

Detroit Symphony Orchestra Vice President of Marketing

The Detroit Symphony Orchestra seeks an experienced, dynamic, results-driven and creative marketer. We are looking for someone who can engage and excite the Detroit community as the lead ambassador for an orchestra whose programs and performances attract diverse audiences and meaningful community partnerships that contribute greatly to the cultural vibrancy of this great American city.

THE ORGANIZATION

The Detroit Symphony Orchestra is known internationally for trailblazing performances, collaborations with the world's foremost musical artists, and a deep commitment to serving its community. Making its home in the historic Orchestra Hall at the Max M. and Marjorie S. Fisher Music Center, the DSO actively pursues its vision to be an inclusive and culturally relevant community where all people can experience their world through music.

Detroit has experienced incredible revitalization over the last ten years ushering in an exciting new era of strength, resilience, creativity, and cultural renaissance. The Detroit Symphony Orchestra (DSO) is recognized as one of the top orchestras in the nation, with a strong commitment to community engagement. The DSO defines its brand by connecting with and cultivating a diverse network of relationships throughout the city and its suburbs. These include neighborhoods, patrons, donors, students, city leaders, businesses, nonprofit organizations, artists, and musicians, all contributing to its impactful presence and mission.

The DSO is a complex organization. Operating 365 days per year, it is a performing arts institution, an educational facility, and a community center. Governed by an independent Board of Directors, the DSO employs both union and non-union employees as musicians, stage crew, and administrative staff. Creating a unified culture throughout the institution is an organizational imperative. The DSO is guided by the values of excellence, resilience, collaboration, and innovation and an enduring commitment to diversity, equity, and inclusion.

The DSO makes its home in historic Orchestra Hall, one of America's most acoustically perfect concert halls. Since 2020, the charismatic Italian conductor Jader Bignamini has led the Detroit Symphony Orchestra as its 18th Music Director. The DSO's performance schedule includes Classical, Pops, Jazz, Young People's, and Neighborhood concerts, and orchestra collaborations with high profile artists from Steven Spielberg to Nas and Yo-Yo Ma. In July 2017, the DSO embarked on its first international tour in 16 years, making its debut in China and first visit to Japan in 19 years.

Launched in 2016, The Peter D. & Julie F. Cummings Cube is the DSO's black box performance space that offers innovative and alternative programming at the DSO. The Cube presents celebrated artists from around the world and multi-genre programming ranging from contemporary classical music and hip-hop to Latin Jazz and yoga set to live chamber music featuring DSO musicians.

The Detroit Symphony Orchestra has an annual operating budget of \$35 million, with \$9.5 million (27%) coming from earned revenue, \$22 million (63%) from contributed revenue, and \$3.5 million (10%) coming from the endowment. The DSO is led by a 23-member Board of Directors and 91 full-time staff, and hundreds of part-time employees. At full complement, the orchestra has 88 musicians.

POSITION SUMMARY

The Vice President of Marketing must be a dynamic, results-driven and creative marketing strategist who can engage and excite the Detroit community as the lead ambassador for an orchestra whose programs and performances attract diverse audiences and meaningful community partnerships that contribute greatly to the cultural vibrancy of the city and region.

The department is building a sustainable revenue base, coordinating and integrating earned income streams, broadening and expanding the audiences the DSO serves, and deepening its connection to all patrons reached across the orchestra, jazz, education, and presentation businesses.

Reporting to the Chief Revenue Officer (CRO), the Vice President of Marketing will lead a department responsible for audience growth, ticket revenue and patron service. The new leader will be a mission-driven arts marketing and communications professional who embraces the artistic vision and core values of the Detroit Symphony Orchestra. They should be an energetic, strategic and creative thinker and possess a high level of emotional intelligence. The candidate should be a results-oriented individual capable of mentoring a professional marketing team (12 full-time and 17 part-time staff). Direct reports include Director of Growth Marketing, a Director of Loyalty Marketing, and a Director of Patron Sales and Service.

The Vice President of Marketing is a key member of the senior leadership team. They will work collaboratively with senior leadership to align the DSO’s marketing efforts across the organization and grow and strengthen the brand locally, regionally and nationally. The successful candidate will build strategies to increase the lifetime value of current audiences and increase new audiences through relationship-based marketing. The candidate will identify and create visibility and awareness throughout the region to expand Detroit Symphony Orchestra’s market footprint and increase relevance by making the DSO matter to more people. As an external relations ambassador, the marketing leader will cultivate relationships with Detroit leaders in government, business, and other arts nonprofits, and foster partnerships that are integral to promoting the DSO brand as a community-serving orchestra and a community asset.

