



ADVISORY  
BOARD  
for the ARTS

*Transforming Arts Organizations Worldwide*

The Case for Shared Values

January 2021



# Agenda for our Time

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01

REFRESH

Quick reminder  
of shared values

02

DEVELOPING  
OUR SHARED  
VALUES

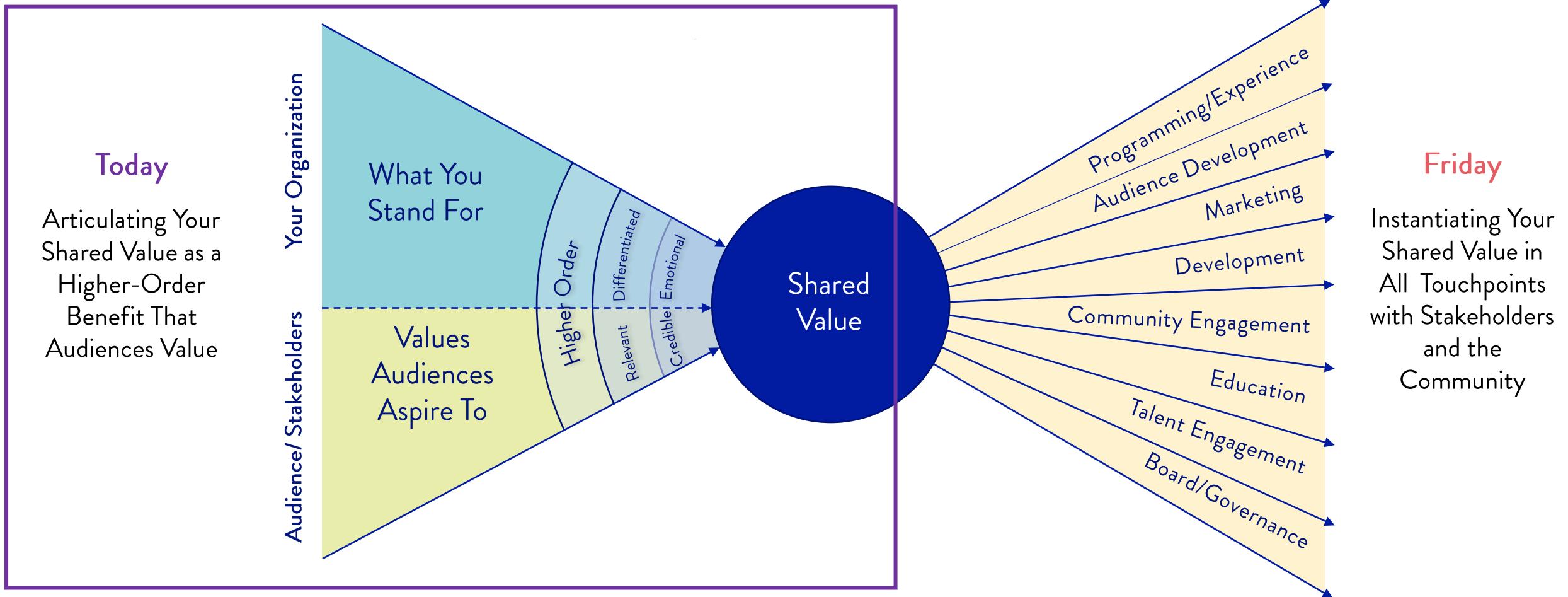
Where do we  
begin?

03

PEER  
SESSION

Bringing the  
concept home  
through  
discussion

# Building the Purpose-Driven Arts Organization



# Characteristics of a Shared Value and Examples

## EMOTIONAL

Based on feeling and emotions, rather than programmatic attributes

## HIGHER ORDER

Must have meaning in the consumer's broader life, not just in his/her interaction with the product category

## RELEVANT

Must be relevant to the consumer and the product category

## CREDIBLE

Reflects something the the brand genuinely embodies or supports

## DIFFERENTIATED

Stems from the qualities that make a brand truly unique



Apple exists to empower creative exploration and self-expression.



Coca-Cola exists to inspire moments of happiness.



Hermès exists to celebrate timeless luxury and craftsmanship.



Mercedes-Benz

Mercedes-Benz exists to epitomize a life of achievement.



