

Let's Go To Opera Philadelphia

Marketing Consultation



LiterallySelina Consulting

LiterallySelina@gmail.com

What we will answer

What is the current
segmentation of OP?

Segment analysis (from provided data)

Where can OP improve?

New targets, programming, competition

How can we elevate OP?

Make OP an example for all other opera houses
to follow

Market Segments

Analysis

- Attenders 1-5, Buffs 1-3.
- Personas
- Sensitivities
- Context

Opportunity

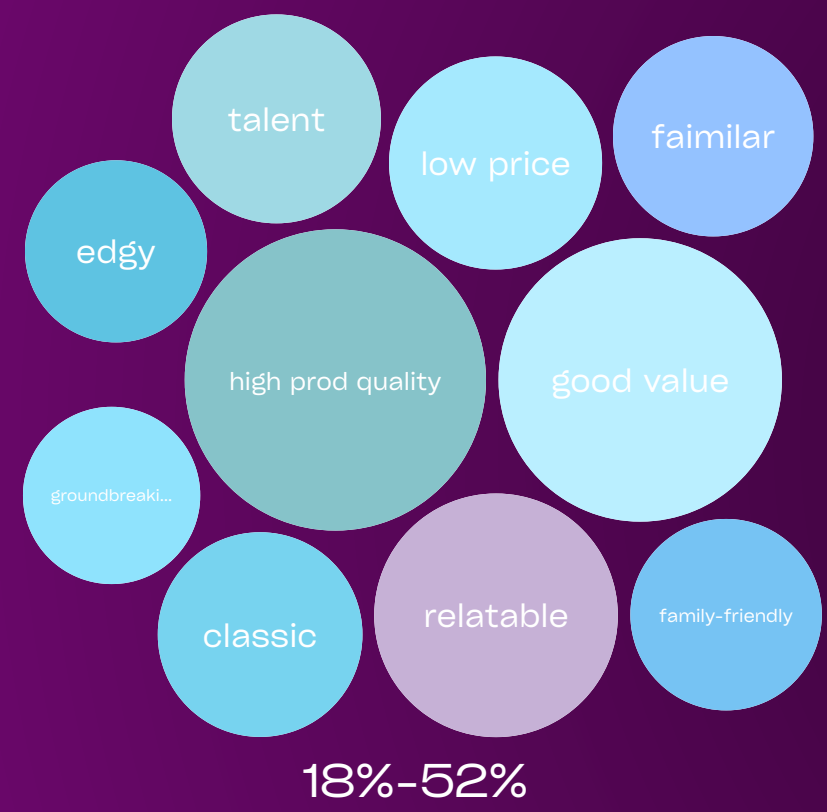
- New Segments
- Competition
- Programming
- Integrated Marketing

