wang (Plano '08) international soloist

Yuja Wang with student Kārlis

Bukovskis during master class



There aren't any limits for the kinds of creative thinkers Curtis has-especially recently-produced... They're here to learn the language of the past and empowered to translate it in creative ways."

Amy Yang (Piano '06) associate dean of piano studies and artistic initiatives

#### Advancing innovation

Complementing our finely honed teaching methods, Curtis offers students groundbreaking programs and opportunities to ensure they're on the leading edge of musical progress.

Curtis' Innovation Lab brings together visionary artistic ideas with the latest technological advances. Launched with the interactive multimedia exhibition Immersive Scheherazade in 2022, the Lab melds music performance, composition, and education with technologies such as artificial intelligence, virtual reality, and gaming-often through participatory experiences that bring Curtis' signature learn-by-doing approach to a wide audience. A catalyst for new musical experiences for both artists and audiences, the Lab shares its projects with academic and performance institutions, students, educators, and listeners around the world.

Curtis also embraces new technologies such as the Steinway Spirio, a modern player plano that composers can program to perform music of their dreams-and that can capture the nuanced touch and tone of different pianists. In addition, our fully-staged operas take full advantage state-of-the-art production values, including video projection, to bring fresh experiences of both new and timeless works to our audiences.



#### Supporting tomorrow's careers

Musicians today (and tomorrow) increasingly share their art in new ways, with new audiences. To support students in forging unique, innovative paths, Curtis provides essential business, marketing, and digital media skills.

The school also provides opportunities to learn from a wide range of professionals through master classes, our speaker series, and our second-to-none alumni network. And through our unique Artist Citizen curriculum, students develop programs that use their talents to create value within different communities-including projects that have gone on to become well established festivals, beloved series, and successful premieres.

To further advance careers, Curtis plays an active role in helping students and alumni secure professional engagements, both locally and globally through Curtis on Tour. Select alumni also benefit from our new Artist Management program and our Daniel W. Dietrich II Young Alumni Fund, which provides support for recent graduates to bridge the gap to professional careers and realize their creative aspirations.



As long as I've known about Curtis, it has always represented excellence, the brilliance of the students, the ultimate educational destination. Whether at Cal Performances, or at Carnegie Hall, before that, it seemed, it seemed that every young musician of note had a tie to Curtis."

Jeremy Geffen executive and artistic director, Cal Performances; former director of artistic planning, Carnegie Hall





- Documentation
- Rollout
- Training and workshops

# Building organizational fluency





# Brand 123

Appropriately pos Center for the Arts international cult stakeholders unde valuable about the can win. Some poi can be leveraged architecture, visua media are listed o

#### A must-visit arts leader

A vital com presence an

# **Brand attributes**

Brand attributes are those qualities that are associated with an organization, and which help constituents understand it. They inform how the organization speaks, writes, designs, posts, and presents itself-and are also a vardstick by which communications should be evaluated.

It is helpful to think of attributes in three categories: those that are positive, owned, and should be reinforced; those Segerstrom Center aspires to be associated with; and those that are outdated or inaccurate—and need to be managed away. In alphabetical order...

#### **Owned**, to reinforce

Beautiful complex

#### Emotionally

- engaging
- Entertaining / fun
- Exciting
- Familial / close-knit
- Family-friendly
- High-guality / best artists
- Impactful
- Inspiring /
- enlightening • "The place" for
  - performance in
- Orange County Trusted

#### Aspirational

- A leader
- Affordable Community
- resource
- Creative / innovative
- Diverse / inclusive Dynamic / evolving
- Education leader
- (true but not known)
- Globally-known
- "It" place / popular
- Nonprofit (true but
- not known)
- Relevant
- Variety
- Welcoming

 Not diverse / not for me Traditional / risk-averse /

To manage away

Expensive

Inaccessible

Intimidating /

I won't understand

Exclusive / elitist

out of touch

Brand foundation • page 9

3.2

#### See the best at Segerstrom

 World-class artists clo home: the most celeb theater, classical, danc cabaret creators and

**Brand** S<sup>33</sup>

- Broadway hits, from c favorites to new sense
- First-rate performanc facilities: magnificent stellar acoustics, the h production values

# High le messag<sup>3.4</sup>

Effective messaging or what our constituents a resonant connection, w

The following paragrap paragraph can be used the following page. Ou the amount of time and

#### 1st floor:

Revel in creat Arts, you can culture and p straight from dance; from i comedy and right here in (

# Tilt: Plaza attendees / community engagement

Constituent-focused messages

Leave your screen behind– and be a part of Orange County's most energizing, fun, live entertainment

Join us on the Julianne and George Argyros Plaza at the Segerstrom Center for the Arts for a night out, a fun family afternoon, or just something new. With hundreds of free events to choose from, there's sure to be something for you—learn salsa or hula dancing; celebrate Juneteenth, Cumbiaton or Spring Carnival; catch your favorite movies; hear up-and-coming local bands; or move to your own beat at silent discos.

