Group 3 & 4 Executive Directors Constituency Agenda

June 14, 2021

Constituency Liaison: Lee Ann Norman, lnorman@americanorchestras.org

GOALS: Provide structured and facilitated time for community building and professional development of Executive Directors in League budget groups 3 and 4

PREPARATION: Know Your Customers' "Jobs to Be Done"

Jobs Theory is a framework initially described by American economist and father of disruptive innovation, Clayton Christensen, which suggests organizations can and should consider what they do, and how they do it, through the lens of the “jobs to be done” for the customer, rather than the suite of products and services.

1:30–2:30PM EDT Emerging from COVID Stronger: Creating Compelling Experiences for the Next Generation of Orchestra Audiences

The COVID crisis is likely to accelerate a troubling decline in audiences that many orchestras have faced across the past two decades. At the same time, the pandemic has illuminated a set of motivations that orchestras can build on to create meaningful new experiences for current- and next-generation audiences. How do we capitalize on these insights to develop new experiences, especially for audiences where "love of the arts" is not a primary motivator?

Pope Ward, Chief Research Officer at Advisory Board for the Arts, will share insights from ABA’s qualitative and quantitative research regarding jobs that audiences "hire" orchestra tickets to help them accomplish. His research briefing will be followed by an interactive session where attendees can discuss these ideas together, such as:

- How has the pandemic altered the "jobs" that audiences hire orchestras to help them accomplish?
- How do audience and donor motivations differ?
- How do we build new audience experiences without sacrificing the experience of traditional audiences?
- And ultimately, what is our strategy for creating enduring value for new audiences we need to attract?

We postulate that this framework will be not only helpful, but critical, as orchestras consider how to thoughtfully engage with their communities next fall and beyond.
2:30–3:30PM EDT        Break

3:30–4:30PM EDT        Looking Ahead

In this session, attendees will have an opportunity to reflect on learnings from the previous session through a focused exploration of new approaches to questions such as:

- How are you approaching the 21-22 season? How are you re-opening?
- What is the role of digital moving forward at your orchestra and how are you making financial decisions (e.g., guest artist vs. highly produced video)?
- Has our value proposition changed as an institution? If we know we are not "going back to normal" in terms of the typical live concert experience going forward, what does that mean about how we approach our work?
- How do we make decisions around health and safety protocols?
- What does equity, diversity, and inclusion (EDI) look like for your orchestra and what are your goals for the next year?

This session will also include an open space for attendees to check in and connect more generally.