The first edition of *The Resurgence of Symphony Orchestras*, a strategic and comparative study of symphony orchestras worldwide.

- 200 pages
- Over 100 graphs & tables
- 10 key indicators
- 29 profiles and mini profiles of orchestras
- Price starting at € 1,800

The current context appears particularly difficult for classical orchestras around the world. Many articles have been devoted to this subject, due to deficits, failures and occasionally the disappearance of renowned musical institutions. In fact, most of them do face major financial problems, sometimes putting into question their very existence. “Classical music”, this great Western tradition that has long seemed eternal, now appears to be on the decline and in danger of extinction.

However, after an in-depth study carried out by Euroconsult, it now appears that the situation is not as apocalyptic as it may seem. In many cases, multiple dynamics have resulted in profound changes in this universe of centuries-old orchestras, thanks mainly to a vigorous questioning and analysis of their governance. Management has become an essential dimension of these enterprises, along with their artistic policies. In the United States, land of symphony orchestras - with more than 1200 listed, the dark years that followed the subprime crisis have seen a sharp decline in endowments and private donations and have led numerous orchestras to the verge of bankruptcy.

The report provides an economic and marketing analysis of the current state of orchestras in the light of a number of international examples, to identify key performance indicators (KPIs), and to compare them, taking into account economic, cultural and even political environments as well as different funding sources. It also offers a survey of the strategies implemented: Management, marketing, programming, innovations, etc.
The study gives a numerical and synthetic situation of symphony orchestras. It is based on a unrivalled database and a series of professional in-depth interviews from around the world.

**STRUCTURAL & ECONOMIC ANALYSIS**
- Presentation of different economic models by country
- Budget & distribution of income for symphony orchestras across the world

**KEY PERFORMANCE INDICATORS**
- The 10 key indicators for managing an orchestra and their impact on the models

**DIGITAL PLATFORMS & AUDIOVISUAL POSITIONING**
- Analysis of diffusion techniques
- Comparative table of digital platforms

**A MUST READ FOR:**
- The managers of orchestras
- Members of boards
- Music directors
- The administrations in charge of the cultural sector
- Sponsors and patrons of classical orchestras
- Collective rights management bodies
- Associations of musicians and composers
HIGHLIGHTS OF THE REPORT

• General status of orchestras in the world
• Three business models
• Orchestras resources
• Ten symphony orchestra key performance indicators (KPI’s)
• Leadership and governance
• The age groups of audiences
• Positioning national and international orchestras
• Orchestras in local life
• Diversity of programming and innovations
• End of the traditional concert?
• Educational and youth programs
• Marketing, communications, pricing and pricing policy
• Public-depth knowledge
• Improved spectator experience
• Public satisfaction checkpoints
• Digital and audiovisual strategies
• Comparative table of orchestra’s digital platforms
• Orchestra profiles
• Mini-profiles
## INTERVIEWED INDIVIDUALS

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<th>ORCHESTRA</th>
<th>COUNTRY</th>
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<tr>
<td>Bergen Philharmonic Orchestra</td>
<td>Norway</td>
<td>Bernt Bauge</td>
<td>Chief Executive</td>
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<td>Berlin Philharmonic</td>
<td>Germany</td>
<td>Martin Hoffmann</td>
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<td>Boston Symphony Orchestra</td>
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<td>Kim Noltemy</td>
<td>Chief Marketing and Communications Officer</td>
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<td>Chicago Symphony Orchestra</td>
<td>USA</td>
<td>Kevin Gigliinto</td>
<td>VP for strategy and special initiatives</td>
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<td>China National Symphony Orchestra</td>
<td>China</td>
<td>Guan Xia</td>
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<td>City of Birmingham Symphony Orchestra</td>
<td>England</td>
<td>Stephen Maddock</td>
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<td>Detroit Symphony Orchestra</td>
<td>USA</td>
<td>Paul Hogle</td>
<td>Executive Vice President</td>
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<td>Gewandhaus Orchestra Leipzig</td>
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<td>Andreas Schulz</td>
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<td>Gustav Mahler Jugendorchester</td>
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<td>Hawaii Symphony</td>
<td>USA</td>
<td>Jonathan Parrish</td>
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<td>David Whelton</td>
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<td>London Philharmonic Orchestra</td>
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<td>Timothy Walker</td>
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<td>London Symphony Orchestra</td>
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<td>Becky Lees</td>
<td>Head of the LSO live</td>
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<td>Switzerland</td>
<td>Henk Swinnen</td>
<td>General Director</td>
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<td>Orchestre National d’Ile-de-France</td>
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<td>Fabienne Voisin</td>
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<td>France</td>
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<td>Jason Weinberger</td>
<td>Artistic Director and CEO</td>
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<td>Katherine Carleton</td>
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<td>Jesse Rosen</td>
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EVOLUTION OF THE REVENUES OF A SELECTION OF ORCHESTRAS OVER 3 YEARS

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ABOUT THE EDITOR

Marc Welinski is an experienced marketing-oriented expert, specialized in satellite, television and new telecommunications technologies. He has held high level executive positions across the broadcast and telecom industries.

- From 2011 to 2013 he was the Director of Marketing & Commercial Strategy at Eutelsat, one of the leading satellite operators in Europe where he had the global responsibility for strategic marketing, communications and customer care.

- From 2005 to 2011 he was the Managing Director of Pathé live (an affiliate of the Pathé Group) where he spearheaded the market for live satellite broadcasts to digital cinema networks in all Europe.
  - From 2005 to 2011 he was the Managing Director of Pathé live (an affiliate of the Pathé Group) where he spearheaded the market for live satellite broadcasts to digital cinema networks in all Europe.
  - From 2000 to 2005 he integrated France Telecom as Chairman of Wanadoo Audiovisuel and Director of the broadband portal, where he managed both audiovisual and broadband Internet activities.

- From 1996 to 2000 he joined France Television to become Marketing Director of TPS, the TF1/France Television pay-TV platform. At the same time, he launched Mezzo, the all-music channel for France Television.

- From 1990 to 1996 he was in the Vivendi Group, where he was Regional Director of cable networks for the south of France from 1993 to 1996. A French national, Marc is a graduate of the Ecole normale supérieure (ENS), the most prestigious French university in humanities, and holds an MBA from INSEAD.

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