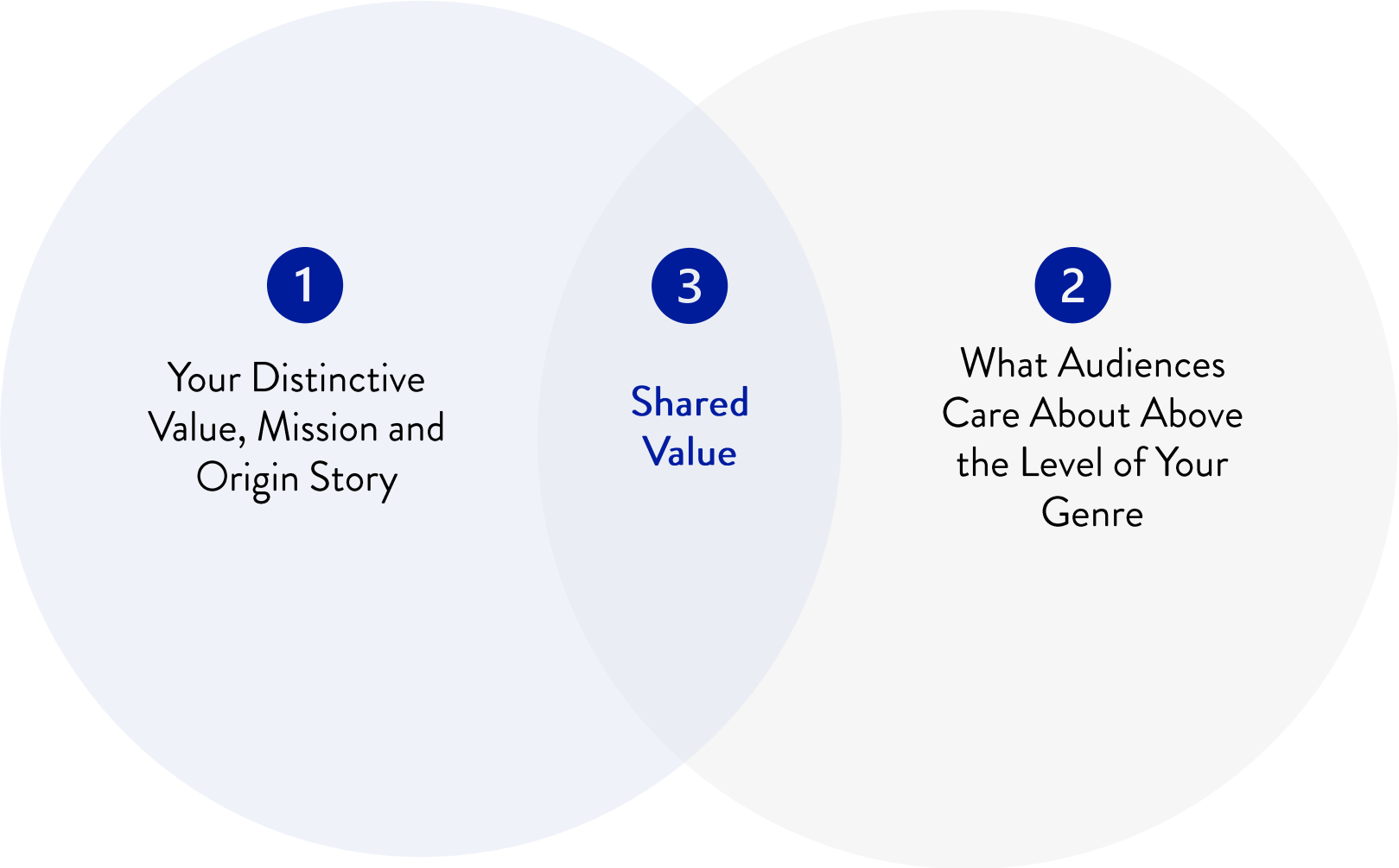
Starbucks exists to create connections for self-discovery and inspiration.

Source: *Grow: How Ideals Power Growth and Profit at the World's Greatest Companies*, Jim Stengel, 2011.

# How To Find Your Shared Value

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*What is your unique gift to the world, that you happen to show through performances or exhibitions?*



*What values do your audiences hold, that may be difficult for them to achieve day-to-day?*

# Getting Stakeholder Input on Your Purpose

## Staff/Alumnae

### The Past

What is our origin story?