SPECIFIC DUTIES AND RESPONSIBILITIES

- As the leader of sales, marketing, and audience development, the Vice President of Marketing will report directly to the Chief Revenue Officer and work closely with their peers on the DSO’s Senior Staff as well as other key departmental/functional leadership, staff, volunteers, Boards of Directors, Trustees, and various key constituencies to achieve the DSO’s marketing and revenue targets and facilitate organizational leadership, problem solving, and collaboration across the institution.
- Grow and leverage the DSO brand locally, regionally and nationally to achieve financial and artistic objectives for the DSO. Collaborate with Artistic Planning and other key departments to implement strategies that not only expand the audience and presence, but also drive revenue growth.
- Lead and align marketing to ensure execution of brand initiatives and collaborate with the Communications and Community & Learning departments to convey cohesive storytelling about public programs, community events, youth education initiatives, etc.

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- Intentional communication with all stakeholders (musicians, staff, Directors and Trustees) about brand strategies, marketing campaigns and engagement opportunities.
- External relations ambassador that can nurture and cultivate relationships in the community with leaders in government, business, and nonprofit organizations to foster partnerships and increase visibility.
- Develop and promote collaborative relationships with a variety of community organizations and co-manage joint projects which attain mutual brand, marketing, and business building benefits.
- Must possess the ability to cultivate and mentor marketing team, demonstrating proficiency in leading through transition and change.
- Provide leadership, motivation, and direction to develop a strong, high-performance team taking on an integrated marketing approach. Lead, manage, coach, and mentor direct reports in their day-to-day operations and annual strategic goal setting.
- Establish and track key performance indicators to measure effectiveness of marketing strategies and make data-driven decisions. Steer both retention and growth strategies through data-driven insights and robust marketing programs to increase loyalty, recapture, and build new and diverse audiences.
- Apply strong strategic and data-driven decision-making skills combined with creative problem-solving aptitude to successfully promote DSO performances and attract audiences.
- Lead cross-departmental working group to drive website performance with specific emphasis on revenue generation.
- Develop revenue projections and pricing for DSO concerts and membership programs.
- Seek out, benchmark, and model other best practices from like-minded organizations as part of ongoing process improvement to enhance the skills, capabilities, and impact of the DSO's audience development team.
- Identify, plan, and participate in key marketing and media networking events.
- Actively monitor sales, pacing, campaign results, and ticket history for optimal revenue management including dynamic pricing strategies.
- Oversee the DSO's marketing relationship at venues outside Orchestra Hall such as Greenfield Village, William Davidson Neighborhood Concert Series, and Detroit Neighborhood musical experiences.
- Provide leadership and direction for the DSO Box Office/Patron Sales and Service Team ensuring an excellent customer experience and delivery of the brand's promise.

EXPERIENCE

- Prefer 7+ years of progressive patron development and/or sales marketing experience with a demonstrated track record of successfully building and retaining a broad and renewable patron base through crafting, executing, and measuring a comprehensive integrated marketing strategy.
- Demonstrated strong strategic planning, analytical, and project management skills.
- Knowledge of the nonprofit and philanthropic sectors with an understanding of and a genuine passion for the mission.
- Minimum 5 years management or supervisory experience.
- Proficiency in budgeting and forecasting.
- Effective leader with specialty in cultural competencies; demonstrated experience and investment in issues of diversity, equity, and inclusion.
- Superior organizational, communication, and interpersonal skills.
- Must be a self-starter who is a strong and collaborative team leader.
- Tech savvy with keen understanding of e-marketing and integrated marketing planning.
- Solid knowledge in best practices in direct response.
- Ability to identify relevant trends and market opportunities to engage the appropriate resources to further DSO's mission.
- Understanding of market segmentation techniques and how to apply them in marketing decision-making.
- Proficient in media/marketing channel capabilities and tactics that deliver upon sales strategies and plans.
- Adept capabilities with database management and financial management as it relates to sales.
- Familiarity with Tessitura or other patron relationship management, ticketing, or fundraising databases a plus.

SUPERVISORY

- Staff: Oversee a professional staff of 12 full-time and 17 part-time professionals.
- Direct Reports: Director of Growth Marketing, Director of Loyalty Marketing, Director of Patron Sales & Service
- Vendors & Consultants.

PERSONAL ATTRIBUTES AND COMPETENCIES

- Dynamic self-starter with entrepreneurial spirit who can think strategically, with imagination, with the ability to challenge and inspire.
- Action-oriented, decisive, quick study with proven ability to accurately analyze information and act.

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- Motivated to network socially and have a call and passion for building relationships with those in decision making positions.
- High energy with a positive attitude and the ability to provide superior customer service.
- Highly competitive and self-motivated.
- Exceptional management capabilities, with a commitment to support, nurture, and grow the talent under their leadership.
- Deeply committed to diversity, equity, and inclusion.
- Sensitive to the needs of individuals and utilizes their strong political skills to maneuver within organizational culture.
- Ability to work well under pressure; persistence, perseverance, tenacity, integrity, and patience.
- Strategist that is motivated by deadlines and measurable outcomes.

For more information please contact:

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