



PFM
EXECUTIVE SEARCH



EXECUTIVE PROFILE

Vice President, Marketing & Sales
VANCOUVER SYMPHONY ORCHESTRA

VSO VANCOUVER
SYMPHONY
ORCHESTRA



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GENERAL

Founded in 1919, the Grammy and Juno-award winning Vancouver Symphony Orchestra (VSO) is the third largest orchestra in Canada, the largest arts organization in Western Canada, and one of the few orchestras in the world to have its own music school. Led by Music Director Otto Tausk since 2018, the VSO performs more than 150 concerts each year throughout Vancouver and the province of British Columbia, reaching over 270,000 people annually, including 50,000 children and young adults. On tour, the VSO has performed in the United States, China, Korea, and across Canada. It presents passionate, high-quality performances of classical, popular, and culturally diverse music, creating meaningful engagement with audiences of all ages and backgrounds, and recent guest artists include Daniil Trifonov, Dawn Upshaw, James Ehnes, Adrienne Pieczonka, Gidon Kremer, Renée Fleming, Yefim Bronfman, Itzhak Perlman, Bernadette Peters, Tan Dun, and more.

The VSO employs 104 full-time employees (70 musicians/34 staff) and is governed by a 18-member board of directors. It is led by its President & CEO, Angela Elster, who also oversees the VSO School of Music. Ms. Elster is known for aligning strategic initiatives with purposeful place making and her mandate is to deepen the VSO's community connection and to continue to grow the artistic excellence and ambition of the organization. Ms. Elster works collaboratively with a senior management team consisting of four Vice Presidents that represent marketing

and sales, artistic planning and production, development, and finance and administration, and with the VSO School of Music and the Education and Community Engagement department.

In 2020, in response to the ongoing pandemic, the VSO created a digital concert hall that has now played host to 40+ shows. It returned to live performances in September 2021 and, going forward, the organization expects to offer its audiences a mixture of both in-person and online content.

VSO'S PURPOSE

The purpose of the VSO is to enrich and transform lives through music. It fulfills that purpose by:

- presenting passionate, high-quality performances of classical, popular and culturally diverse music;
- creating meaningful engagement with audiences of all ages and backgrounds wherever it performs; and
- developing and delivering inspirational education and community programs.

MISSION & VISION

The mission of the VSO is to create, curate, and connect irresistible musical experiences. It aspires to be recognized as an innovative industry leader, and an orchestra and organization of the highest quality.

EDUCATION & COMMUNITY

The Vancouver Symphony Orchestra believes that music is vital and essential to a well-rounded education and enriching life. As part of its commitment to bring the incredible world of symphonic music to people of all ages, the VSO has an impressive array of education and community programs that play an important part in achieving its mission. The VSO Education and Community programs are self-sustaining through earned and contributed revenues and include initiatives such as elementary school concerts, kid's concerts, clinics and masterclasses, education and community partnerships, and more.

VSO SCHOOL OF MUSIC

The VSO School of Music (the School) is a purpose-built facility that opened in 2011. The school embraces a community-centered philosophy, with a vision to lead by leveraging the strengths of the VSO and its musicians through complementary and joyful learning experiences. The VSO School of Music enriches the lives of students of all ages (infant through adult) by facilitating the joy of learning, playing, and performing the world's great music. The School offers comprehensive and integrated programs taught by exceptional and passionate faculty whose goals are to engage and inspire students while celebrating their accomplishments. The VSO School of Music serves approximately 2000 students each year and caters to all ability levels, from beginners to aspiring professionals. The School offers individual instruction and ensemble opportunities in a variety of genres including classical, jazz, early learning, vocal arts, and world music. The VSO School of Music is governed by an 8-member board that oversees an annual program budget of \$2 million.

To learn more about the VSO, please go to <https://www.vancouversymphony.ca/about/>

To learn more about the VSO's history, please visit <https://www.vancouversymphony.ca/about/history/>





GENERAL

The Vice President, Marketing & Sales (Vice President) reports directly to the President and is a key member of the senior management team. The Vice President is responsible for all strategic and tactical elements of the marketing and sales efforts of the VSO and VSO School of Music, including developing and implementing new strategies for revenue and audience growth, creating and executing on an annual marketing plan, and ensuring all marketing and sales objectives are met. The Vice President plans advertising activities across multiple platforms including digital, social media, print, radio, television, and others, in addition to overseeing direct mail and e-mail programs. The Vice President leads public and media relations, promotions, and campaigns in support of the strategic goals of the organization. They recommend pricing strategies and supervise relationships with consultants in telemarketing, design/branding, ticketing, and client services.

