

JOB SPECIFICATION

DIRECTOR OF
DIGITAL ENGAGEMENT



KANSAS CITY
SYMPHONY



DIRECTOR OF DIGITAL ENGAGEMENT SUMMARY

The Kansas City Symphony is entering a new era. As the coronavirus pandemic fades into our memory, we have emerged as one of America's best-positioned orchestras. We are strong, ambitious, and on the rise.

WHAT DRIVES US?

- Our passion for symphonic music and a fervor to share it,
- A commitment to our community and its citizens,
- The pursuit of excellence in all facets of our organization, and
- Creativity to realize our full potential.

In order to thrive in this new era, we require a team of remarkable individuals to drive the organization's rise in creative ambition and grow our ability to impact people through music.

An important role we seek to fill on this team is the position of **Director of Digital Engagement**. As the leader in advancing public attraction and engagement through digital means, this position is a thought partner to the Vice President of Sales and Marketing in developing and implementing strategy to significantly widen the Symphony's patron base and deepen individual engagement.

In the fall of 2022, the Symphony will commence a major five-year endeavor to ignite new passions in our community for classical music, by positioning it as a means of human connection through shared experience. Never before has the need for unity and coming together been so acute in our society, and we aim to help fill that need with this art form that transcends division and celebrates the human experience.

If you are interested in joining an organization that is not only fanatical about symphonic music but also about the transformational effect that this living art form can have in people's lives, we invite you to keep reading.

Come along with us into this new era. Explore the Kansas City Symphony.

TABLE OF CONTENTS

About the Kansas City Symphony	<i>pages 2-3</i>
Job Description: Director of Digital Engagement	<i>pages 4-7</i>
Closing	<i>page 8</i>



ABOUT THE KANSAS CITY SYMPHONY

NATIONAL PROFILE

The Kansas City Symphony is the youngest major symphony orchestra in the United States, and one of the most secure. Since its founding in 1982 by R. Crosby Kemper, Jr., the Kansas City Symphony has grown through artistic vision, fiscal discipline, and a culture of trust and excellence in all facets of the organization.

The Kansas City Symphony serves a metropolitan population of 2.1 million people. The orchestra's 80 full-time musicians contribute to the city's exceptionally strong cultural community. During its 42-week season, the Symphony performs a wide variety of concerts including subscription classical, pops, and family, film plus live orchestra, and educational programs. In addition to symphonic music of all kinds, the Symphony has deep roots in chamber music, and travels Kansas City with a mobile stage — the "Mobile Music Box" — throughout the warmer months. The Symphony also performs frequently with the Lyric Opera of Kansas City and the Kansas City Ballet.

DEDICATED LEADERSHIP

The Kansas City Symphony is governed by a Board of Directors under the leadership of Board Chair Patrick McCown and is administered by a full-time professional staff led by Executive Director Daniel Beckley. In addition, the Symphony benefits from the dedicated efforts of its volunteer associations.

The Symphony's four auxiliaries, with total membership of nearly 500, raise more than \$1 million annually, making them some of the most successful orchestra volunteer forces in the nation.

FINANCIAL STRENGTH

The Kansas City Symphony has demonstrated a strong commitment to fiscal discipline in support of artistic ambition. From a budget of \$1.5 million in its first season, the Symphony's annual operating budget has grown to more than \$21 million. More than 1,000 gifts from the board, local foundations and members of the community have created an endowment in excess of \$120 million. The Symphony's balance sheet is pristine, with healthy operating reserves and working capital. The Kansas City Symphony is debt-free.

A NEW HEADQUARTERS FOR A NEW ERA

The Symphony recently established a new headquarters, adjacent to the orchestra's world-class concert hall at the Kauffman Center for the Performing Arts. Occupying a storied 19th century icon of Kansas City, this new modern space — the Shirley Bush Helzberg Symphony House — supports the organization's creativity, with space for administrative offices, musician practice, chamber performance, and music education. Formerly a restaurant, the building is complete with a commercial kitchen and English pub, presenting the Symphony with an abundance of new opportunities for patron engagement.



