



**Colorado Springs Philharmonic  
Marketing Plan  
Fall 2005-Spring 2007**

Submitted by: Karen Harolds, Director of Marketing

**Introduction**

The purpose of the Philharmonic's marketing plan is to identify key stakeholders, develop strategies and tactics to increase awareness, create loyalty and generate revenue through research of the customer base, in order to identify and offer programs of interest relevant to target audiences.

As Director of Marketing, it is my duty and obligation to present factual, unbiased information based on research and data analysis, with the end-goal of making important and relevant decisions regarding best practices in marketing, the purpose being, to ensure that the Philharmonic will survive, grow and prosper.

**Brief Executive Summary**

The Colorado Springs Philharmonic's mission is to perform symphonic music at the highest professional level to educate and entertain diverse audiences in the Pikes Peak Region. The concert season encompasses approximately 38 concerts per year attended by approximately 40,000 members of the community. July 4<sup>th</sup> concerts are also well attended, reaching 90,000 people for two events. Youth education is also a part of ongoing activities with 7,000 students involved in music education of various types.

**Target Market/Stakeholders**

The Philharmonic serves the general public including programs for students. Key stakeholders include foundations, other nonprofits and corporate partners. Each target audience requires different strategies and tactics for key message content and delivery, with the end-goal of soliciting a call to action. Target segments include not only classification by category of music (Classical, Pops, Family, Holiday), but also differing benefits/consequences received by attending.

**Situational Analysis**

The main benefits offered to the community-at-large are excellent quality at a fair value, relaxation, entertainment, as well as the opportunity to exchange ideas in a variety of settings (intermission, pre-concert conversations with the conductor).

Direct and indirect competition includes religious organizations, other performing arts organizations like Colorado College Chamber Orchestra, Chamber Orchestra of the Springs, Pikes Peak Philharmonic, Opera Theatre of the Rockies, U.S. Air Force Academy, Events at Pikes Peak Center and World Arena, U.S. Olympic Training Center, Colorado Springs Chorale, The Fine Arts Center and the outdoors. *See Appendix 1.*

## **SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats)**

- Strengths: quality of the music director and musicians; an executive director with good rapport with musicians, diligent budget stewardship and understanding of repertoire including what will appeal to generate sales; constituents, community at large and corporations; ticket sales exceeding similar size orchestras in the U.S.; a loyal fan base; very enthusiastic audiences; superior offerings; ability to escrow ticket deposit; and an acoustically sound venue.
- Weaknesses: small staff wearing many hats; lack of ticket sales (universal classical music provider issue); venue restrictions; limited budget dictates marketing strategy impacting brand awareness.
- Opportunities: increasing population; grow audience base; convert single-ticket buyers into season subscribers; create affinity programs; create opportunities to connect with customers on a more personal level; identify and create partnerships in new ways.
- Threats: insufficient sustainable funding; lack of venue space and commitment; competition with venue leasor, stiff competition for donations; lack of community support (universal across the U.S.); increased expense from World Arena including fees for inclusion in World Arena/Pikes Peak Center advertising; lack of resources for staff development.

## **Research**

A critical component of successful marketing is an understanding of what the target market wants and expects from the Philharmonic, and how the Philharmonic meets this expectation. Ongoing research with qualitative and quantitative methods is recommended with surveys, feedback mechanisms, as well as focus groups with a balanced mix of season ticket subscribers and single-ticket buyers, staff and other key constituents. The repertoire, cost, ad effectiveness, customer service, repeat donors and renewal rates are key areas to analyze on an ongoing basis.

## **Goals**

- Integrated Marketing Communications: communicate key messages via a variety of mediums. Key messages include information about customer benefits, competitive pricing, social connections, entertainment and repertoire.
  - Advertising: generate awareness about the Philharmonic and specific concerts with a call to action via print and media.
  - Web Site: frequent updates for fresh content and opportunities for online communities with affinity groups; opt-in newsletter about upcoming events and promotions; web specials to encourage frequent visits.
  - Direct Marketing: targeted messages for business leaders; partnerships including benefits of corporate support and impact on the community; event announcements.
  - Public Relations: build public awareness and credibility; event information; sponsoring activity; community benefit editorial.
  - Flyers: distribute throughout Colorado Springs with key messages about specific events.
- Budget: review of past activities; expense/revenue tracking; promotion planning to meet budget.
- Measures: initial benchmarks should be defined in order to assess increased revenue, participation, feedback and customer relationship management

effectiveness; promotions with identifying code or specific link to sub-site of Philharmonic web site for tracking purposes.

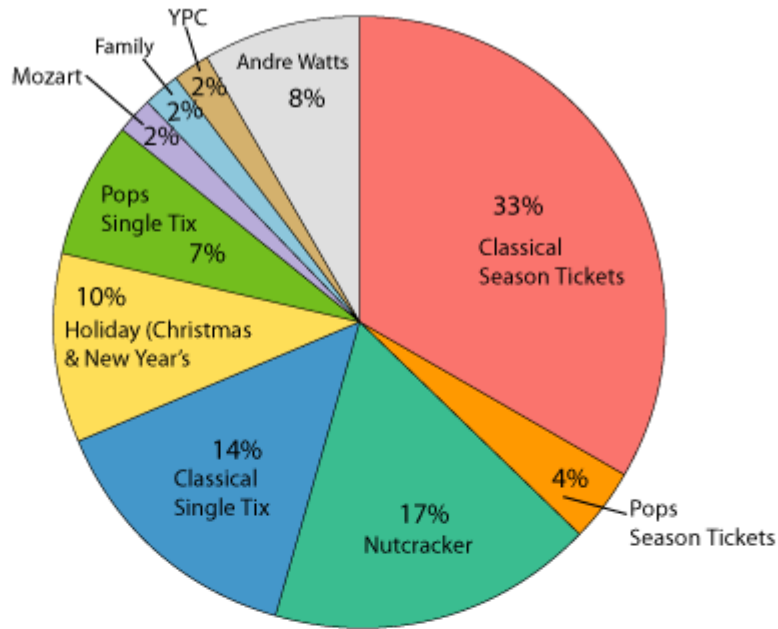
### Revenue by Percentage for Concert Categories