Bring your friends and family, relax, enjoy, and kick up your heels—all in the spectacular setting of the Segerstrom Center campus, right here in your backyard. You can bring a picnic or grab a bite at George's cafe—and for some events, we also have visiting food trucks with a wide range of offerings. We're sure you'll love our free programs outside on the Plaza. But don't miss what's going on inside. Visit our concert halls and theaters for a wide variety of Broadway, music, dance, comedy, and celebrity performances—all with affordable ticket options.

At Segerstrom Center for the Arts, there's always something happening—and you're always invited.

# Color Accent palette:

4.4

4.3

When needed, light and dar as accents alongside a brig



**Color formulas** • Always use the correbuilding new color combinations. Our defined CMYK and RGB builds.

Artists

Imager 4.5

Images of artists includ and on-stage shots.

Everything coming together includ its. Experience the thrill, inspiration, and fun of the best

in performing arts

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name 64

Gesture





New Jersey Symphony

# Putting it all together



# **Goals and challenges**

# Challenges

- Between better-known / resourced NYPhil and Philadelphia Orchestra Low—and unfocused—brand awareness
- Multiple venues, no owned "home base"  $\rightarrow$  low local ownership
- Presenting venues offer—and promote—competing programs
- Not getting credit for track record of inclusive leadership + programming

# Goals

- Raise awareness, engagement, stature, and revenue
- Attract / retain new, more diverse audiences
- Build on strengths, establish a differentiated, recognizable position
- Ensure that pandemic innovations accrue to the brand
- Make the most of upcoming Centennial

# Where we started: low local "ownership"



# Where we started: disparate face to the world



#### NJSO Virtual 20-21

A specially designed virtual season featuring orchestral concerts and a number of other exciting programs!





#### Watch: At Home Performances

Watch NJSO musicians share performances, insight, tips on technique and more.





Listen: NJSO Broadcasts On Demand

Hear NJSO concert recordings originally broadcast on WWFM and WOXR.

More Info





#### Watch: Gratias Tibi

NJSO premieres Gratias Tibi, a message of thanks to all frontline workers.



Saint-Saëns' Carnival of the Animals

serves as the backdrop to your

#### Watch: Carnival of the Animals Series

Get the latest virtual performances delivered to your inbox! Plus, be the

**Receive: NJSO** 

emails

© Sametz Blackstone Associates

#### NJSO YOUTH OPCHESTRAS







NEW JERSEY SYMPHONY ORCHESTRA

Opening Weekend: Holst's The Planets in HD Oct 11–13 Newark | Red Bank Grieg's Piano Concerto Oct 31-Nov 3 Englewood | Princeton | Red Bank | Newark

Rachmaninoff's Third Piano Concerto Dec 5–7 Newark | New Brunswick

Xian Zhang music directo



Beethoven's Piano Concertos 1 & 5 Mar 19–20 Englewood | Princeton

**JERSEY** NY ORCHESTRA

NEW J

- Beethoven's Piano Concertos 2, 3 & 4 Mar 21–22 Newark | New Brunswick
- Beethoven's 'Eroica' Symphony Mar 26-29 Newark | Red Bank | Morristown







SAVE 10% when you **COMPOSE YOUR OWN** series today!





# SOUND FUTUI

The Centennial Campaign for the N.

INSPIRE ENTERTAIN. CONNECT.



**Education & Community Engagement** 



#### Expanding Possibilities, One Note at a Time!

In addition to its lauded artistic programming, the NJSO presents a suite of nationally recognized education and community engagement programs that promote meaningful, lifelong engagement with live music, serving as many as 60,000 New Jersyma in nearly 21 ocunties each year. Core program offerings include the NJSO Youth Orchestras, NJSO Music and Wellness Program, NJSO Preschool Program and NJSO Colton Fellowship.

Through its diverse array of programs, the NJSO expands access to quality music instruction and provides vital arts learning experiences that reinforce social and emotional learning outcomes, foster confidence and bring joy.