Analysis-Segment breakdown

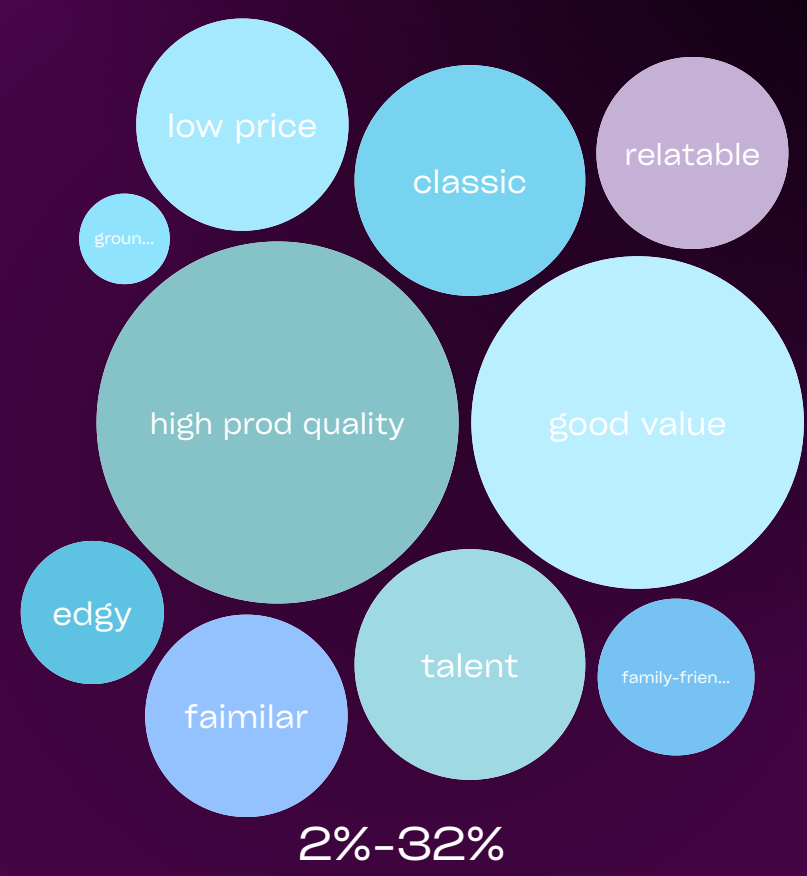
Event Characteristics

Types of Events

Attendees 1



Attendees 2



Attendees 3



74%-88%

Attendees 4



13%-93%

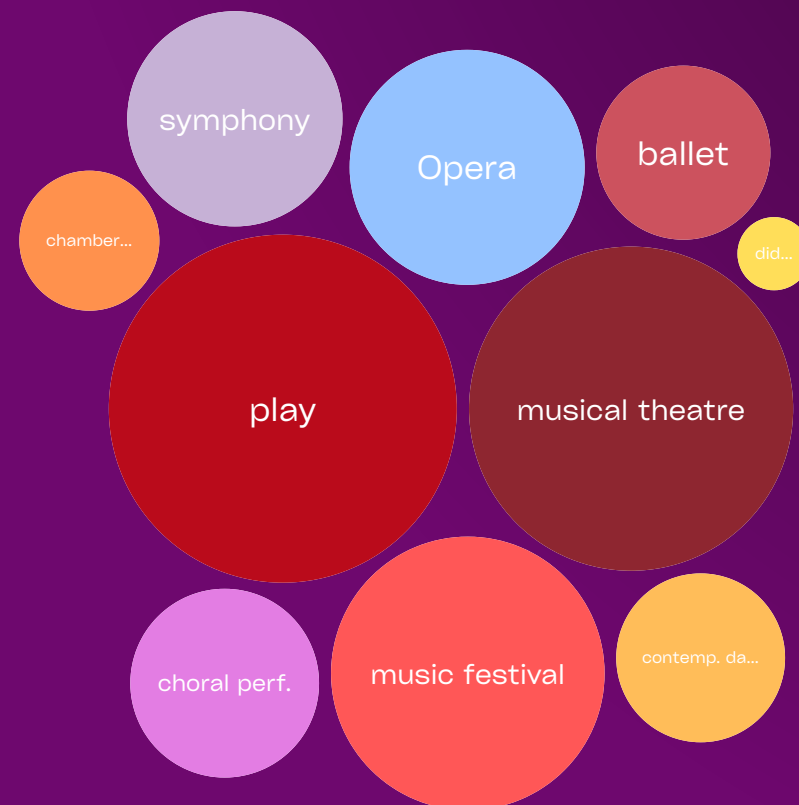
Attendees 5



4%-56%



1%-71%



3%-68%



1%-67%

Buff 1



10%-95%

Buff 2



2%-64%

Buff 3



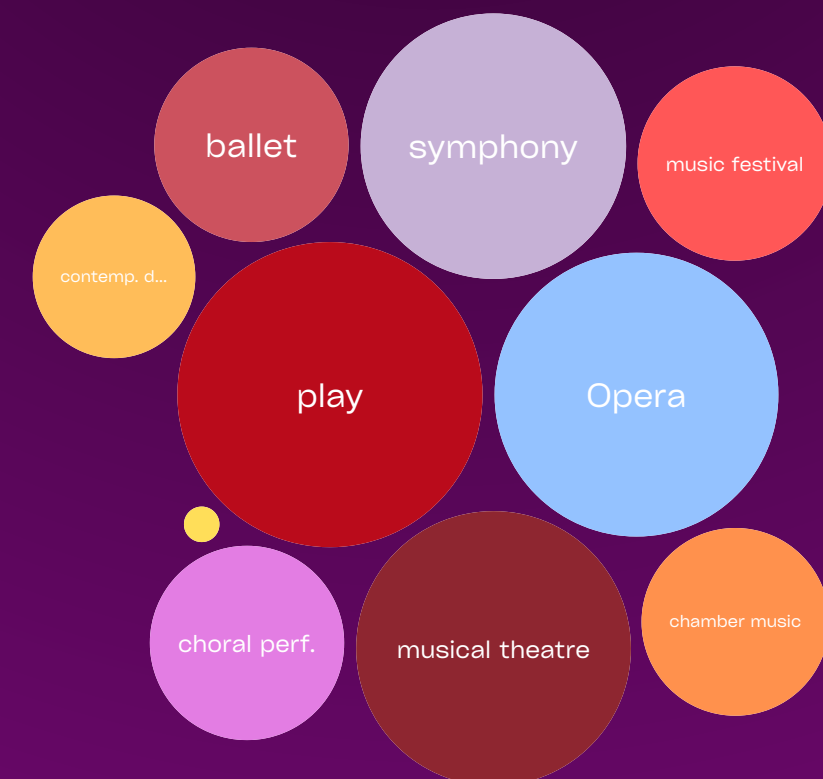
5%-73%



2%-64%



19%-67%



1%-74%

Analysis - Segments Not To Pursue

ATTENDERS 2 | ATTENDERS 4 | ATTENDERS 5

All 3 segments are not frequenters of the opera

- Does not seem like they are loving life
- Does not find high value in art

- Primarily motivated by price value
- Doesn't show interest in artistic attributes
- Probably have younger children

- Doesn't find value in artistic attributes
- Finds more fulfillment spending time with family than consuming artistic events
- Probably has younger children

Analysis - Top Segments and Their Personas



ATTENDERS 1

- I'm a theatre-goer who can appreciate the occasional opera.
- I'm no stranger to music festivals.
- I value high production quality, well-known talent, and good monetary value.
- I enjoy all kinds of productions, from family-friendly to edgy.
- I prioritize living life to the fullest.
- I am not interested in an opera festival and don't think it is a good idea.



ATTENDERS 3

- I love the dramatic arts, especially opera.
- Fun is my top priority.
- When seeing art, I value well-known talent, low prices, and all types of stories, from family-friendly to edgy.
- I probably have kids.
- I would love to see an opera festival and expose new people to opera!
- I probably live in the city center.



BUFF 1

- I am a theatre-goer who is familiar with opera.
- When seeing art, I expect it to be of the highest quality at any cost.
- I prefer familiar, classic stories that I can relate to.
- I probably have kids and grandkids.