Data: 2005-06 actual at year end

2006-07 actual through February 5, 2007 with remainder of concerts estimated

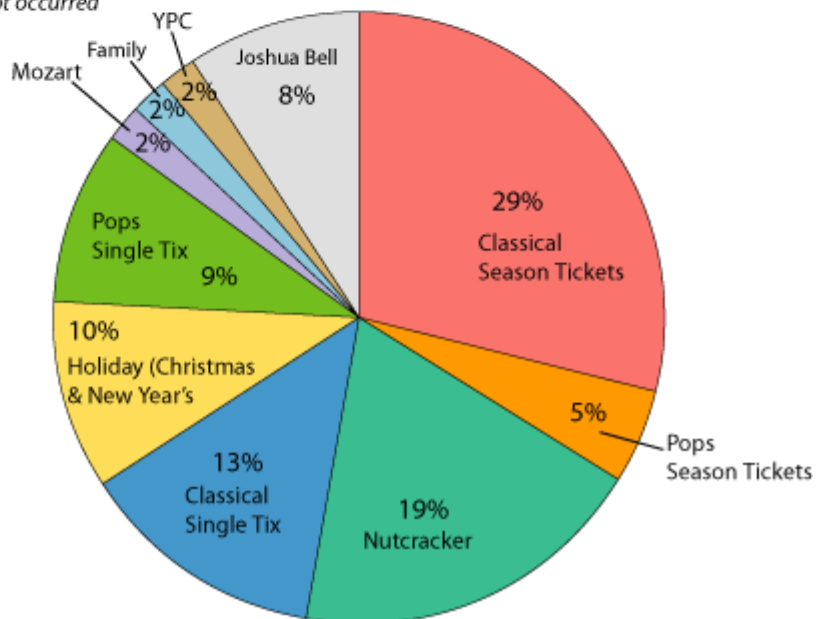
2005-2006 Ticket Revenue Percentage by Category

*note: does not include Vienna Choir Boys*



2006-2007 Ticket Revenue Percentage by Category

*note: includes forecasted revenue for concerts that have not occurred*



## **ACTION PLAN**

### **A. Institutional Marketing/Branding**

Audience: General public, students, stakeholders, business community.

Purpose: Create awareness and place Philharmonic in top-of-mind evoked set.

Strategies: Research constituencies for brand equity assessment; perceptions; evaluation; define positioning statement and differential competitive advantage; develop key messages utilized consistently for brand recall.

Status: Interviews conducted utilizing laddering techniques with a variety of individuals ranging in age from 20's to 80's. Results were formatted into a Means End Conceptualization of the Components for Advertising Strategy (MECCAS) Model. MECCAS is a basis for developing advertising strategies by determining market segmentation based on consumer value orientations at the brand level. The means-end chains is a model used to analyze and understand product "image". For a significant number of products, socially shared meanings are important to consumer choices. The purchase conveys personal and social identity, and forms a brand community.

By making values important and prominent, product characteristics can be emphasized appealing to higher values, effecting behavior with the goal of brand awareness, being in the evoked and consideration set and ultimately purchased.

Messaging should communicate with consumers through exposure, attention, recognition, affect, and retention. The ads are exposed to consumers through radio, print and newspaper. The attention of the viewers is captured by displaying a unique element association with the Philharmonic.

Tagline: As a group we discussed the need for a tagline as it was felt that some individuals do not know that a philharmonic is a full orchestra. Altering the logo and adding the word "orchestra" is not of consideration at this time due to artistic license of the firm that developed the logo. Creative brainstorming process has been initialized. Further discussion needed to define ultimate purpose.

### **Consumer Brand Equity Goals**

#### **1. Sense of Community**

The Philharmonic's strategic vision for those seeking a sense of community is to increase the consumer base by projecting the knowledge that the Philharmonic brings people a sense of community and belonging. By going to the concerts, a person can be a part of the community, gain new friendships, enhance current friendships, and have a great experience by attending a concert.

#### **2. Sense of Self Enjoyment**

Customers attend Philharmonic concerts for a more intrinsic experience including relaxation, peacefulness and beauty. Part of the personal enjoyment is also a support for an important part of the cultural community, also vital for community appeal to potential businesses.

### **3. Lawrence Leighton Smith**

The Maestro target market's brand equity goal is to increase the orchestra's consumer base by highlighting Mr. Smith's virtues and professionalism. This charismatic and passionate person can change people's attitude toward classical music in general and toward the Philharmonic in particular.

#### **Result**

Due to limited budget, institutional marketing/brand awareness campaigns are not a priority. The focus of messaging shall remain concert-specific at this time.

### **B. Research**

Audience: General public, students, stakeholders, business community.

Purpose: Assess effectiveness of marketing mix, barriers to ticket purchase

Strategies: Research to determine the drivers of ticket purchases and gain a better understanding of customer profiles with the goal of creating a more effective marketing program with no increase in budget. .

#### **Status:**

- Statistical Research conducted spring 2006
- Focus Group held fall 2006

#### Research: Statistical Survey May 2006

Research was conducted examining a series of constructs that assessed the impact of various marketing elements on attendance, gathered data on entertainment alternatives, identified media channels used to receive leisure event information, and compiled demographic information. Data were collected using a web-base survey that was emailed to individuals who had previously opted in to a Philharmonic mailing list and through a survey participation request to the general public through an advertisement in a local newspaper.

Specific recommendations focused on marketing features include: creating a link between organizational support and ticket purchases, promoting the Philharmonic as a leisure event, and de-emphasizing price while creating targeted options to allow flexibility. Each of the media channels (television, radio, newspapers, flyers, internet, and direct mail) had appeal with particular segments and therefore spending could be redistributed across outlets within each channel as well as across channels to better target the desired audience. Lastly, examining promotional and partnership opportunities that would help the Philharmonic with segment penetration.