#### NJSO Youth Orchestras

Coached by NJSO musicians, the NJSO Youth Orchestras give qualified middle- and high-school students-especially African-American and Latinx youth in the Greater Newark area-unparalleled opportunities to achieve personal and musical excellence. njsymphony.org/youthorchestras

#### NJSO Music and Wellness Program

The NJSO Music and Wellness Program promotes healing through music for patients, staff and caregivers through a chamber concert series and customized bedside serenades by our musicians. njsymphony.org/healing







NEW JERSEY SYMPHONY ORCHESTRA XIAN ZHANG Music Director





2017–18 Annual Fund Appeal

9/5/17 9/11 AM

© Sametz Blackstone Associates



TICKETS START AT \$20!

# Where we started: identity



**ENGLEWOOD** MORRISTOWN Fall Concerts **NEWARK NEW BRUN** PRINCETO **RED BAN** 

4

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Opening Weekend: Holst's The Planets in HD

Oct 31-Nov 3 Englewood | Princeton | Red Bank | Newark

Rachmaninoff's Third Piano Concerto

SIC DIRECTOR

Oct 11–13 Newark / Red Bank

Grieg's Piano Concerto

Dec 5-7 Newark | New Brunswick

# **Attributes**

#### **Owned**

- Accessible
- "New Jersey"
- Unpretentious
- Warm
- Welcoming

#### Aspirational

- Committed to diversity in all its dimensions
- Committed to serving the community, state-wide
- Engaging / dynamic
- Artistically excellent
- Innovative / adventurous
- Nimble
- "My New Jersey Symphony"
- Relevant

#### Manage away

- "Not for me"—i.e., "pale, male, and stale"
- Not high-quality music especially when compared with the two large neighboring orchestras
- Parochial

# Brand positioning: where they could win

- Innovative programming—before and during the pandemic
- Walking the DEI talk
- Renowned, charismatic, buzz-worthy music director
- Targeted community foci
- Turn "statewide" around  $\rightarrow$  "the Symphony comes to me"
- Artistic excellence + convenience  $\rightarrow$  competitive advantage
- Make a distinction between "service to..." and "service organization"
- Build on extended reach gained from virtual programming

# Bringing clarity to innovations: new architecture

- NJSO Virtual
- NJSO@Home
- NJSO Everywhere short videos
- Couch Concerts
- Ask a Musician
- Archival Recordings
- NJSO Community Partners
- Neighborhood Concerts
- Music and Wellness Programs
- In-School Programs
- College + University Workshops
- #OrchestraYou
   © Sametz Blackstone Associates
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  © Sametz Blackstone Associates



**Concert Films** 



New Jersey Symphony Everywhere

New Jersey Symphony Virtual





The New Jersey Symphony is redefining what it means to be a nationally leading, relevant orchestra in the 21st century. Through adventurous performances, engaging educational opportunities for all ages, and robust community programming, we encourage everyone to enjoy the magic of orchestral music in all its forms.

Essential to the rich cultural fabric of our state, we provide inspiring, enriching, entertaining experiences across genres and venues, bringing music that's meaningful to you, to you—throughout our state and virtually, wherever you are

## NEW JERSEY SYMPHONY

## NEW JERSEY SYMPHONY FRIENDS

## NEW JERSEY SYMPHONY VOUTH ORCHESTRA







#### A DYNAMIC and RECOGNIZABLE APPROACH TO

## TYPOGRAPHY THAT SHIFTS and SLIDES,

# **CHANGING** weight **AND** width

REVELING IN CONTRAST and ADDING VISUAL DRAMA and POETRY





immersive orchestral experiences for a new era

## NEW JERSEY SYMPHONY CONCERT FILMS





#### CENTENNIAL Gala & Concert WITH Y0-Y0 MA

#### Saturday, November 12, 7:30 pm New Jersey Performing Arts Center

Xian Zhang conductor Yo-Yo Ma cello New Jersey Ballet

Wynton Marsalis Herald, Holler and Halielujah (New Jersey Symphony Co-Commission)

#### Dvořák Cello Concerto

Ginastera Four Dances from Estoncio

IT'S HE RET. This landmark event marks 100 years of musical excellence, innovation and inclusion-and ware are so excited to celebrate it with you. Join Music Director Xian Zhang and your favorite orchests musicians for a night to remember. *Heardi, Holler and Holiekijon, a New Jesrey* Symphory oc-commission from the prolific Wymon Marsalia, will kick off this celebratory evening with an influsion of jazz melodies that will warm and excite all in attendance. The legendary and groundbreaking celling V-Yo-M an will take center stage to masterfully perform the king of cello concertors: Dvořák's passionate concerto.