The Vice President works closely with, and in support of, the Board of Directors as the main liaison to the Marketing Committee and supports various other volunteer committees. They participate in programming meetings with the Music Director and the Vice President, Production & Operations; develop a coordinated marketing effort with the Director, Education & Community Programs; are accountable to revenue targets and marketing budgets in partnership with the Vice President, Finance and Administration; and are a key strategic partner with the Vice President, Chief Development Officer in expanding overall revenue and participation. The Vice President represents the VSO to outside constituents

and agencies; negotiates short and long-term contracts with vendors, including promotional arrangements with media outlets; and stewards the organization's digital presence and online marketing strategies, including the promotion of the digital concert hall and the creation of new marketing content.

SPECIFIC RESPONSIBILITIES

- Plans and oversees every aspect of marketing/ticket sales campaigns and strategies for approximately 150 concerts annually, including the subscription season, non-subscription concerts, benefits, special events, Summer concerts, outreach concerts, tours, and VSO Festivals.
- Plans and oversees the development and implementation of a comprehensive marketing and communications program that supports the achievement of participation and revenue goals established in both the VSO's and the VSO School of Music's annual budgets and strategic plans.
- Develops specific sales and marketing plans and strategies for targeted local, national, and international partners to enhance brand awareness and resonance.
- Works collaboratively with peers across the organization to set strategy, looking for synergies across functions, and appropriately coordinates resources to maximize efforts.
- Creates and executes strategies to build and enhance the VSO/VSO School of Music brand.



SPECIFIC RESPONSIBILITIES CONTINUED

- Develops and leads the VSO's customer service presence, working with the Box Office Managers & Front of House Coordinator.
- Works collaboratively with Artistic leadership including the Music Director, the President, and the Vice President, Production & Operations in planning concert programs and seasons. Also works closely and leverages opportunities with the VSO School of Music.
- Identifies and accesses new market segments to broaden the subscription and single ticket base.
- Elevates the data analysis and analytics function within the organization and builds digital and data-based marketing strategies for the VSO that are forward-looking, integrated, and targeted to key geographic, demographic, and psychographic segments.
- Effectively undertakes and applies research and analysis of economic trends, consumer buying behaviours, and demographic characteristics of consumers in order to create a comprehensive and effective marketing plan for the VSO that leads the industry.
- Leads the development of all copy for print, advertising, and digital campaigns.
- Maintains personal presence at concerts to ensure rich interaction with the customer base and direct observation of impact of repertoire/artists on audiences, in order to continuously inform marketing strategies and tactics, and programming decisions.
- Ensures digital and social media marketing is skillfully deployed to achieve strategic marketing objectives.
- Conducts periodic market research to inform customer-facing strategies organization-wide.
- Oversees creation of ticket sales revenue forecasts and marketing expense budgets.
- Develops concert pricing structures.
- Oversees public and media relations efforts and takes the lead in identifying and communicating stories and narratives for all sectors of the media.
- Develops, manages, and maintains partnerships with media throughout the Lower Mainland to maximize advertising exposure and impact.
- Oversees website, social media, and digital content to achieve marketing, customer relationship, and strategic communications goals.
- Oversees management of VSO volunteers and Gift Shop.
- Works with the Board Marketing Committee as needed.

REPORTING RELATIONSHIPS

Reports to:

- President & CEO

Relates to:

- Vice President, Finance & Administration
- Vice President, Production & Operations
- Vice President, Chief Development Officer
- Director, Education & Community Programs
- Board of Directors
- Marketing Committee

Direct Reports:

- Senior Marketing Manager
- Group Sales, Gift Shop & Volunteer Manager, Special Ticket Services Manager
- Database Manager
- Digital Content Administrator
- Marketing Assistant
- Allegro Editor
- Box Office Managers
- Front of House Coordinator





GENERAL

The successful candidate will have a minimum of five years of progressive traditional and digital marketing as well sales leadership experience, preferably from a leading organization in the arts and culture sector. They will possess a demonstrated strength in strategic planning, an entrepreneurial drive, and creativity, in addition to excellent writing, communication, presentation, team building, and interpersonal skills. The ability to work collaboratively in a fast-paced and demanding environment with a proven track record of working with board members, volunteers, and community representatives is necessary. A proven ability to integrate an effective, forward-looking digital marketing strategy into an established yet evolving organization has been one of the hallmarks of their success. Personal knowledge and an appreciation of classical music and fine arts would be an asset.

