

EVOLVE  
BRANDING

EFFECTIVE  
MEDIA/PR

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INTERACTIVE

PLAN  
EVENTS

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GUERRILLA

DRIVE  
FUNDRAISING

RALLY  
CAUSES

EFFICIENT  
AD BUYING

## CASE STUDY

### utah symphony | utah opera's vivace

#### Overview

Vivace was founded nearly five years ago by Crystal Young-Otterstrom. It is Utah Symphony | Utah Opera's highly successful audience development effort to attract young patrons and build audience retention. In other words: it is an excellent case study of how to enable cult brand relationships for all ages, not just young people.

Despite its recent founding, Vivace is now one of the most successful groups of its kind in the nation among symphonies and opera companies. It is actually the largest group of its kind west of the Mississippi with over 2700 members, 125 subscribers (quite a feat among young audiences who historically won't commit in advance to purchasing subscriptions), and averages an additional 100 - 200 in single ticket sales per event. On Vivace evening, a group receives discounted tickets to a Utah Symphony or Utah Opera performance, sits together, receives a "funkified" version of the program notes, and most importantly, a free party at area restaurants attended by the opera casts, orchestra, guest artists, and conductors. The USUO performances that Vivace attends are chosen by its Advisory Council of community members who belong to the target demographic.

At the start of the 2004-05 season, the USUO marketing department began a historic switch in its targeting. Rather than trying to solely focus on music lovers, we began to focus instead on the Culturally Aware Non-Attender (CANAs) - people that might go to the theatre, have a high probability of going to museums and mostly listen to classical radio stations, but aren't coming to the Symphony and Opera. CANAs tend to be middle aged or slightly younger professionals. They typically possess a high degree marketing savvy and therefore must be reached creatively.

Since the defined demographic for CANAs doesn't exactly encompass the 18-35 demographic coveted by most marketers, as well as the potential patron who's not even slightly aware of culture (the Non-Culturally Aware Non-Attender), we also created Vivace in the same season to fill that gap.

By any account, Vivace is hugely successful. The core of its success is maintaining a strong brand fed by community support. Everything sold to this demographic, be it tickets, merchandise, fundraising asks, and/or subscriptions needs to be sold to them in their language using their branding. It needs to be hip, current, and relevant. Because the target audience is so used to being sold to and can deconstruct commercial advertising, we make sure to provide added value to our product that enhances their motivation to attend USUO performances. As a result, Vivace members have a relationship with Vivace and by extension, USUO. They feel they are members of Vivace for life. Vivace is a cult brand for them. Vivace's Advisory Council talks to everyone they know about Vivace, they sell for us for free because of its cult status brand.



#### About Foursight Partners

Inspired by the belief that solid experience working in our clients' industries is indispensable to outstanding, sustainable results, the capabilities of Foursight Partners span the full spectrum of communications services in the arts, government relations, the nonprofit world, and business in Utah. With three seasoned principals, our firm provides distinctive, comprehensive solutions to organizations that want their money to be well spent and results to speak for themselves.

Foursight Partners was formed in 2009 by Patrick Commiskey, Patrick Thronson and Crystal Young-Otterstrom.

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