What were we created to do that is different than other similar organizations?

What points in our history have we taken a risk to stand up for something?

What are times when we have missed an opportunity to take a stand?

### The Present and Future

Why did you join Organization X?

How would you characterize our culture compared to similar organizations?

What do you want to leave behind as a result of your work here?

## Audiences/Visitors

What is Organization X's biggest mark on this community?

What is your most emotional association with organization X?

What is a story about Organization X that really says a lot about who they are?

What would Organization X never do that similar organizations might?

## Other Stakeholders

Performances/exhibits aside, what would this region lose without Organization X?

Why did you choose to partner with Organization X? Why were you a good match?

Who does Organization X fight for/stand up for/protect/support?

**Not all feedback from stakeholders will relate to your shared values, but, as a whole, the feedback should provide directional clues to your purpose.**

# The Inspirational Power of an Origin Story

## The Historical Roots of the Barnes Foundation



A.C. Barnes Company, established in 1908 to sell Argyrol (an antiseptic), was organized as a cooperative. **Two hours of each work day devoted to seminars.**

The philosopher John Dewey taught some seminars. His teaching philosophy included **direct experience with subject-matter**, including Barnes' art collection.

Barnes **formally established a foundation in 1922 as a school rather than a typical museum** because of his collaboration with Dewey.

At his death in 1951, Barnes **left his collection to Lincoln University, an historically black college.**

## Mission Statement

“The mission of the Barnes is to promote the advancement of education and the appreciation of the fine arts and horticulture”

So many organizational mission statements can come off flat...



## Shared Value

We believe that people, like art, should not be segregated and that people from all walks of life deserve access to the transformational improvement possible through appreciation of the arts.

... even when their underlying reason for existence has the power to inspire.

# Chat Question

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What is something you think your organization stands for?



## Program-Based Marketing (Pre-2018)



- *Focus:* Programmatic details
- *Origin of Campaign:* Long-standing approach to promote upcoming concerts
- *Outcome:* Not memorable; not often sourced as how attendees heard about a concert

# A Structured Approach to Identifying Deep Feelings

## Pre-Interview Request

Identify a set of 10 images that represent that the symphony to you, but do not include any pictures of the symphony, musicians, or instruments.



This form of interviewing is known as the [Zaltman Metaphor Elicitation Technique](#) (ZMET).

## Components of Interview

### Storytelling

Ask interviewee to explain how each picture represents their thoughts and feelings about the symphony.

### Missing Pictures

Ask interviewees if there were ideas or feelings they wanted to express but could not find an appropriate representative image.

### Triad Task

Select three pictures at random. Ask interviewee to explain how two of the pictures are similar but different from the third.

### Sensory Metaphors

Ask interviewees to express their ideas using various sensory images. For instance, ask what is (and what is not) the color, smell, or touch of the symphony.

### Additional Probing Techniques

To encourage interviewees to elaborate on their thoughts more fully, continue probing on pictures. For example, ask them to tell you what else might be in a picture if the frame was extended.

# A Simplified Approach: The Five “Whys”



**Why did you bring this photo?**

*It reminds me of my seat at the symphony.*

**Why?**

*I feel peaceful when I am at the symphony.*

**Why?**

*It gives me a chance to clear my head.*

**Why?**

*I can escape without any other distractions.*

**Why?**

*It gives me a chance to meditate. I leave with a sense of clarity about my life.*

