

# 360° Communication and Consulting

Strategies in Music and Media

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# Situation Analysis

The performing arts have always persevered despite the challenges of financial strain and the reliance on a transient base of fans. The industry, however, is currently facing a rupture which is in some ways historically unprecedented. When operations resume in full force, the institutions that are already well-endowed and well-positioned will have survived. In the meanwhile, arts organizations must ensure their resilience.

The pandemic provides a window of opportunity for institutions to prove both their artistic and social relevance. The increased blending of the physical and digital realms broadens potential reach and invites cultural spaces to develop their media capacity. This involves creating narratives that transcend the traditional context of in-person live performance.

# Situation Analysis

In digital communications, novelty is key. But what is novel one day is passé the next. Many come to listen and like, but few are willing to step up financially. To bridge the time gap, a communication strategy must address all target groups and create a sense of inclusiveness. While core audiences are as loyal as ever, new audiences await incentives for engagement.

In an environment of constant change, audiences need reassurance about day-to-day safety but also opportunities to dream about life and the arts post-Covid. Hybrid models should engage local audiences but also sustain or develop interest internationally so that when restrictions are loosened, an organisation is a number-one destination.

Polished verbal presentation and strategic design are essential to remaining resilient in an increasingly competitive digital space. You must invest the time and effort to communicate exceptionally.

# Key topics

## Culture

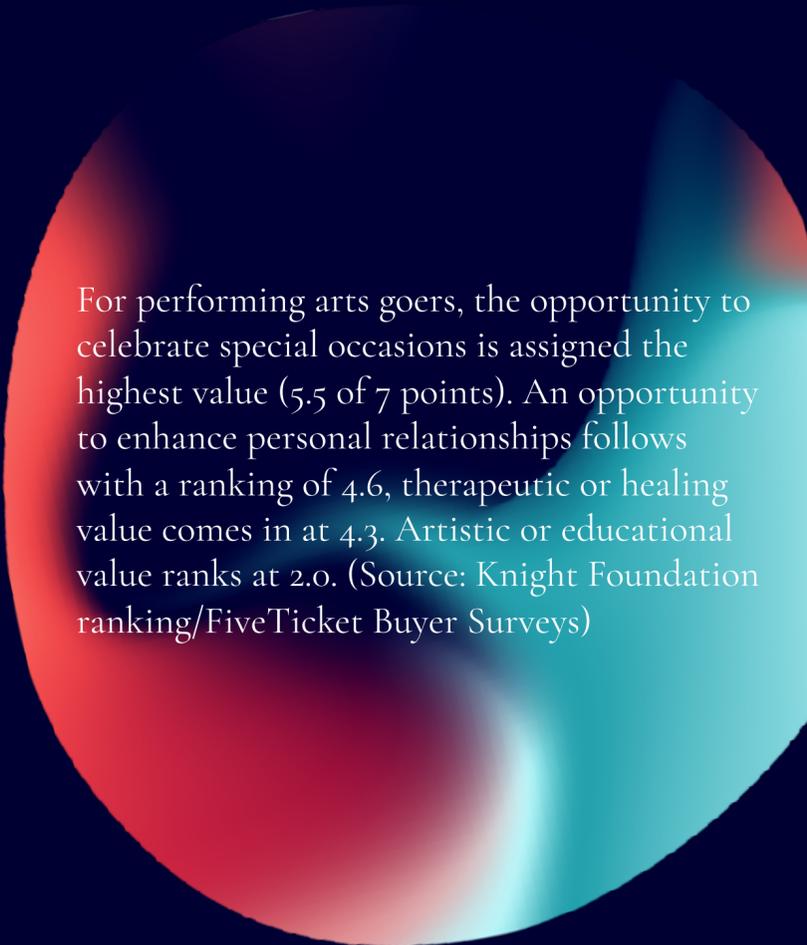
What are the traditions and attitudes of your institution, and why do you assume everyone knows them? What makes your organisation unique? A clearly told story of your institutional culture can build capacity, drive engagement and grow global audiences.

## Value

Arts organisations have tremendous value to society. Concentrate on defining what you bring to your community.

## Covid proof

Make safety, personalisation and down-ageing central parts of your infrastructure.