The survey instrument itself contained three sections. The first section contained a list of forty questions and used a 7 point Likert scale with responses varying between "Strongly Agree" and "Strongly Disagree" or "Very Important" to "Not Important". These questions covered ten constructs:

- Price – Ticket pricing impact on attendance
- Donation – Influence of awareness of organizational support on attendance

- Location – Degree to which location affect attendance
- Content – Degree to which music, composer, and guest artists affect attendance
- Alternatives – Impact of other entertainment alternatives on attendance
- Awareness – Extent to which awareness of various aspects of the Philharmonic (composer, magazine, web) influences attendance
- Box Office – Impact of box office service and knowledge on attendance
- Social – Degree to which social aspects of concerts affect attendance
- Value – The extent to which people perceive value in concerts, season tickets, and having the Philharmonic in Colorado Springs influence attendance.
- Media – Impact of advertising on attendance

Each construct contained four questions to assure reliability in the analysis phase.

The next section of the survey contained three open-ended questions regarding attendance at Philharmonic performances. The questions asked what would increase attendance, why individuals didn't attend, and finally what would encourage season ticket purchase. This section gave the participant the opportunity to express opinions in hopes that this would identify any additional constructs that had not been considered in the initial survey and add qualitative depth to quantitative results.

Finally, the last section contained critical demographic and entertainment/media preference data. The data requested included zip code, alternative entertainment options, concert attendance, media sources including detailed newspaper, radio, and TV options, age, gender marital status, education and income level. This data was designed to help profile the Philharmonic's customer base and target advertising more effectively.

#### Summary of Results

This research resulted in a number of observations and conclusions regarding what influences people's attendance and how to more effectively deploy the marketing mix.

Donation consistently appeared as an important element both in influencing attendance and in driving people's perception of value. Anecdotally, people tend to ask Philharmonic staff how they can support the organization. They seem to not realize that ticket purchase, whether in additional frequency or in stepping up to season tickets or through encouraging their employer to purchase, is an excellent way to provide that support. Given the impact "donation" has on value and it's importance relative to other influencers, the link between organizational support and ticket purchases be used as a message in future promotion.

Similarly, "leisure" was identified as a strong influencer of perceived value. Though testing on this variable was limited, the results suggest the Philharmonic look at how to expand the appeal of its performances to have broader appeal as a leisure event (i.e., entertainment alternative). Additional work needs to be done to assess how that would be best accomplished though initial results indicated that this could lead to both greater value and increased ticket purchases.

### Price

Pricing was confirmed by statistical tests to be a less important (neutral) influencer on attendance. However, pricing was viewed differently in the numeric data and in the open-ended comments. The open-ended questions indicated that price is a significant barrier to increased attendance. Therefore, pricing structures should be reviewed.

Three categories of audience members expressed specific concerns with pricing. Senior citizens, retired military, and children (as expressed by parents) described pricing concerns. Addressing the concerns of these three audience groups may increase current and future ticket purchases.

Tiered pricing is already in place at the Philharmonic through multi-event packaging; flexible tickets allow audience members to select several concerts at a discounted price. Still, additional pricing options that repackage rather than further discount would be worth investigating. Since there are currently a wide array of price points and flexible ticket packages, it is not believed that actual price points are a barrier though the perception of price or awareness of current pricing flexibility should be highlighted as the marketing mix is adjusted and adding the mentioned select groups to currently discounted tickets.

### Audience

The survey participants strongly favored classical repertoire. The attendance profile identifies this target market as people over 50, married, with a higher income. They prefer classical events, theater, and live music. They describe themselves as religious.

In the short run, the key target market for classical concerts resides in large part within a 5 zip code area. Marketing efforts can be focused within this zip code area for greatest impact with limited marketing dollar spend. Identifying activities shared by the target market segment will provide opportunities for low-dollar spend such as flyers focused at specific locations frequented by the market most likely to respond.

In the long run, a key marketing problem arises. The age of the current target market creates a future audience deficit. The open-ended questions combined with the numeric data indicate the older population will increasingly experience difficulty attending concerts. These concerns arise from both financial pressures and concerns with adequate transportation. For all concert types the younger audience is much lower, according to survey results, leaving a void when the older population discontinues participation. Additional activity focused on younger audience members is warranted for the long-term fiscal health of the Philharmonic. Future market studies focused on a younger market would help the organization identify participation barriers for that market segment. This gives the organization the opportunity to craft programs to increase that participation by the younger audience members.

The data also suggest that the Philharmonic use a more targeted approach with messaging about an event as well as where it is advertised in order to appeal to the profiled consumer who values the Philharmonic.

### Television

Viewers among the stations in Colorado Springs are not that different in terms of frequency, however KOAA is a more popular station. The Philharmonic needs to foster a relationship with KOAA in order to get evening news coverage or interviews on morning shows featuring entertainment segments.

### Radio

KCME is a primary source of information about live music and classical music. The Philharmonic has a very mutually beneficial relationship with KCME which is vital to the organization's ability to generate awareness about concerts. KCME fits the profiled consumer in terms of age, education and income.

KRCC is a source of information for people seeking live music and theater. Even though statistics say Mozart & Friends is the only intersection with Philharmonic concerts, it is a viable station to continue contracting with, taking into consideration the continued growth of the Pikes Peak Region and the frequencies of listeners. Approximately two thirds of listeners are in the age group and half are in the income group fitting the profiled consumer.

KVOR had the next highest frequency rate and is a source of information for Philharmonic Pop's attendees. Because of the frequencies, it remains a steady opportunity for advertising all events. Listeners fall into age groups that support the Philharmonic customer profile; however income ranges are not as high. Key messaging should reinforce the affordability of tickets and savings with season ticket packages.

KKLI and 98.1 Peak radio listeners do not fit the customer profile however they are a good source for advertising Pops as the age of listeners and Pops attendees are similar.

KZNT has lower frequencies however the relationship to religious events and age of listeners fits the profile. The Philharmonic should pursue the current relationship of ticket trades for air-time.