EDUCATION

- A post-secondary degree in business, marketing, communications, journalism, or another related field, or a combination of education and experience.
- Experience and training in digital marketing, social media marketing, database marketing and/or analytics is an asset.
- Project management certification would be beneficial.

SKILLS, ABILITIES & EXPERIENCE

- Five or more years of experience in a leadership position, managing marketing and sales teams in an arts & culture or related consumer-oriented events/experience organization.

- Clear understanding and demonstrated execution of marketing initiatives that successfully move potential customers/members down the path to conversion.
- Demonstrated and proven understanding and working knowledge of brand placement, brand building, and brand management.
- Highly effective project management, prioritization, multi-tasking, and time management skills to meet multiple deadlines.
- Demonstrated expertise in digital and content marketing. Effective knowledge and experience in leveraging digital and social media.
- High computer literacy, including effective working proficiency in customer relationship management software (Tessitura experience a plus) and Microsoft Office programs including Word, Excel, PowerPoint, and Outlook.
- Superb writing, content development, editing, and visual presentation skills, and the ability to produce high quality promotional material.
- Comfortable negotiating contracts, overseeing the work of external providers, and evaluating their performance.
- Excellent communication skills, including public speaking and board presentations.
- Well-defined sense of diplomacy, including solid negotiation, conflict resolution, and people management skills.

SKILLS, ABILITIES & EXPERIENCE CONTINUED

- Strong knowledge of how to effectively segment markets, customize campaigns, predict trends, and evaluate the success of programs.
- Strong analytical skills and understanding of research including interpretation and application of data.
- A displayed ability to combine creativity and targeted consumer knowledge in effective advertising and promotion.

PERSONAL ATTRIBUTES

- Entrepreneurial, collaborative, creative, energetic, self-motivated, and results-oriented.
- Open to new ideas and new ways of doing things and understands the value of compromise when operating in an environment that serves broad and diverse constituencies.
- Comfortable acting as a key contributor in a fast-paced and growing organization.
- Solid leadership, teamwork, and management skills.
- Effective organizational skills.
- Ability to multi-task and manage several projects simultaneously.
- Strong ethics and effective work acumen with a positive attitude.
- Bold with a desire for innovative breakthroughs.
- Fosters a diverse and inclusive environment with open communication.





MOVING TO
METRO VANCOUVER

The diverse region of **Metro Vancouver**, which encompasses a number of unique cities and communities, with no shortage of restaurants, shopping, schools and universities, recreational activities and other local attractions, not to mention easy access to BC's looming mountains, coastal parks, lakes, wildlife sanctuaries and almost 30 wineries and a growing number of local breweries. The region's population is wonderfully diverse, creating a vibrant cultural mosaic in which distinct cuisine, architecture, language and arts thrive.





Vancouver is consistently highly ranked as one of the most livable cities in the world by The Economist.

The climate of Metro Vancouver is by far the mildest winter climate of the major Canadian cities. Summers are warm and a great time to go for a hike or bike ride through some of the natural beauty of the surrounding areas, or head to any number of local beaches or lakes for a barbecue or camping, or just to sit on a garden patio and enjoy some local cuisine in the sunshine. Winters are temperate but close by are mountains for world-class skiing, snowboarding or snowshoeing.

If you dream of finding that perfect blend of stunning natural beauty, along with the hustle and bustle of city life, you really can have it all in Metro Vancouver.

More information on Metro Vancouver can be found [here](#).





HOW TO APPLY

To apply or make a nomination, please contact PFM Executive Search:

Attention **Shaun Carpenter** and **Matthew Bell** at pfm@pfmsearch.com

All telephone inquiries to 604.689.9970 or Toll-Free 1.800.864.9970

APPLICATION FORMAT

Format for written applications should be presented as follows:

1. A covering letter—describing briefly why the appointment is of interest and what you believe you can bring to the role.
2. A full CV containing the following information:
 - a. Title, full name, address, daytime and evening telephone numbers and email address
 - b. Residency status
 - c. Present and previous roles
 - d. Details of education and professional training and qualifications
 - e. Any other relevant information such as offices held in professional bodies, community services etc.

PFM EXECUTIVE SEARCH

PFM Executive Search was founded in 1992 with the vision of creating an executive search firm that provides tailor-made executive search services to clients in the private, public and not-for-profit sectors. Over the last 29 years, our firm has earned the reputation as one of the most respected executive search firms in Canada.

PFM Executive Search is a BC owned and operated incorporated company. We are a founding member of the [Panorama](#), an international alliance of like-minded executive search organizations.

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