- It is important that I live my life to the fullest.
- I probably won't attend an opera festival.



BUFF 2

- I am absolutely crazy about opera. I want to see it as much as possible.
- I prefer stories I haven't seen before--ones that are edgy and groundbreaking.
- I love life and living it to the fullest.
- I'm not thrilled by, but not opposed to, the idea of an opera festival.



BUFF 3

- I take pride in my education and knowledge.
- I am what some may consider rich and what I consider "well-off"
- I spend all of my free time attending live performances, therefore I have a high standard.
- I probably do not have children.
- I want to experience all life has to offer.
- I like the idea of an opera festival, but I probably wouldn't attend.

Analysis - Top Segment Demographics vs Philadelphia Census



Analysis - Is Opera Elitist?

elitist 1 of 2 **noun**

elit·ist (i-'lē-tist) ē- ā-

plural **elitists**

Synonyms of *elitist* >

1 : one who is an adherent of **elitism** : one whose attitudes and beliefs are biased in favor of a socially elite class of people

On many issues, they seem to be populists rather than *elitists*—believers that people can make decisions for themselves better than elites can.

— Michael Barone

Derided by *elitists* as phony, the ... movement is spontaneous, decentralized, frequently amateurish and sometimes shrill.

— Karl Rove

Source: Merriam-Webster

Evidence in favor:

- Every identified segment has at least a Bachelor's Degree.
- The highest income percentile was the \$100,000-\$149,999 range
- Mostly White/Caucasian

Evidence opposed:

- Most operas are in non-English languages-- not just OP.
- VIVACE aims to keep ticket prices lower for people ages 21-45.

Of all 8 provided segments, **Attenders 2, Attenders 4, and Attenders 5** exhibited a substantial preference for value and cost when compared to the other segments.

