

CELEBRITY SERIES OF BOSTON

STRATEGY REFRESH – MAY 2024



The ‘Go Deep, Go Broad’ strategy adopted in 2012 delivered success on multiple fronts: Celebrity Series’ Artistic, Audience, Community Engagement, and Financial strength and standing grew, even through the disruption of Covid. This refresh of our strategy seeks to continue those successes.

MISSION

THE WORK WE WILL UNDERTAKE TO
ACHIEVE THAT VISION

To enrich and inspire
our community through
exceptional live
performances.

VISION

THE FUTURE WE SEEK

We envision a community of
Greater Boston where the
performing arts are a valued,
life-long, shared experience—
on stages, on streets, in
neighborhoods—everywhere.

VALUES

WHAT GUIDES HOW WE WORK

COLLABORATION
CURIOSITY
EQUITY
INTEGRITY
JOY

WHAT HAS CHANGED? / WHAT DO WE KNOW?

- **Quality matters** vitally to our audience
- The community and Celebrity Series’ commitment to **diversity, equity, inclusion and accessibility** is heightened, important, and expected.
- **Work at home/remote work** is now part of the operating structure of the organization.
- **Audience ticket purchasing behavior** has changed coming out of Covid: subscriptions are less popular, single tickets purchases are very last minute.
- Our core audience does not see **price** as a barrier to attending. **Ease of use issues** are.
- The **era of digital performances was short-lived**. The audience prefers in-person experiences.

GOING FORWARD / FIVE KEY GOALS

1 REACH MORE PEOPLE

Achieve historic high levels in the number of people we impact across all programs within five years

2 INCREASE AUDIENCE DIVERSITY

Within five years—Double the racial diversity to 25%; Lower average audience age to 55% below 60.

3 IMPROVE AUDIENCE ENGAGEMENT

Create a best-in-industry membership program that spans the entire performance experience.

4 GROW ARTS FOR ALL!

Reach more people, deliver maximum social & community impact, and elevate the CS profile

5 BUILD A STRONGER FINANCIAL PROFILE

Fuel the successful implementation of our strategy

Five primary strategies

1 Reaffirm quality live performance and programmatic variety as our identity and our core purpose

- Quality & variety above all
- Debut performances remain essential
- Scale digital to meet audience demand

2 Increased diversity is key to growing our audience

- Explore new genres to attract new audiences
- Develop membership model to build connection
- Address ease of use Challenges
- Use multiple venues to drive financial and artistic success

3 Align the brand and name with our mission/vision/values to reflect the full range of CS activities

- Reaffirm mission/vision/values
- Explore/Implement brand and name change

4 Define and grow community impact

- Define impact framework to inform growth
- Engage in continuous monitoring, evaluating and learning
- Expand public performance (scale and variety)

5 Secure resources (financial and human) to fuel growth

- Keep financial profile goals in mind
- Enhance multi-year major giving
- Invest in technology to boost efficiency
- Competitive compensation for staff
- Ensure smooth leadership transition