To complete this magical evening, dancers from **New Jersey Ballet** will join the orchestra for a tale of unrequited love in **Ginastera's** Four Dances from Estancia.



6 | 2022-23 CENTENNIAL SEASON



Secure your concert-only tickets before they go on sale to the public. Get presale access when you purchase a subscription to the New Jersey Symphony's 2022-23 season and guarantee your tickets TODAY!

For more information about gala event tickets and sponsorship opportunities, please visit njsymphony.org/centennialgala.

11

LEADING AT 100

YO-YO MA

1920s Innovating from the startthe orchestra's early seasons include American premieres by Prokofiev and Holst, star guest soloists like Pablo Casals and concerts in a variety of halls.

NJSYMPHONY.ORG | 7





#### Greetings, New Jersey Symphony Family,

This past Thursday, Xian Zhang, Patrick Chamberlain and I had the privilege of unveiling the 2022–23 season, the New Jersey Symphony's Centennial Season. Having to overcome so many obstacles in the last couple years to finally get to this important moment in the Symphony's history was certainly a passion project for all involved. Just hearing some of the early feedback about the centennial from our patrons supports my belief that we have something very special on our hands.

One thing I want to emphasize about the coming season is how important it is for you, our patrons, to come and celebrate with us! This might be your Symphony's big milestone, but it's really your party. There has never been a better opportunity to share the music you love with your family and friends and I have you'll play your part is charing all that is been pairing.



Buy tickets | Donate

New Jersey Symphony Events: New in April!

#### Powerhouse solo performances and an epic opera highlight the month of April!



#### Zhang Conducts Mozart's 'Jupiter' April 8–10





66 Hove the deep sense of connection to our community that our orchestra has, and our commitment to making the power and joy of music accessible and meaningful to everyone." Ha Young Jung, Principal Bass, Lawrence J. Tamburri Chair

#### Dear stalutations

When if first pined the New Jersey Symphony as music director, leas amazed by how welcomed i least by our community people had me over for dinner, got to know my whole family, even took my kids out for ice cream. It's been my privilege, along without or otherstar musicians, to relignerate this incredible, unique warmt by welcoming even targer circles of our



ommunity into our "homes": our six concert halls, our youth orchestra and virtual concerts-and into the homes we've created in schools, healthcare centers and neighborhood settings across the state. Today, the close-knit relationships between our community and our musicians are deeper and more valued than ever- and R's possible all because of you. Your gift of <SX- helps us to nurture, sustain and grow the family our orchexts has built over our first 100 years.

As you've experienced season after season, our orchestra members aren't remote, faceless musicians on a distant stage. They love to answer your questions and talk at intermission; they coach youth onchestra students, and, over the last two years, they've velocimed you into their homes through couch concerts, video conversations and even free lessons for all ages.

As we prepare for our spectacular Centennial, we're focused on ensuring that everyone in our state can participate and be med into the uplifting, shared experience of music making.

With your support, our orchestra of excellent, community-engaged musicians can continue to flourish and connect with diverse audiences all over New Genzey; to expand our collaborations with guest artists and composers of all walks of life, and to serve children and lifeting learners statewide through our accessible englightonic concerts and asserbit education programs.

Please make your gift today to help us realize our vision to be a leading 21st-century orchestra, where people from all walks of life can see themselves and their communities reflected on stage, in our youth orchestra and in our audiences, and become part of our ever more inclusive family.

Looking forward to celebrating our Centennial together



PS To make your gift online, please To make a gift over the phone, please call 973.735.1730.

66 Our goal is to create more opportunities for more New Jerseyans to connect with our music and our musicians. Our community belongs at the Symphony, and the Symphony belongs to the community." Gabriel van Aalst, The Ruth C. & A. Michael Lipper President & CEO Chair

DMI 1

MARCH 2022

NEW JERSEY SYMPHONY XIAN ZHANG PUTT



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Support the New Jersey Symphony's bold trajectory

The New Jersey Symphony is a nationally leading 21st century orchestra, and we take a bold approach to programming that makes our concerts relevant, exciting, and inclusive of all audiences.

To keep orchestral music alive and thriving-and provide you with captivating experiences-we commission new works every year and have staged dozens of world premieres over our first 100 years. From some of the earliest orchestral performances showcasing African American composer **George Walker**, to genre-bending programs by Geri Allen, Wynton Marsalis, and Sergio Assad, we have been at the forefront of expanding the orchestral repertoire.

Through our Edward T. Cone Composition Institute, we coach and mentor emerging composers and provide life-changing opportunities to have their work performed by the New Jersey Symphony. Our Resident Artist Catalyst-a position unique to the New Jersey Symphony with a key role in programming-further supports and proves our mission to be diverse, equitable, and inclusive.

