

Situation Summary - Sample GALA Chorus

ANALYSIS	KEY FINDINGS	POSSIBLE STRATEGY
ENVIRONMENTAL ANALYSIS: Three environmental factors most affecting our growth:		
1 Aging of the population and the smaller size of the Gen X and their different mindset	Our audience is definitely aging - 20% list themselves as "retired." Heterosexual audience is growing and adds to the aging of the audience.	Early bird senior discount.
2 Less leisure time and that leisure time has far more value	Price is perhaps not as important - especially for "Grace." Our entertainment would have high perceived value.	Message of entertainment and supporting a cause they believe in - killing two birds with one stone and a not of investment of time.
3 The desire for entertainment on my schedule, not yours	We have a lot of last minute ticket buying behavior	Aggressive season ticket pushes with clearly perceived value to buy early; emphasize the guarantee we have for swapping tickets / changing nights / returning ticket. Offer a early bird discount. For last ticket buyers, less discounting and more exposure in the areas where they are looking for something to do - what online sites are they checking, etc.?
COMPETITIVE ANALYSIS: Three advantages vs. competition		
1 Affordable entertainment of high value	Price is not as important of a consideration for our audience	Award early purchasers with better pricing; stand firm on no or very limited discounting for last minute sales. Discounting for seniors and students.
2 Strong individual support - core audience	Easy for us to assume that everyone knows who we are, and this is not true. We can take more artistic "risk" because we still have the social justice component of our mission intact. Strong customer loyalty - donor base	More transparency in communication with our audiences; more inclusive; message of being part of a family; the Big 3 misses the smaller groups - we could own those
3 Familiarity with our schedule / consistent schedule of performances: holiday, spring and Pride	We don't compete with ourselves - people know where to find us; makes it easier to plan	Message that promotes how long we have been at Ted Mann Concert Hall for over half our lifetime (15 years plus)
Three disadvantages vs. competition		
1 Visibility to the public; lack of resources to be as visible	New audience members are surprised at how long we have been here, at how large the organization is, that a gay chorus even exists.	Local outreach performances at other gay events that would draw a broader audience? Visibility in hispanic events.
2 The high cost of our set venue vs. mobility; we have no control over the venue - venue location to dining, etc.	Dining and concert packages are a challenge - but we do know of specific restaurants within driving distance that our audience frequents	Dining, parking and concert packages
3 "Homophobia"	The name "Gay" in our organization is a statement - therefore going to our concerts is making a statement. It's on our tickets, our programs, your answer to the question about "what are you doing tonight?"	Is it time to stick our toe in the political waters? Emphasize the GLBT issues in our messages?
SWOT SUMMARY: Three Key Issues arising from SWOT Analysis		
1 Impact of the debt on exploring new opportunities and expanding our resources	Audience is aware of the debt but continues to be supportive; organization is leery to try new things and will continue to be gun shy even when the debt is paid off	PR opportunities when we emerge from debt - similar to Penumbra's banging the drum. Look at local outreach as a marketing effort to ensure that we do local outreach.
2 How do we leverage the artistic vision to increase visibility and therefore become more financially successful?	Missed PR opportunities	Working with AD to incorporate the final two seasons in to PR efforts, overall marketing tactics.
AUDIENCE PROFILE		

<p>Middle aged or older gay couple Single female, or married with spouse in the background</p> <p>Older "gal pals" with an urban sensibility Gay male in his 20's to early 30's who has a wide variety of gay-related entertainment and social events to compete for his limited discretionary income.</p>	<p>Tend to buy season tickets All segments exhibit the "buying last minute" behavior Over 90% of audience does not have children in the household - think twice about family friendly concerts</p> <p>Heterosexual male audience is growing - we think these are boyfriends and husbands of the single female segment.</p>	<p>Create evening out packages for older "Gal pals" who go out as a group</p> <p>Invite the single females to more events</p> <p>Where are people looking last minute to buy tickets?</p> <p>Different group package offers - volume discount</p>
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CURRENT AUDIENCE COMPOSITION

<p><See detailed demographic information></p>	<p>Audience is getting older; highly educated; tendency to go as a group has increased over the past three years; audience tends to be higher income levels; 95% white; professional; equally distributed between male and female; equally distributed between gay and straight</p>	<p>Senior discounting; small group packages; targeting hispanic audiences using the spring show in 2011 as a springboard for that; straight couple imagery in some advertising; diverse age ranges in imagery</p>
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RELEVANT AUDIENCE TRENDS

<p>Growing hispanic population in US 45+ audience is growing</p> <p>Empty nesters are increasing Growth in rural populations - secondary cities Demand for shorter, more intense, more convenient experiences in the arts Demand for more interpretive experiences</p>	<p>Need for hispanic outreach or themed concerts Our audience is aging Golden Girls segment is seen as an empty nester segment</p>	<p>Latin music show can be used to reach to reach out to hispanic audience</p> <p>Chorus is your new family Outreach or additional performances in rural areas for Pride</p> <p>Song lyrics displayed behind chorus, "sing along" opportunities</p>
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