### Newspapers

The *Gazette* is the primary source of information for the Philharmonic's Classical Masterworks, Pops and Nutcracker concerts, which generate more revenue for the Philharmonic than Mozart & Friends and Holiday concerts. It is the most widely read newspaper in the community. Open-ended comments included a lack of awareness by some people and advertising every concert in the *Gazette* is essential. The consideration is placing larger ads or multiple ads targeting different groups by age and concert type.

The *Independent* fits the profile in terms of some of the income categories although there are readers in lower income groups. It is a primary source for information about Classical Masterworks and Mozart & Friends concerts, however ages indicate a compatibility with Pops attendees. It is used for information about theater which is also a connection to the profiled consumer.

The *Cheyenne Edition* has the age fit for the profile but people do not seek information about leisure activities or Philharmonic events, which are additional reasons along with erratic delivery, to justify not advertising in this paper.

*Springs Magazine* fits the profile in terms of age but incomes are lower for readers of this paper. Since it comes out monthly, this could account for being fourth in frequencies. The current ticket trade arrangement is a good relationship to keep, with select paid advertising for Mozart & Friends concerts.

*Tri-Lakes Tribune* is a targeted newspaper to a specific geographic area. Income and age groups fit the profile. It is used for information about the Philharmonic's Mozart & Friends and Pops concerts but is not used in general for information about classical concerts. Respondent response rates were low for zip codes in this area. The Philharmonic just started advertising in this newspaper this year so additional research is necessary next year to assess if statistics have changed.

The *Denver Post* frequencies are about even with the *Tri-Lakes Tribune* however advertising is not a viable option given the expense. They have mentioned various noteworthy Philharmonic events and the Philharmonic needs to foster a relationship with key personnel at the newspaper.

The *Rocky Mountain News* has low frequencies and is not a viable option to consider.

#### Flyers

Flyers have been seen by people who attend classical concerts and Mozart & Friends. The Philharmonic historically has distributed flyers to downtown locations and a broader distribution is warranted to help awareness about events. The zip code breakdown identified below indicates income levels and distributing flyers to those areas would be a good strategy.

#### Internet

The Philharmonic launched its first substantial web site in August 2005. By promoting the URL on a consistent basis, as well as continually building a relationship with opt-in email participants, this is a vital portal for information about Philharmonic events. The survey did not identify statistically significant relationships of the web site to how people learn about Philharmonic concerts; however the infancy of the web site is a key consideration. An educational section was added in September 2006 in hopes of making the site more of an educational resource with plans to enlarge this section to include sound and interactivity. A very long term consideration would be a chat room with the conductor.

#### Direct Mail/Email

The Philharmonic has used direct mail for donation mailings and has begun so for concert awareness. Email blasts have been used largely for this purpose. Expanding the email strategy to include news articles where page hits can be tracked is an additional way to build relationships and track effectiveness. Having web-only promotions would be a key consideration for enticing people to visit the site frequently.

By examining the intersection of income with zip codes, a more targeted approach can be used for direct mail, as well as segregating the email list into categories for email blasts with key messaging geared to each.

| <b>Income</b>      | <b>Zip Code</b>                          |
|--------------------|--|
| Over \$100K        | 80132, 80909, 80918, 80919, 80920, 80921 |
| \$80,001-\$100,000 | 80907, 80919, 80921                      |
| \$60,001-\$80,000  | 80906, 80907, 80918, 80919               |
| \$40,001-\$60,000  | 80904, 80909, 80918, 80920               |
| \$20,001-\$40,000  | 80863, 80910                             |

## **Opportunities**

### Partnering Opportunities

Links have been identified between the types of concerts attended and alternative leisure activities. Tying those links back to market segments can allow the Philharmonic to identify partnerships opportunities with other organizations and entertainment markets. For example, one suggestion in the open-ended comments referred to movie presentation with the symphony orchestra performing the musical score from the movie. Creative alternatives may need to be explored to continue to draw the younger audience to the Philharmonic events.

Additional partnerships may be a direct source of audience members. Transportation for the senior population is a concern, particularly during poor weather conditions that exist during the symphony season. Working with organizations able to provide transportation can increase current participation in symphonic events. Senior centers, assisted-living housing areas, etc. may be rich partnership opportunities. Partnering opportunities can expand the current reach of the Philharmonic.

### Promotional opportunities

- Discounts at various retail establishments as an incentive to purchase for those with lower incomes in addition to building business relationships in the community.
- Create emotional affinity groups such as an “alumni” group of annual season ticket buyers.
- Create social opportunities for Philharmonic patrons to connect with each other in hopes of increasing sales of people who don't want to attend alone.
- Offer discounts to season subscribers who get their friends to sign up.

### Segmented Groups

Ambassador groups are important considerations for extending awareness and support for the organization. Creating a membership group for professionals could help generate word-of-mouth interest. A student group utilizing music students at local universities could potentially gain new audiences at the younger ages.

### Focus Group Fall 2006

Purpose: To assess viability of a young professionals' membership group that would garner younger audiences as well as encourage life-long support.

The focus group was held at the Warehouse Restaurant in Colorado Springs attended by 11 participants, who, all but one, have attended a Philharmonic

concert. The age range of participants was primarily 30's-40's but also included a high school junior. A series of questions were constructed to assess:

- definition of entertainment
- what types of entertainment the group/peers seek
- why they attend
- what is a memorable entertainment event
- how they find out about events
- where they find out about events
- perceptions about the Philharmonic
- barriers to purchase
- how to reach them
- where to reach them
- value of membership
- value of ticket purchase
- interest in education
- next steps in group sustainability

The discussion highlighted that word of mouth and the *Independent* are primary sources of event information. The appearance of Philharmonic ads and brochures need a clean look with lots of white space to attract younger attendees. An organized group with membership qualities is not preferred, but a social network is of high interest.

#### Next steps

A participant, Lauren Ciborowski, was contacted and she is willing to disseminate information about Philharmonic events via email, word of mouth, etc. The Philharmonic will solicit incentives from local businesses that might be of interest to entice participation. An area in Pikes Peak Center will be set aside for social opportunities for the group, preferably on the mezzanine level.