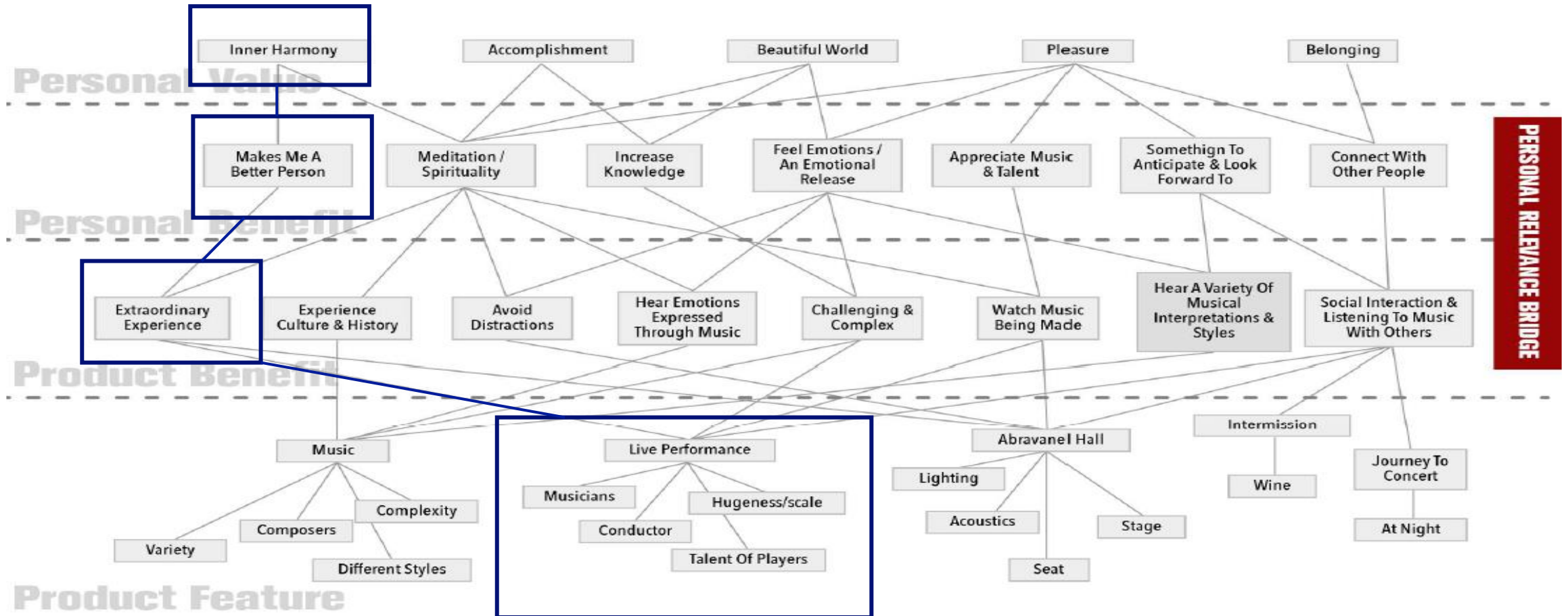
Continue asking “Why?” until the respondent no longer has an answer. This indicates you’ve reached the core of their feelings.

**Why?**

*It just does.*

# Artifact: Utah Symphony's Complete Values Map

## Utah Symphony's Values Map



# Use Values to Design Emotionally Resonant Marketing

## Examples of Utah Symphony's Values-Led Marketing Campaigns

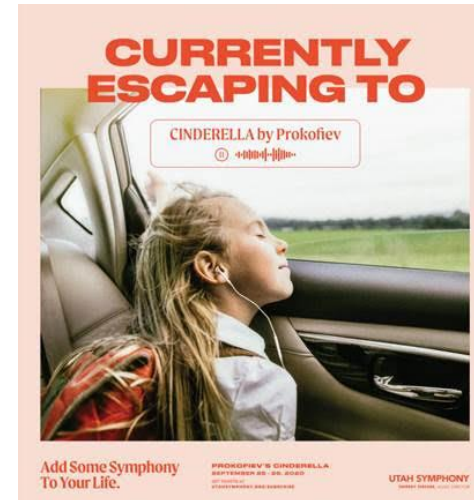
Value: Accomplishment



Value: Beautiful World



Value: Inner Harmony



## Impact of Values-Based Marketing

Changes between 2017–2018 and 2018–2019

7% increase in Utah Symphony's Masterworks Series ticket sales

16% increase in Utah Symphony's Masterworks Series revenue

18% increase in reactivated ticket buyers

### Why it works:

Signals how the symphony supports learning and personal development through challenging and complex performances.

Signals how the symphony creates the opportunity to experience culture and history and provides an extraordinary experience.