For performing arts goers, the opportunity to celebrate special occasions is assigned the highest value (5.5 of 7 points). An opportunity to enhance personal relationships follows with a ranking of 4.6, therapeutic or healing value comes in at 4.3. Artistic or educational value ranks at 2.0. (Source: Knight Foundation ranking/Five Ticket Buyer Surveys)

# Expansion of key topics

## Anticipate the future

The pandemic has ushered in a new level of experimentation and innovation online.

Harness the lessons of 2020 to strengthen your organisation. Integrate the live and digital experiences in an elegant, meaningful way.

## Consciousness

The arts are part of a wider societal discourse about ethical concerns. Culture institutions cannot be on sidelines. Declare values prominently and repeatedly. COVID-19 has not cut across all segments of our population equally. Programming and communications can address these disparities by understanding needs, values and opportunities.

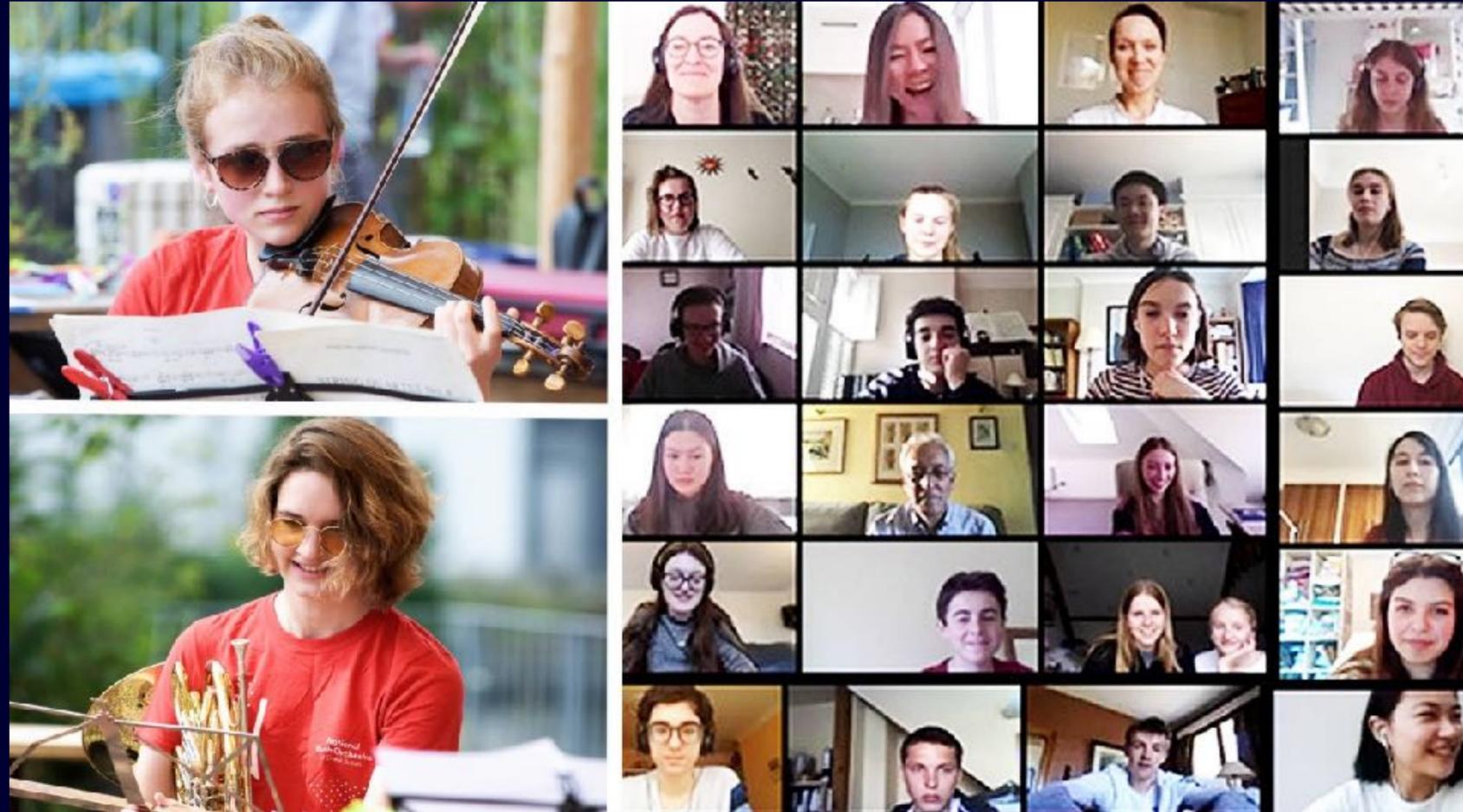
## Inclusion and Disintegration

Arts institutions typically have a mandate to host audiences from a variety of cultural and ethnic backgrounds, particularly in urban settings. They must be present in the community to create awareness about their work, reflecting their artists and staff as well as target audiences. Digitally engage with texts and a visual language that challenge old viewpoints without losing the heritage of the institution.

Podcast listening by adults aged 55 and over has doubled since 2017  
(Source: Edisonresearch)

70% of arts patrons use Facebook  
(Source: Capacity Interactive)

# Expansion of key topics



A socially distanced performance of "Ode to Joy" (c) National Youth Orchestra of Great Britain



(c) SocietyByte

# Expansion of key topics

## Being alive

The arts can promote health and well-being. Convey the spirit of creativity and magic as an essential part of the arts' role in society.

## Clanning

The chosen form of a highly defined clan (target audience). Audiences should feel like an integral part of a special community that addresses their values.

## Celebrity cult

Promoting institutions and programs exclusively through big names and known works creates high thresholds that may exclude new audiences in the physical space. Offering relevant insights into an organization and its broader environment empowers programs and ultimately institutions.

Music, specifically, has been revealed to enhance social bonding and increase self esteem while reducing anxiety, emotional alienation and aggression. (Source: World Health Organization)

58% of ticket buyers are strongly influenced by word of mouth from family and friends. (Source: Capacity Interactive)