The Philharmonic is meeting with the Colorado Springs Young Professionals Group to assess further interest and collect emails for the above-mentioned efforts.

#### Status

Roslyn Block and I attended a Young Professionals Group happy hour with the permission of the organizer of the group Jon Severson. The group has about 800 members and is primarily a social network. We disseminated flyers focusing on young guest artists Joshua Bell and Orion Weiss, and started collecting emails specific to this group. The Orion Weiss concert fall 2006 was the initial effort to see if young professionals would meet in a designated area in Pikes Peak Center after email blast notification was sent. Shuga's agreed to offer specials to ticket stub redeemers. The response was minimal. The Gershwin concert spring 2007 was also promoted to the Young Professionals Group offering a special happy hour at Bristol's Brewery with ticket stub before the concert and specials at Shuga's after the concert. Participation was minimal.

### **C. General Marketing**

Comprehensive budget developed for 2006-07 Season detailing specific marketing mix strategy by concert, taking into consideration survey results. Schedules and distribution developed for season brochure, direct mail, print ads, radio spots, flyers, email blasts and press releases. Deadlines set and information disseminated regarding Philharmonic Magazine production schedules. Web site will be updated throughout the season to create fresh content.

A marketing brainstorming session was held with staff and Thomas Wilson to flush out new initiatives for the 2006-07 season, as well as long-term opportunities. Many ideas were discussed and several selected as doable with the limited staff available.

New initiatives for 2006-07 Season include:

- New season ticket package offered combining the Christmas Classics & Carols and New Year's Eve concerts
- Airport display case from October 1 through December 31 in key area in the terminal
- Nutcracker banners for light poles in the downtown area, November 2006
- Targeted mailing about Family Series Concerts in collaboration with Imagination Celebration
- Direct mail postcards to single ticket buyers, slated for 8 times in 2006
- Fostering younger audience attendance via focus group and subsequent action
- Offering a gift card, particularly holiday focus
- Classical Knowledge Bowl for youth under 18 years of age, slated for 2007-08 Season
- Possibility of offering alumni events/specials for various Colorado university alma mater. Initial group discussed was UNC which Thomas Wilson is an active participant in a Colorado Springs chapter.
- Continued community outreach with guest artists doing master classes. Doug LaBrecque confirmed. Joyve Yang confirmed.
- Relationship with KOAA initiated and confirmed for 2007-08 Season

### **D. Web Site**

**Audiences:** Educated classical audience, first-time interest, season subscribers, single-ticket buyers, general public, baby boomers, seniors, business community, students, parents, teachers, school administrators and the business community.

**Purpose:** Build Revenue, share Information, project a professional, credible and informative online presence, promote events and giving opportunities, educate, enable ticket purchase, community resource and educational resource.

**Strategies:** Update content frequently, collect email addresses for email blasts, track web analytics, usability and navigation to facilitate ticket purchase. Add interactivity to build and enhance relationships with users.

**Status:** Site launched in August 2005 with concert information and email opt-in mechanism. Redesign summer 2006 to improve navigation. Education section and program notes archive by composer added.

Future plans: Redesign summer 2007 to eliminate browser bugs, expand education section to include multimedia and interactive features for kids to learn about instruments and sounds.

### **E. Concert Categories**

Advertising expanded to include additional stations with higher Arbitron ratings.

Media currently utilized:

- Radio: KCME, KRCC, KCCY, KKLI, KVOR, KKPK, KBIQ, KZNT, KGFT  
Interviews typically on KVOR, KGFT, KZNT
- Newspapers/Magazines: The Gazette, Independent, Springs Magazine (trade relationship), Style magazine (free inclusion)
- TV: KOAA 5&30, new relationship; continuation of *After the 8<sup>th</sup> Note* on Comcast (formerly Adelphia)
- Direct mail:  
Card 1: Joshua Bell, Opening Weekend, Orion Weiss, Andrew Lloyd Webber, Music of John Williams, Haydn, Beethoven and Kodaly, Nutcracker, Christmas, New Year's Eve  
Card 2: Christmas, New Year's, Mozart & Friends, Season & Sibelius, Gershwin, Joyce Yang, gift certificates

### **Classical Masterworks + Mozart & Friends + Pops**

**Audiences:** Educated classical audience, first-time interest, season subscribers, single-ticket buyers, general public, baby boomers, seniors and the business community.

**Purpose:** Repertoire for mass appeal; reinforce purchase decision; provide avenues for education about classical music. Offer a variety of Pops to appeal to a broad base; foster positive word-of-mouth by providing uniqueness. Offer Pops more classical in nature to avoid direct competition with World Arena concerts.

**Strategies:** Create and disseminate brochures, surveys; comment cards; measures of sales; customer satisfaction follow-up; posters for events; advertising; online communities, online sampling; partnerships with media and schools; ticket give-aways; press releases; testimonials; "alumni" or multi-year ticket subscriber loyalty event; welcome sessions with the Maestro; Philharmonic First classical music introduction kit.

**Status:** Season brochure developed, Philharmonic magazine at each event, ticket sales reviewed daily, customer service paramount, ticket giveaways, flyers and ads produced, press releases sent, pre-concert conversations with the Maestro, promotion of Philharmonic First. Posters distributed to King Soopers. Some posters distributed downtown for posting in businesses.

## **Family Series**

**Audience:** Students, parents, teachers, school administrators and the business community.

**Purpose:** To build audiences and engage youth in classical music in hopes of creating a loyal patron to the arts when they are adults.

**Strategies:** Advertising including *Gazette* Parent insert; marketing efforts by orchestra members with youth organizations; promote at YPC concerts; press releases; partner with youth groups; create youth-centered interactive web site.

**Status:** Season brochure developed, Family Series brochure produced for direct mail, Philharmonic magazine at each event, ticket sales reviewed daily. New: Promotion by Focus on the Family.