The Shirley Bush Helzberg Symphony House, adjacent to the Kauffman Center for the Performing Arts

STREAMING AND RECORDING

In 2021, the Symphony launched a new video streaming service available at MySymphonySeat.org and through the Kansas City Symphony app on AppleTV, Roku, Amazon Fire, and other SmartTV and mobile device platforms. Video storytelling will play a key role in audience development, and the Symphony has invested heavily in ramping up this capacity for the future. In 2022, the Symphony launched a special video education program and accompanying teaching curriculum for public school students throughout Missouri and Kansas, reaching over 30,000 students in 200 schools in its first month.

The Symphony has released nine recordings on the Reference Recordings label, earning multiple Grammy® awards and nominations. Highlights from the Classical Series are also broadcast weekly on Classical KC 91.9 FM.

AUDIENCE DEVELOPMENT INITIATIVE

The Kansas City Symphony has developed a major five-year initiative to radically expand community connection to live classical orchestral music. Launching in the fall of 2022, the Audience Development Initiative will increase the number of people who make live classical music a regular part of their lives. We will achieve this by generating new demand for live classical music by producing creative content, supported by data science. We will employ storytelling to create emotional expectation for concert attendance and craft new experiences around the concert that invite entry and participation.

We will also begin to reassess the fundamental packaging and format of classical music concerts, to make them appeal to newer generations of audience in the community.



JOB DESCRIPTION

DIRECTOR OF DIGITAL ENGAGEMENT

Reports to: VP of Sales and Marketing

The Director of Digital Engagement is responsible for leveraging and implementing current technologies and best practices to engage, energize, promote, and inspire through digital means. Working closely with the Creative Team, this person will share stories and content to the public in a way that generates new audience, increases frequency of attendance, and deepens individual relationships with the Symphony and with symphonic music.

The Director of Digital Engagement is the keeper of the Symphony's public-facing digital properties, including websites, social media, e-mail, and emerging technologies for interactivity such as virtual spaces and chats. This position will also work closely with the Video Engineer to ensure that the Symphony's streaming platform and digital exhibits achieve optimal public and patron engagement.

This position is equally left brain and right brain, requiring extraordinary communication skills, analytical thinking, and creative ability. The Director of Digital Engagement will communicate with many different audiences and demographics, shaping messaging based on individual journeys with our various musical offerings. A strong ability to develop insights that drive engagement strategy is critical to advancing patron journeys. The ideal candidate will possess a hunger for robust data collection, providing the Symphony's data team with powerful sources that will drive market segmentation, and highly targeted communications.

The success of the position will be measured on acquisition and re-engagement of ticket buyers in the concert hall, along with many preceding metrics around development of the patron pipeline through digital means.



COMPONENTS OF THE AUDIENCE DEVELOPMENT INITIATIVE

The Audience Development Initiative (ADI) introduces new ways of engaging and attracting people to classical music. The major components of ADI include:

- **Experiential on-ramps:** We will provide new entry points with mass appeal that will grow the brand of the Kansas City Symphony and invite the general public to explore how classical music can impact their lives. The first of these was the introduction of the Mobile Music Box, which engages with people in their neighborhoods. The second was the launch of digital content and the introduction of a platform where we can tell human stories with music. The third will be an immersive physical experience at the Shirley Bush Helzberg Symphony House, using a combination of experiential technology and live performance to tell unforgettable stories.
- **Brand marketing:** We will be launching sequential brand marketing campaigns for live orchestral classical music and the Kansas City Symphony as a whole. These campaigns will aim to change the image of the live classical music experience by positioning it as a uniting remedy and life enhancement for our times, a special benefit of living and working in Kansas City.
- **Content production:** With a newly formed Creative Department, we will create unique story content that supports all of our messaging. Content will be developed to support individual concerts, to put as much effort into communicating about the music as we do performing it. Content will be tailored to the diversity of our region, using segmentation strategies to speak to people of different backgrounds and with different motivations for attending a classical music concert.
- **Data science:** Supporting the stories we tell will be a dedicated data science group that will help us identify audience segments, make concert recommendations, and engage with interested individuals, couples, and families along their journeys with us.
- **The concert experience:** We will continually refine the experience before, during, and after Symphony concerts, in order to maximize audience enjoyment and enhance retention. This area includes everything the audience experiences from the time a ticket is purchased to their memory of the event.
- **Research and development:** Lastly, we will conduct ongoing research to set baselines, targets, and milestones in our audience development work, helping to assess the effectiveness of different strategies and tactics toward the goal of deepening individual relationships with classical music.