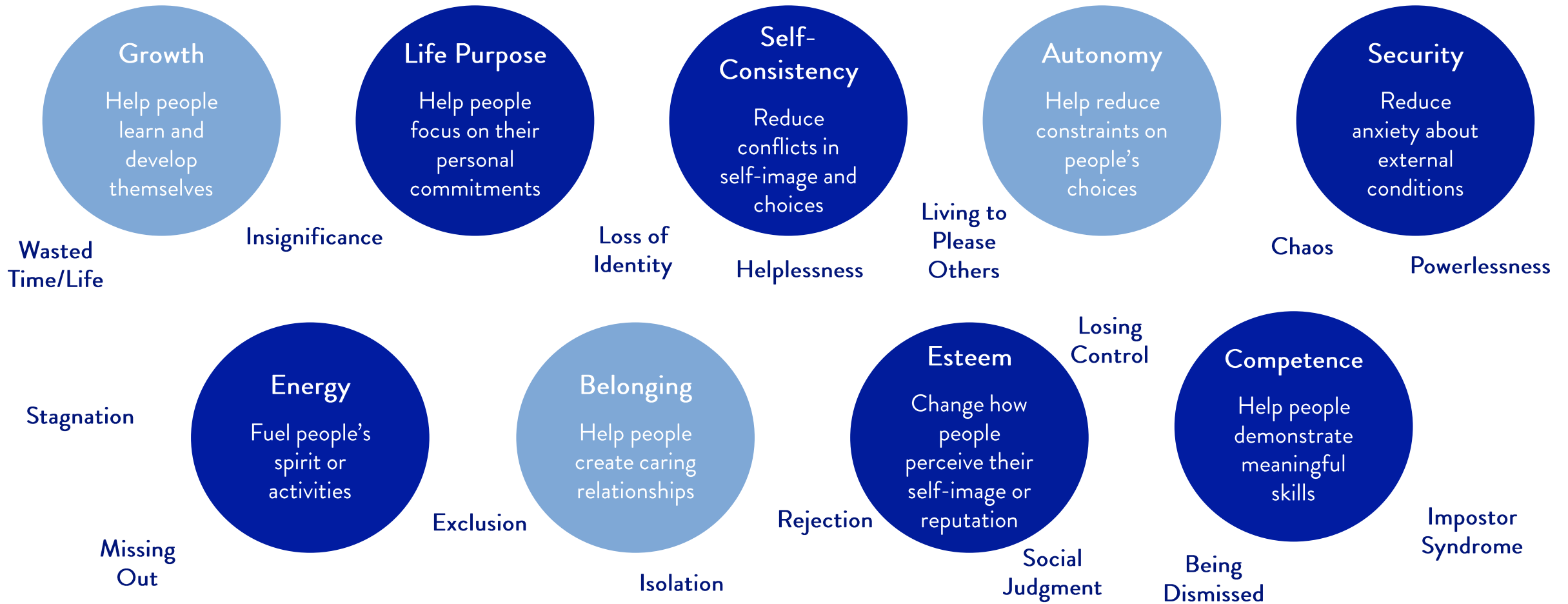
Signals how the symphony provides an opportunity to avoid distractions and connect with your spirituality.



# Considerations for Your Own Shared Value

EMOTIONAL	HIGHER ORDER	RELEVANT	CREDIBLE	DIFFERENTIATED
Based on feeling and emotions, rather than programmatic attributes	Must have meaning in the consumer's broader life, not just in his or her interaction with the category	Must be relevant to the consumer and the category	Reflects something the the brand genuinely embodies or supports	Stems from the qualities that make a brand truly unique
Is there an underlying tension or 'struggling moment' we can resolve?  Is it aspirational for you and the audience?	Is it above the level of your genre (theatre, opera, etc.)?  Would you start a movement around this?	Can we translate the value into personal benefits?  Is it directly related to cultural conversations taking place right now?	Have we demonstrated our support for this value in the past?  Is the value big enough to contain our activities but specific enough that it is attainable?	Is the value based in our deepest beliefs?  Could another organization like us claim this value?

# Shared Values Resonate Most When They Resolve Negative Emotions



Source: Abraham H. Maslow, *Motivation and Personality*, (New York: Harper & Row); Edward L Deci and Richard M. Ryan, "The 'What' and 'Why' of Goal Pursuit, *Psychological Inquiry*." Carol D. Ryff and Corey Lee M. Keyes, "The Structure of Psychological Well-Being Revisited."

# BREAKOUT/ DISCUSSION

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1. Quick introductions – name, organization, role
2. Discussion about our ‘origin’ story – what values do they suggest?
  - Any particularly challenging moments in your history that could imply values of your organization?
3. (if time) How are you using emotional appeals in your marketing?