## **Home for the Holidays**

**Audiences:** Parents, children, general public and the business community.

**Purpose:** To provide arts-oriented holiday family entertainment. Nutcracker key message: only one with live orchestra.

**Strategies:** Advertising, press releases; partner with other organizations to expand local customer base, advertising; Nutcracker posters, Nutcracker t-shirts for sale at concerts.

**Status:** season brochure developed, Philharmonic magazine at each event, ticket sales reviewed daily, customer service paramount, ticket giveaways, flyers, ads. TV spot on KOAA. Posters distributed to downtown and Old Colorado City businesses. Impromptu surveys at New Year's Eve 2005 and 2006 concerts.

## Surveys of New Year's Eve Attendees

Gazette, Season Ticket holders and tradition still highest percentage

KVOR higher than 2005, KBIQ new addition this season

Direct mail new this season

PPC web site used more

| 2006                                 |            |            |   | 2005                                 |            |            |   |
|--------------------------------------|------------|------------|---|--------------------------------------|------------|------------|---|
| How they found out about the concert | Sample     |            | 1,292<br><u>Attendance</u><br><u>Extrapolated</u><br><u>from % of Total</u> | How they found out about the concert | Sample     |            | 1,626<br><u>Attendance</u><br><u>Extrapolated</u><br><u>from % of Total</u> |
|                                      | #          | % of Total |   |                                      | #          | % of Total |   |
| Season Tix                           | 25         | 16.7%      | 215   | Season Tix                           | 12         | 8.1%       | 131   |
| Referral family or friend            | 6          | 4.0%       | 52  | Referral family or friend            | 9          | 6.0%       | 98  |
| Gift                                 | 4          | 2.7%       | 34  | Gift                                 | 6          | 4.0%       | 65  |
| TV KOAA                              | 1          | 0.7%       | 9   | Know performers                      | 2          | 1.3%       | 22  |
| Radio KCME                           | 1          | 0.7%       | 9   | TV KRDO                              | 1          | 0.7%       | 11  |
| Radio KZNT                           | -          | 0.0%       | -   | TV Other                             | 6          | 4.0%       | 65  |
| Radio KVOR                           | 9          | 6.0%       | 78  | Radio KCME                           | 4          | 2.7%       | 44  |
| Radio KCLI 106.3                     | 1          | 0.7%       | 9   | Radio KZNT                           | 1          | 0.7%       | 11  |
| Radio KCCY                           | -          | 0.0%       | -   | Radio KVOR                           | 1          | 0.7%       | 11  |
| Radio KBIQ                           | 3          | 2.0%       | 26  | Radio KCLI                           | 2          | 1.3%       | 22  |
| Radio PEAK 92.9                      | 2          | 1.3%       | 17  | Radio 105 SAX                        | 1          | 0.7%       | 11  |
| Radio KRCC                           | -          | 0.0%       | -   | Radio KRCC                           | 1          | 0.7%       | 11  |
| Paper Gazette                        | 29         | 19.3%      | 250   | Radio interview                      | 2          | 1.3%       | 22  |
| Paper Indy                           | 7          | 4.7%       | 60  | Paper Gazette                        | 45         | 30.2%      | 491   |
| Direct Mail postcard                 | 3          | 2.0%       | 26  | Paper Indy                           | 3          | 2.0%       | 33  |
| Coming for years/family tradition    | 33         | 22.0%      | 284   | Paper Cheyenne                       | 1          | 0.7%       | 11  |
| Prior Concert                        | 5          | 3.3%       | 43  | Paper Tri-Lakes                      | -          | 0.0%       | -   |
| Flyer at PPC                         | 2          | 1.3%       | 17  | Church                               | 2          | 1.3%       | 22  |
| Web Other                            | 2          | 1.3%       | 17  | Coming for years/family tradition    | 28         | 18.8%      | 306   |
| Web - PPC                            | 7          | 4.7%       | 60  | Prior Concert                        | 5          | 3.4%       | 55  |
| World Arena Email                    | -          | 0.0%       | -   | Flyer at PPC                         | 2          | 1.3%       | 22  |
| PPC web site                         | 5          | 3.3%       | 43  | Web Other                            | 2          | 1.3%       | 22  |
| Won tix                              | 2          | 1.3%       | 17  | Web - PPC                            | 2          | 1.3%       | 22  |
| Drive by                             | 2          | 1.3%       | 17  | World Arena Email                    | 1          | 0.7%       | 11  |
| King Soopers                         | 1          | 0.7%       | 9   | Called PPC                           | 2          | 1.3%       | 22  |
| <b>Total # Surveyed</b>              | <b>150</b> |            | <b>1,292</b>  | Won tix                              | 3          | 2.0%       | 33  |
| % Surveyed of 1292                   | 12%        | 100.0%     |   | From another concert                 | 3          | 2.0%       | 33  |
|                                      |            |            |   | Flyers                               | 2          | 1.3%       | 22  |
|                                      |            |            |   | <b>Total # Surveyed</b>              | <b>149</b> |            | <b>1,626</b>  |
|                                      |            |            |   | % Surveyed of 1626                   | 9%         | 100.0%     |   |

## Survey Pops 1 - 2005-06 Season

| How they found out    | Sample   | %      |
|-----------------------|----------|--------|
| Radio 105             | 1        | 1.1%   |
| Radio AM 630          | 1        | 1.1%   |
| Radio Classical       | 1        | 1.1%   |
| Radio 106.3           | 1        | 1.1%   |
| Professor             | 2        | 2.2%   |
| Paper Gazette         | 19       | 20.4%  |
| Paper Indy            | 2        | 2.2%   |
| Paper Cheyenne        | 2        | 2.2%   |
| Paper- free Ute?      | 1        | 1.1%   |
| Coming for years      | 4        | 4.3%   |
| Prior Concert         | 5        | 5.4%   |
| CSPO mag              | 2        | 2.2%   |
| Web - PPC             | 3        | 3.2%   |
| Web - CSPO            | 2        | 2.2%   |
| Film Society          | 1        | 1.1%   |
| Sponsor employee      | 2        | 2.2%   |
| Mailing               | 2        | 2.2%   |
| Flyers                | 2        | 2.2%   |
| Newcomers Club        | 6        | 6.5%   |
| Brochure              | 1        | 1.1%   |
| <hr/>                 |          |        |
| Total # Surveyed      | 93       |        |
| % Surveyed of 1048    | 9%       | 100.0% |
| <br>Attendance Pops 1 | <br>1048 |        |

## **Appendix I. Competitor Analysis (as referred in Situational Analysis)**

Making the Philharmonic as the top-of-mind awareness for entertainment is challenging due to numerous competitors in the area which include other arts-related, educational and religious organizations, as well as sports, popular music and the outdoors.