The Director of Digital Engagement will play an important role in this work via experiential design through digital means. Using content produced by the Creative team, the Director of Digital Engagement will work closely with the Director of Audience Development to maximize engagement strategies in support of ADI.



REPRESENTATIVE DUTIES AND RESPONSIBILITIES

The essential duties and responsibilities of the Director of Digital Engagement include the following:

FRIENDMAKING

Use digital media resources to reach and engage various constituencies within the Kansas City region, to help develop new and different audiences for Symphony concerts and community activities and deepen relationships with existing audiences. This work will support the following goals:

- Increase community connections and goodwill
- Increase awareness of our variety of Symphony offerings
- Increase ticket sales
- Deepen our already existing relationships, making people feel closer to us

Just as digital media options and effectiveness continue to change and evolve, so will this position.

Work with the VP of Sales and Marketing (and other Symphony leaders such as the Creative Director and Data Scientist) to strategize on tactics and avenues needed to achieve successful outcomes of increasing visibility and audiences impacted. This also includes identifying various audiences, how to reach them, and the messaging needed to cause desired actions and outcomes.

Identify and work closely with numerous digital media vendors for marketing and image campaigns, which may include:

- Targeted display banners
- Geofencing
- Video pre-roll
- Google AdWords

Maintain social media accounts through regular, creative and strategic posts, boosted posts and ads on:

- Facebook, Instagram, and Twitter
- YouTube
- Google Search
- Brainstorm ways to creatively use our TikTok account for Symphony objectives

Help to identify other digital means to effectively reach people and identify vendors with which to partner.

In addition:

- Maintain the Symphony's website and associated web pages through daily content updates of text and images.
- Maintain a regular campaign of email marketing that highlights Symphony concerts and community relations. Segment email campaigns, with specific messages being sent to custom lists. This includes the distribution and analysis of email surveys to concert attendees and specific database constituencies, working with Symphony leadership including our Data Scientist and Manager of Ticketing Services.
- Work with various vendors and departments within the Symphony to create content for strategic needs and outcomes.
- Promote and maintain MySymphonySeat.org website and video streaming platform.

Other duties as assigned.

REQUIRED QUALIFICATIONS

- Five or more years of digital marketing experience.
- Excellent written and verbal communication skills.
- Strong analytical ability and capacity to recommend course corrections.
- A passion for live cultural experiences, and an understanding of what motivates people to participate in them. A strong interest in and history listening to orchestral music is preferred.

PROFILE OF THE IDEAL CANDIDATE

The ideal candidate will have an outgoing spirit, grounded in personal integrity. They will have proven experience with a track record of vastly surpassing expectations by challenging existing assumptions and ways of doing things. They will have a high degree of intellectual curiosity, and a creative bent that inspires new ways of thinking and problem-solving in colleagues. An analytical skillset is absolutely essential, with the ability to look at a challenge from many different angles in order to develop new insights, and the ability to effectively communicate those insights with others.

The ideal candidate will be highly self-aware, and be able to read and respond to verbal and non-verbal cues in others. They will have a commitment to transparency and truth, in a way that both informs and inspires, and will be candid and respectful at the same time. They will not be shy to speak hard truths, and to inspire action in others to promptly address these truths.

They will be able to promptly earn the full trust and confidence of the VP of Sales and Marketing and other staff by demonstrating outstanding judgment, insightful analysis, and responsive management.



IN CLOSING...

Kansas City is a remarkable place because of its people, its institutions, and its culture. The Kansas City Symphony is proud to be a contributor to the region's growth and to provide a soundtrack for life in this community.

We are passionate about the power of music to transform lives, and we are seeking the best and brightest in the country to help us do it. If this opportunity sounds compelling to you and you would like to learn more, please e-mail Jeff Barker at jbarker@kcsymphony.org.