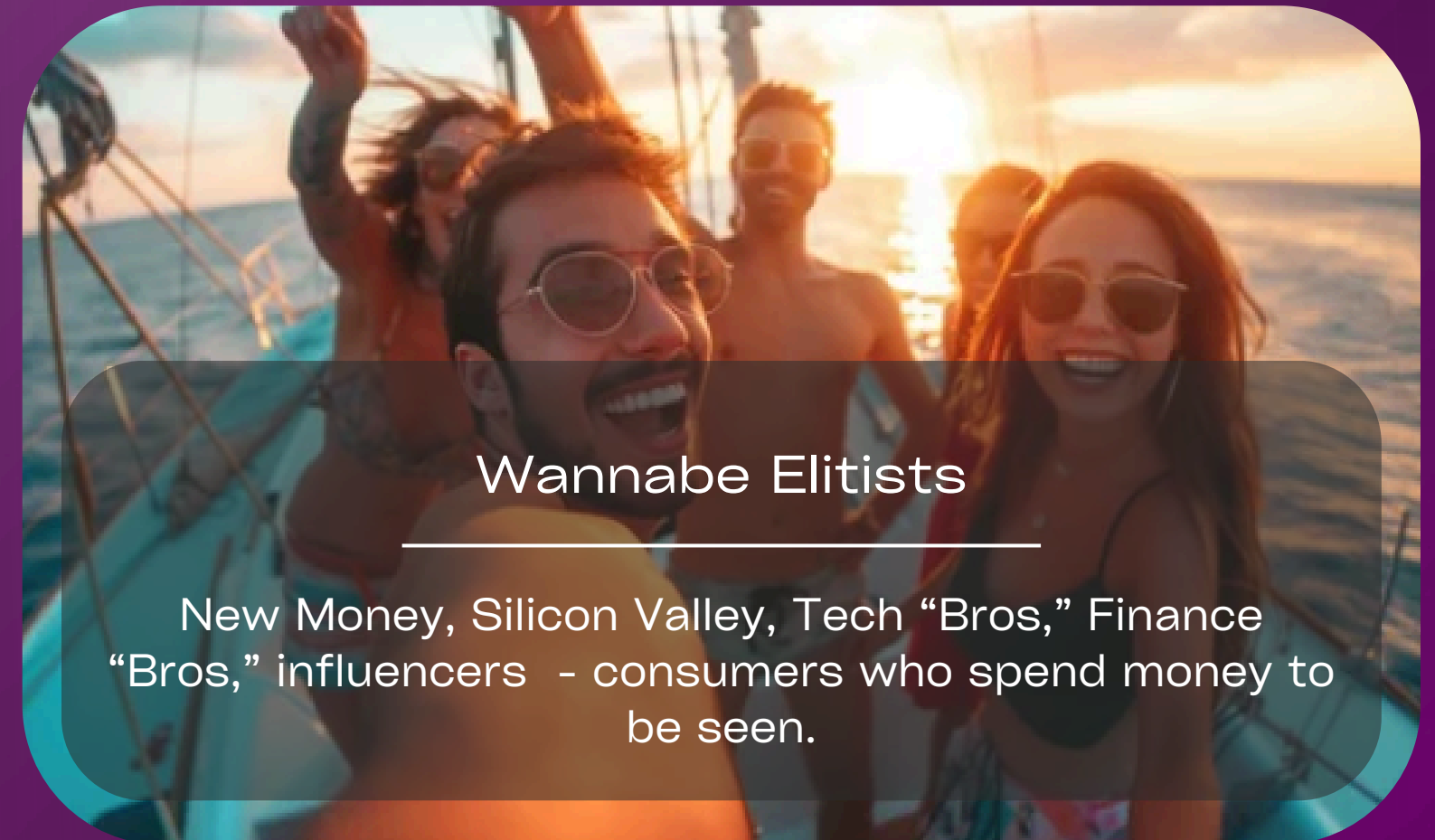
Buff #3 is in the highest income, education, and white/caucasian brackets, making it the seemingly most elitist.

Opportunity - New Segments



High School Teenagers

Direct outreach programs to local public schools to inspire an early interest (and combat elitist criticism)



Wannabe Elitists

New Money, Silicon Valley, Tech “Bros,” Finance “Bros,” influencers - consumers who spend money to be seen.