### **1. Opera Theatre of the Rockies**

[www.operatheatreoftherockies.org/](http://www.operatheatreoftherockies.org/)

#### Summary

- Founded in 1998.
- Includes the award-winning education program, OTR Goes to School.
- Part of the Pikes Peak Opera League Inc.

#### Strengths

- Outreach endeavors introduce children and adults together as an art form that is accessible and relevant to their lives.
- Productions have received both public and critical acclaim.
- Website was created by generous grants from The Gay and Lesbian Fund for Colorado and The Bee Vrandenburg Foundation.

#### Mission/Purpose

- Formed to offer Colorado singers training, exposure, and experience in the operatic arts.
- OTR was created on the belief that immense talent surrounds us and that it is our obligation to provide a forum for that talent.
- Increase a sense of pride within the community and in the artists who live among us.
- Serves as a training ground where classically schooled singers can hone their musical and dramatic skills. All artists gain experience and guidance toward achieving success in the performing arts, both on and off stage, in this forum. OTR promotes, educates, and plants the seed of acceptance of opera and the vocal arts by bringing entertaining productions into the schools and other community organizations.

#### Market

- Pikes Peak Region.
- Colorado Springs Community.

### **2. The Colorado College Chamber Orchestra**

[www.coloradocollege.edu/Dept/Mu/chamberorchestra.html](http://www.coloradocollege.edu/Dept/Mu/chamberorchestra.html)

#### Summary

- 2 concerts.
  - Fall and Spring semesters.
- Founded in 1989.
- Standard orchestral repertoire.
- Periodic solo concerts by the school's own faculty artists throughout the year.
- Variety of performance classes offered every semester to meet the needs of any musician.
- Offers a Voice Performance Class for all voice students.

#### Strengths

- Outstanding faculty.
- Gives students ¼ credit per semester.
- Offers The Lanner Faculty Artist Chamber Music Concert Series, supported by the Lanner Endowment Fund, performs twice a year.
- Brings in a Distinguished Visiting Composer-in-Residence, performing a concert of their work.
- Brings in nationally and internationally-known performers for concerts.

#### Mission/Purpose

- Give the gift of music to the Colorado College and the Colorado Springs community.

#### Market

- Colorado College.
- Colorado Springs community.

### **3. US Air Force Academy 10<sup>th</sup> Air Base Wing**

[www.usafa.af.mil/10abw/10msg/svk/cadets/concerts.cfm](http://www.usafa.af.mil/10abw/10msg/svk/cadets/concerts.cfm)

#### Summary

- Shows for cadets only.
- Academy Concerts for the public.

- Can become a season subscriber with purchase of five performances.
- Many performances throughout the season ranging from famous/well-known to patriotic shows.
- Academy Concerts in the Arnold Hall Theater and Cadet Field House.
- Most shows are free to cadets.

#### Strengths

- Group discount packages for squadrons and corporations (included in packages are discounted ticket prices, receptions, guaranteed preference seating, and free advertising in programs of shows).
- Reduced prices, reserved seats, newsletters, and an annual patron reception for season subscribers.
- Offer gift certificates for performances.

#### Mission/Purpose

- Provide instructional and national top-quality entertainment in all areas of the performing arts and contemporary programs.

#### Market

- Air Force Academy.
- General public.
- Season subscribers.
- Mailing list.
- All 50 states and selected world-wide locations.

### **4. Pikes Peak Center**

[www.pikespeakcenter.org](http://www.pikespeakcenter.org)

#### Summary

- Free art exhibits.
- Built by the citizens of El Paso County in 1982.
- The Pikes Peak Center's downtown Colorado Springs location was planned as a part of the economic revitalization strategy for the downtown business district.
- Hosts over 200 performances annually.
- Owned by El Paso County.
- Operated by the Colorado Springs World Arena.
- Tours of the Center, including all backstage areas.
- Main auditorium can accommodate 2,000 patrons for performances.

#### Strengths

- Acclaimed for its design and acoustical qualities.
- Display art can usually be purchased while you are attending a performance or while visiting the gallery during public viewing hours.
- The Center is available for rent for all types of public and private performances, musical events, meetings, receptions, and all forms of popular entertainment.
- The main auditorium of the Pikes Peak Center, can be moved, rearranged, and altered to meet the needs and demands of any performer.

#### Mission/Purpose

- Serve as a quality entertainment, cultural, educational, and assembly center for the benefit of the citizens of El Paso County and the Pikes Peak Region.

#### Market

- El Paso County.
- Pikes Peak Region.

### **5. Chamber Orchestra of the Springs**

[www.chamberorchestraofthesprings.org](http://www.chamberorchestraofthesprings.org)

#### Summary

- Began in 1981 and organized into an orchestra in 1984.
- Non-profit community chamber orchestra.
- In existence for over 20 seasons.
- Repertoire extending across four centuries of music.
- 5 programs per year.
- Performances held at either the First Christian Church or the Broadmoor Community Church.

- Tickets for individual concerts available at the door before each concert.
  - \$15 Adults, \$8 Seniors (60+) and Students.
- Season tickets available up to the first concert.
  - \$60 Adults, \$30 Seniors and Students.

#### Strengths

- Professional guest performances.
- Achieved the highest artistic performance level in its history.

#### Mission/Purpose

- Provide great chamber music to music lovers of the Pikes Peak Region.