87% high frequency attendees say they have a strong bond with their organization. (Source: Capacity Interactive)

# Expansion of key topics - Covid proof infrastructure

## Safety

Create transparency about adopted measures.

Social Media usage is not growing but rather has remained stable since 2017  
(Source: Edisonresearch)

## Personalisation

Create a digital journey that makes everyone feel as special as the environment they are buying into.

56% of patrons who watch TV or streaming content skip advertisements  
(Source: Capacity Interactive)

## Down-aging

Share information with your audiences/customers/donors/students that allows them to make a new decision or renew their commitment when you fully reopen.

86% of ticket buyers find out about arts events via email  
(Source: Capacity Interactive)



# Best practice\*

- Opera – Orlando
- Symphony – Beethoven 9
- Composer – Portrait Unsuk Chin
- Performer – Portrait Hannigan

\*Password upon request

# Who we are

## Rebecca Schmid

has followed the latest developments in the classical music industry for the Financial Times, New York Times, Das Orchester, Berliner Morgenpost, Gramophone, Opernwelt and many other publications. The interface of classical music and digital technology has been a focus of her work since she covered the first iPhone App to transmit a master class live for BBC Music Magazine in 2010.

Rebecca's first book, "Weill, Blitzstein, and Bernstein: A Study of Influence," will be published this season by Academica Press. Her writings as a musicologist are also forthcoming on Cambridge University Press. A Swiss-American born in France, she has moderated and written program notes for such organisations as the Metropolitan Opera, Salzburg Festival, Spoleto Festival USA and Verbier Festival.

## Andrea Kleibel-Kertsman

has over two decades of experience in global development, strategy and communications in the music and culture sector. Her portfolio includes leadership roles across non-profit and educational institutions, as well as senior management and production work in entrepreneurial and corporate environments. She has held executive positions with such organisations as Sony Classical, University of Music and Performing Arts Vienna, the Mahler Foundation and the Karajan Institute.

Born in New York and raised in Salzburg, she was educated in the performing arts, culture management and philanthropy at the University of Music and Performing Arts Vienna, the School of Philanthropy at Indiana University, and University Mozarteum. She is the founder of Horizon Arts and a member of the board of the University of Applied Arts Vienna.