Opportunity - High School Teenagers



- The majority of Philadelphia's population is black/African American while the 8 segments are predominantly white.
- Opera/dramatic arts education and outreach in Philadelphia's public schools could inspire a lasting interest into adulthood.
- The Metropolitan Opera in New York City has an Opera Education Initiative that "does everything from writing graphic-novel-style synopses of operas for children to supporting the landmark HD Live in Schools program, which brings live opera broadcasts to schools across the United States... Moreover, every year, around Christmas, the Met stages a child-friendly, English-language, shortened production of a famous opera." (Karpalotis, 2020)

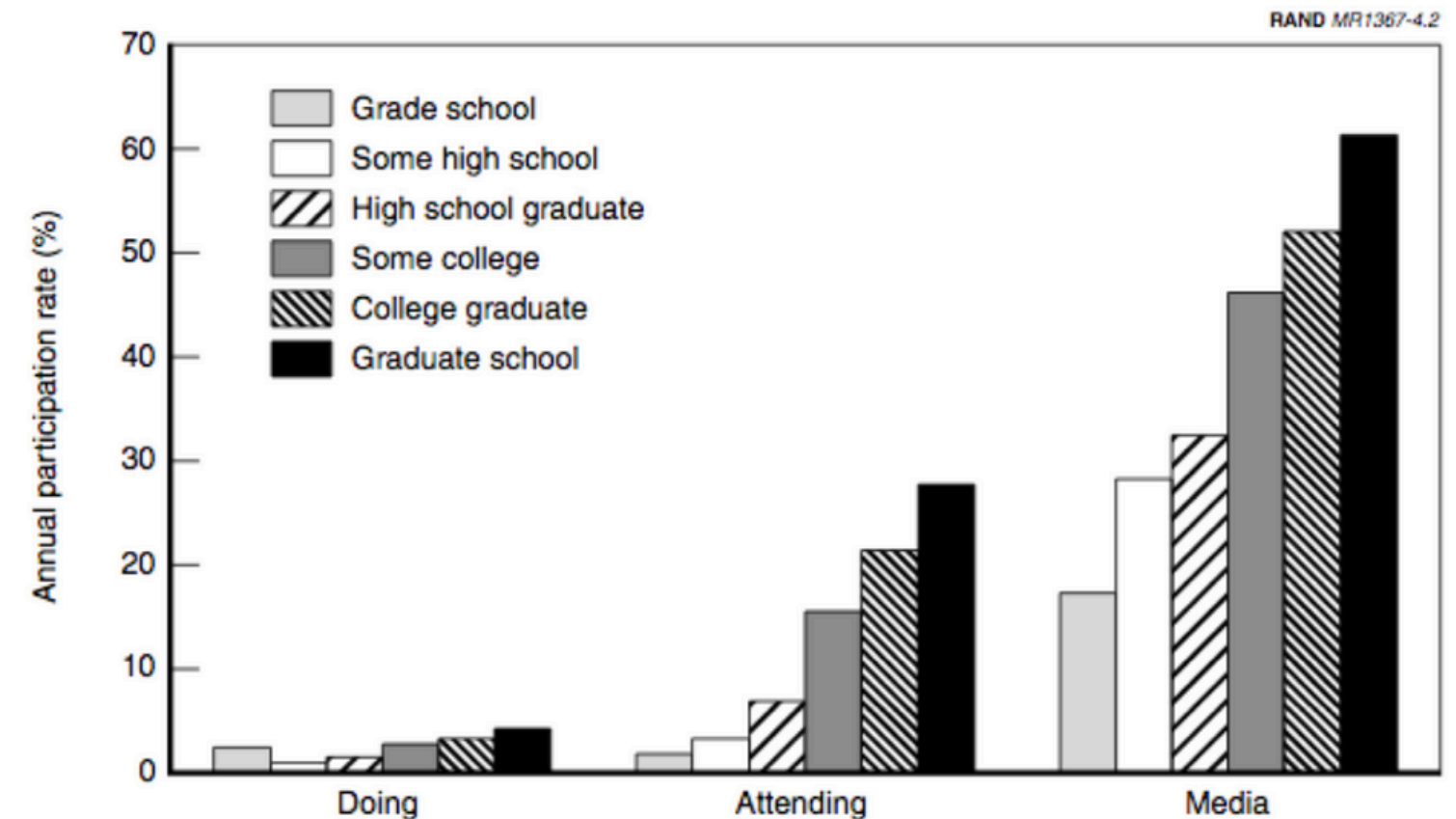


Figure 1: Education as a Correlate of Attendance (McCarthy et al 2001)