#### Market

- Pikes Peak Region.
- Funding from ticket sales and patron donations.

## 6. Religious Organizations

### a. Focus on the Family

[www.family.org](http://www.family.org)

#### Summary

- Founded in 1977.
- The founder, Dr. James Dobson, is a well known clinical professor of Pediatrics.
- Colorado Springs-based religious organization.

#### Strengths

- Religious non-profit organization with an enormous following.
- Focused on the family.
- Outreach with a free monthly magazines and resources for dealing with family issues.
- Supported by radio broadcasting.

#### Mission/ Purpose

- Formed to cooperate with the Holy Spirit in disseminating the Gospel of Jesus Christ to as many people as possible by helping to preserve traditional values and the institution of the family.
- Serve as a family-issue resource center by offering religious books, tapes, etc. including Web site.
- The Welcome Center provides many events for kids and families.

#### Market

- Pikes Peak Region.
- Colorado Springs Community.
- International.

### b. New Life Church

[www.newlifechurch.org](http://www.newlifechurch.org)

#### Summary

- Founded in 1989.
- 11,000 church members.
- Four services on Sunday with small group meetings.
- Variety of worship services to meet the needs of Christians.
- Offers general church services.

#### Strengths

- Well-organized staff members lead small groups.
- Worship team's purpose is to meet young people's needs.
- Offer different conferences targeting different groups.
- Provide family activities to entice all family members into the church.

#### Mission/Purpose

- Weekend gatherings portrayed as family reunion than a traditional church service.
- Promote community with each other through talking and laughing.

#### Market

- Colorado Springs community.

## 7. U.S. Olympic Training Center

[www.usoc.org](http://www.usoc.org)

### Summary

- Built in 1978.
- Located on the original site of the North American Air Defense Command.
- Facilities for Olympic athletes.
- Host to various professional and amateur championships.

### Strengths

- 37-acre United States Olympic Complex.
- Sophisticated center where thousands of athletes train each year in a variety of Olympic sports.
- Offers chance to see athletes in training.
- The visitor center includes the U.S. Olympic Hall of Fame, interactive kiosks on Olympics subjects, various other displays, and a gift shop that sells Olympic-logo merchandise.
- Free 45-minute tour and free admission.

### Mission/Purpose

- Support and retain the numerous national and international sports organization and athletes.

### Market

- General public.
- Colorado Spring community.
- National and International tourists.

## 8. World Arena

<http://www.worldarena.com>

### Summary

- Built in 1998.
- Facilities for concerts and conventions.
- The World Arena Ice Hall features both Olympic and NHL size ice sheets and attracts nearly 1 million users annually.
- Home to Division I Colorado College's Men's Hockey and the United States National Short Track Speed Skating team.

### Strengths

- Strong relationship with Colorado College, especially hockey games.
- Great location on I-25 with brand new facilities.
- Concert capacity of 9,400.
- Provides various family events such as birthday packages and skating lessons.

### Mission/Purpose

- Formulate a partnership that meets every business' goals.

### Market

- Colorado Springs community.
- Pikes Peak Region.

## 9. The Fine Arts Center

<http://www.csfineartscenter.org>

### Summary

- Founded in 1936.
- An accredited member of the American Association of Museums.
- Offers exhibitions, films and theatre productions.

### Strengths

- Draws more than 100,000 visitors annually.
- The award winning museum's building was designed by John Gaw Meem, a noted Santa Fe architect. It is listed on the National Register of Historic Places.
- The center is a house to both the Taylor Museum, well known for its outstanding collections of Indian and Hispanic arts, and the Bemis School of Arts which is the most prominent school of arts in Colorado Springs.

### Mission/ Purpose

- The Fine Arts Center, with its unique heritage and multidisciplinary focus, serves as a community catalyst to celebrate and promote the arts.
- The center aims to be a regional focal point for exciting and engaging arts experiences that will challenge and invigorate the human spirit.

### Market

- Both the Colorado Springs Community and the Denver community.

- The Pikes Peak region.

### **10. Colorado Springs Chorale**

[www.cschorale.org](http://www.cschorale.org)

#### Summary

- Founded in 1956.
- Well-known for its work with the Colorado Springs Philharmonic and its regional pops concerts, including the annual "Deck the Hall" Christmas performance.
- Offers an average of 7 concerts per annum.

#### Strengths

- An award winning 120 member ensemble.
- The largest and most popular chorale in the Pikes Peak region.
- Draws attention during the holidays and through its annual "Chef's gala".

#### Mission/ Purpose

- To serve the Pikes Peak Region by celebrating the human voice in song and its power to rejoice, console, mourn, educate, enrich, unite and inspire.
- To contribute to the cultural richness of the Pikes Peak Region while providing an artistically rewarding choral experience for talented singers.

#### Market.

- The Colorado Springs Community.
- The Pikes Peak region.

### **11. Pikes Peak Philharmonic**

[www.pikespeakphil.org](http://www.pikespeakphil.org)

#### Summary

- Founded in 1965.
- Playing opportunities for Colorado College students and community at large.
- Approximately 75 members in the group, all volunteer and considered amateurs.

#### Strengths

- Reasonable ticket fees.
- Draws attention mostly during the holidays.

#### Mission/ Purpose

- Provide musical enrichment for the people of the Pikes Peak region.
- Instill musicianship and music appreciation within young people of the community.

#### Market.

- The Colorado Springs Community.
- The Pikes Peak region.

### **12. The Colorado Springs Dance Theatre**

[www.csdance.org](http://www.csdance.org)

#### Summary

- Founded in 1977.
- Sponsors performances by national and international dance companies, with related residency activities including master classes, lecture demonstrations, pre performance lectures, workshops, children's performances, and receptions.

#### Strengths

- Offer a wide arrange of dances.
- Offers dancing classes for youth and adults.
- Offer large ball festivals to its patrons.

#### Mission/ Purpose

- Promote and support an interest in and appreciation for all aspects of the art form of dance.

#### Market

- The Colorado Springs Community.
- The Pikes Peak region.