We also are continually expanding the boundaries of the concertgoing experience. We provide Interdisciplinary performances that bring music to life through theater, film, art, and dance-as well as through special events like our Lunar New Year festival that connect with audiences from a variety of musical and cultural backgrounds

We offer these adventurous programs in five concert halls and hundreds of community venues across the state-and digitally through our high-definition 4K concert films-so that all can share in and enjoy the thrill of new talent and visionary programming.



James C. Taylor







#### AMADEUS CIRCLE

Help your New Jersey Symphony soar NEW JERSEY SYMPHONY XIAN ZHANG MUSIC DIRECTOR

#### PRESIDENT'S CIRCLE

Invest in bringing the power, beauty and inspiration of music to all of New Jersey





## NEW JERSEY SYMPHONY

#### **Evolving our brand**

Strategic, verbal, and visual guidelines to increase stature, participation, loyalty and support

SAMETZ BLACKSTONE ASSOCIATES V1

### Results

- Sales way up:
  - First brochure in new brand brought in 55% of annual revenue goal; season ended over goal
  - Opening night 2022 had 3x attendees compared to pre-pandemic
  - New acquisitions from first pieces up 26% (exclusive of re-upped lapsed)
  - Single-ticket sales for classical concerts up \$500k, out-performing pre-pandemic
  - Movies and special concerts sold out across venues
- Universal embrace internally
  - Enthusiasm around new name, messaging, visual expression
  - Communicators, including senior leadership, using new messaging in social media, media interviews





## There.

## Your turn...

#### Breakout session agenda

Worksheets

- 1: audiences + what they care about
- 2: guiding brand attributes
- 3: messaging framework
- 4: building a message
- 5: constructing a story

Workshop+ worksheets

### Workshop breakout session...

- In your group, agree on a client orchestra (and its representative) others in your group will be the consultants
- Count off by group 1-3 to determine which key constituent group you'll be crafting messaging for:
  - 1: long-term subscribers / potential donors
  - 2: current single-ticket buyers
  - **3:** young, arts-interested, never attended
- Give a face / identity to your constituent group: person / persona
- Focus on your constituent group / person; map on your post-it chart...
  - what do they care about?
  - what do you want them to think? ... and do?

### **Workshop breakout session 2**

- In consultation with your "client" map guiding brand attributes
  - positive ones the orchestra owns to reinforce?
  - aspirational attributes?
  - negative or outdated attributes to manage away?
- Together, draft storylines / key concepts that in the aggregate define and present the client orchestra
- Drawing on the above storylines and attributes, write a letter / email to your person that will encourage them to think and act in your favor
- We'll present and share

### Worksheet 1: audiences / what they care about



### **Worksheet 2: guiding brand attributes**

Brand attributes, usually adjectives, help your different audiences to understand you. They help describe what your brand *feels* like—and help people to build a connection with you. Your offerings, history, and behavior will have already generated some attributes in the heads of those who know you... or almost know you. But they may not be the ones you *want* associated with you. The goal is to *manage attributes with intent*.

#### **Own to reinforce**

#### Aspirational, to promote

#### To manage away

- \_\_\_\_\_
- \_\_\_\_\_.
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

### **Worksheet 3a: messaging framework**



### **Worksheet 3b: storylines / key concepts**

Storylines are those key concepts you'd like prospective and current audiences, partners, and donors to internalize: ideas that in the aggregate build *meaning* in your brand and resonate with different constituents. They are broader than specific stories, which can then be organized under individual storylines, and used to *prove* them.

• \_\_\_\_\_

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•

•

• \_\_\_\_\_

•

\_\_\_\_\_

#### Worksheet 4b: messaging "tilt"



< Informing attributes

## **Worksheet 5: constructing a proof-point story**

- [Title]
  - What would you name the story if you were making a movie of it?
  - Think both literal and evocative
- [Subhead]
  - Convey progress / the value you added / get people interested
- [Situation]
  - Who is the protagonist / what is the starting point / challenge / why do we care?
- [Enter your organization]
  - What role did your organization play / which offerings + services?
  - Who participated / what did they do to advance the story?
- [Results / benefits]
  - What were the benefits delivered? How did the trajectory of the story change?
  - How is the protagonist in a different place now?
- [The future
  - Is the story ongoing? Do benefits + results continue?

# Presenting + sharing

## Thankyou Discussion

Roger Sametz roger@sametz.com Ronni Reich ronni@sametz.com