"Education plays a vital role in arts participation and those who continue their education beyond high school are much more likely to be actively involved." (Richmond, 2018)

Opportunity – Wannabee Elitists



- These consumers buy luxury items, like sports cars, sneakers, technology, vacations, etc. They go where they think other people like them go. So, why not make that the Opera Philadelphia?
- With a modern-lite rebrand, Opera Philadelphia could be where the influencers in the tri-state area converge for a gala/show opening.
- A deluxe, white-glove experience for VIP passes. The more “exclusive” the events, the more enticing they will be to this segment.



You may remember the Fyre Festival disaster of 2017.

The allure generated by hundreds of influencers, including Kendall Jenner, Bella Hadid, and Hailey Baldwin (now Bieber), established the festival as a “star-studded luxury experience,” inspiring hundreds of people to pay thousands of dollars to attend.








Opportunity - Demand Generation Mix

Personal Selling	Hand-written notes to subscribers with the new season of programming and other changes; direct outreach programs to local public schools
Advertising	Radio ads on classical music stations; captivating public transit ads; billboards; posters; spread in the paper/relevant magazines; fliers/brochures in hotels
Sales Promotion	For subscribers, enjoy one complimentary drink per show; special opera merchandise, like fancy binoculars; student discounts; local hotel integration (brochures, coupons, shuttle bus, etc)
Sponsorships	Influencer marketing; theater exchange program/season pass
Direct Marketing	Unique coupon codes per channel; postcards for previous attendees
PR	Opening night after parties; star performers appear/perform on local talk shows; interview feature in newspaper/magazines


Opportunity – 5 Major Demand Generation Strategies

Differentiate Product	The theater's furnishings; premium talent/shows; personalized drink/food menus; non-performance events; trendy; and community
Provide Information	Show lineup; events schedule; pricing; amenities.
Stabilize Sales	First-time subscribers receive perks; off-season festival; holiday events; charity events; lower ticket price during week nights; merchandise
Increase Sales	Advertising spreads across Pennsylvania, NYC, Baltimore, and New Jersey.
Accentuate Product Value	White glove customer service; make the opera more than a building but an entity

Opportunity - Programming, Quality, Events, Marketing Pitches

		Galas	Festivals	Simplified/ Translated/Pop Culture Operas	Premium Ameneties	Community/ Reduced Fare Events/ Performances	Sponsorships	Sales Promotion	Direct Marketing	Personal Selling
 A1				X		X	X	X	X	X
 A3		X	X	X		X	X	X	X	X
 B1		X				X	X	X	X	X
 B2							X	X	X	X
 B3		X			X			X	X	X
 S			X	X		X	X	X	X	X
 WE		X	X	X	X		X	X		X

Opportunity - Other Entertainment Options/Budget

	Movies \$30	Concerts \$20-\$100 o	Karaoke \$0-\$100	Museums/ Art Exhibits \$0-\$80	Plays \$20-\$200	Musicals \$20-\$60 o	Symphonies /Chamber \$0-\$200	Music Festivals \$80-\$100 o	Weekend Trips \$200-1000	Ballet/ Contemporary Dance \$40-\$600	Choral performances \$20-\$400
 A1	X	X	X		X	X		X	X		
 A3	X	X	X	X	X	X	X	X	X		
 B1	X		X	X	X	X	X		X		
 B2				X					X		
 B3		X		X	X	X	X		X		
 S	X	X				X		X			
 WE	X	X	X			X		X	X		

Ticket prices per 2 persons

Opportunity - Philadelphia Arts Pass

In a chosen window of time, affiliated performance spaces, such as theaters, museums, and more, collaborate on a season pass. Included with purchase is a catalogue of all qualifying events.

The goal is that target segments who are already engaging with the local arts scene, and are financially motivated, will be encouraged to attend the opera because they want to take advantage of a good deal. This will hopefully translate to future attendance.