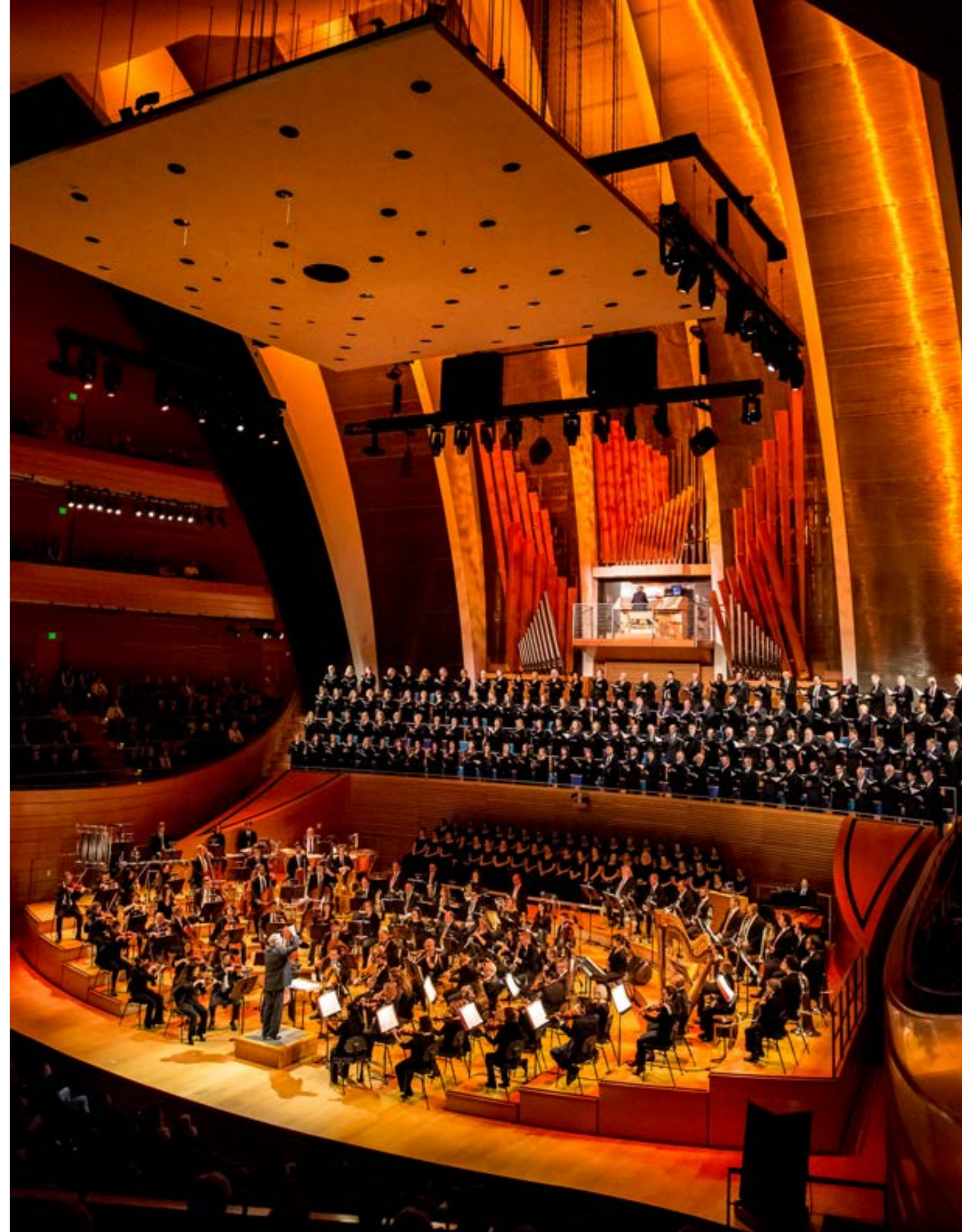
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We have a wonderful relationship among the administration, the board, and the players. Everyone has unanimously agreed to do something exceptional. ...it's a golden moment for the Kansas City Symphony.

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—*Michael Stern, Music Director*

The Kansas City Symphony is an Equal Opportunity Employer.





KANSAS CITY
SYMPHONY