Philadelphia Arts Pass

Attend up to 5 shows from
any of these theaters

Bristol Riverside
Theatre

The Philadelphia
Orchestra

Opera
Philadelphia



Venus in Fur

Oct 22 - Nov 10 2024



2024-25 Season

Symphonie fantastique



Bologna
THE ANONYMOUS LOVER

Opportunity - Should OP Start an Opera Festival?



Immersive
Inclusive
Cross-Cultural
Educational
Exposure
Payment Plans

According to Ticket Fairy:

- “Music festival market is projected to grow at a CAGR of 24% from 2024 to 2031, driven by immersive experiences and diverse lineups.”
- “Boutique and niche festivals are rising in popularity, with 58% of attendees preferring them over larger commercial events... these events attract dedicated fan bases and offer a more cohesive musical experience.”
- “Young attendees show a remarkable willingness to travel for music events.”
- “61% of 21- to 35-year-olds are looking for new adventures at festivals.”

(ritlocus, 2024)



Significant Financial and
Time Investment
Younger Demographic

Opportunity - Other Seasonal Performances and Events



Halloween/Themed Events

Is a masquerade too cliché,
or just enough?

Because the majority of segments attend
theatre more than the opera, this allows
theatre people to go all-out.
They (we) love a theme.



Christmas Concert

American consumers go crazy for anything
Christmas.

Because it is the season of giving, ask
patrons to donate an additional ticket at
checkout to give back to the community.



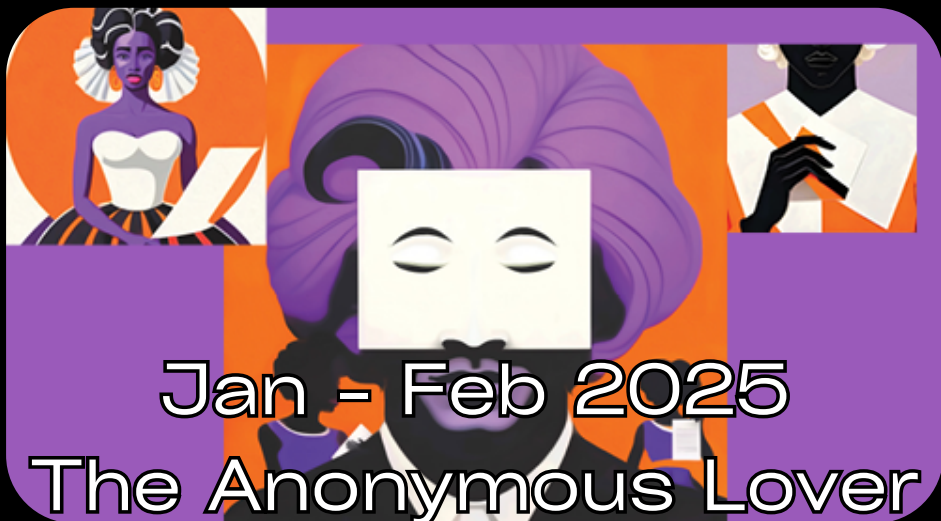
Touring Performances

In the off-season, offer the space to
touring performances. There is a trend in
stand-up comedy to perform in nice
theatres (pictured here is John Mulaney in
Radio City Music Hall).

Opportunity - **OP** vs **The Metropolitan Opera** (NYC) vs **Baltimore Concert Opera** 2024-2025



Sep 2024
The Listeners



Jan - Feb 2025
The Anonymous Lover



Apr - May 2025
Don Giovanni



21 shows, with
performances going
all year long



DONIZETTI'S
MARIA STUARDA
FEBRUARY 26, 28, & MARCH 2



Britten's
ALBERT HERRING
APRIL 30, MAY 2 & 4



Opera
BALTIMORE
PUCCINI'S
LA BOHÈME
OCTOBER 18 & 20

Thank You

Email

LiterallySelina@gmail.com

Social Media

@literallyselina

Call

716-969-2897

Disclosure

This presentation was created for an assignment in the Emerson College Business of Creative Enterprises graduate program.

The students were asked to answer 13 questions that concluded with a pitch to help Opera Philadelphia generate more revenue through updated product offerings.

Students were given a case study that included pre-generated segmentation surveys.

Citations

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