

# TheatreWorks

S I L I C O N V A L L E Y

## Position Profile Director of Marketing

### The Search

TheatreWorks Silicon Valley, one of the nation's outstanding professional theatres, is searching for a Director of Marketing. In addition to creating and implementing creative strategies to strengthen patron loyalty, ticket sales, community engagement and the use of diversified media and platforms, this senior executive will play an active role at the senior management table, supporting the artistic vision of founding Artistic Director Robert Kelley, participating in season selection, and planning for the organization's 50<sup>th</sup> anniversary and a succession program from Founding Artistic Director to a new Artistic leader. It is TheatreWorks' intention to hire the successful candidate in the summer of 2017.

### Organizational Background

Since its inception in 1970, TheatreWorks has grown to become one of California's largest theatres, with 40 permanent staff members, a 27-member Board of Trustees, more than 7,500 subscribers, and an annual budget of \$8.5 million of which 60% is earned income. A pioneer in diversity programming, producer of over 65 world premieres, and a widely-hailed source of original new works for the American stage, TheatreWorks has become the nationally-acclaimed theatre of Silicon Valley.

Founded by San Francisco Bay Area native Robert Kelley in 1970 as a theatre arts workshop for teenage and college students, TheatreWorks was chartered by the City of Palo Alto to produce work that would reflect the concerns of the community during an unsettled period in American life. The company produced 13 wholly original works for the stage in its first three years, staging them in parking garages, warehouses, basements, outdoor parks—wherever space could be made for a performance. Quickly evolving into a creative hub renowned for its originality and talented performers and theatre artists, TheatreWorks became known for two additional distinctive qualities. First, its extraordinary production values, featuring sets and costumes that transcended its limited budgets; and second, its leadership role in reflecting the diversity of its community on its stages at a time when few others were casting performers of color on local stages. As the company has grown and matured, these commitments to quality, innovation and diversity have remained at the center of TheatreWorks' artistic mission.

Over time, TheatreWorks expanded its repertoire to include re-imaginings of classic and modern plays and musicals. As its audiences and resources grew, and with the quality and consistency of its productions firmly established, the company focused even more energy on the discovery of new voices and the development of new works. With generous funding from local foundations and individuals, TheatreWorks launched its *New Works Initiative* in 2000. Attracting audiences of more than 3,700 to its public performances, the *Initiative* now features an annual Writers Retreat and New Works Festival, commissions, developmental workshops and readings, and main stage world premieres which regularly play to audiences of 10,000. The *New Works Initiative* is now central to TheatreWorks' mission and stature, and consistently attracts national attention. Among the many compelling projects that have emerged from the *Initiative* is *Memphis*, which originated as a workshop in the 2002 Festival, had its world premiere on TheatreWorks' stage in 2004, and went on to

Broadway, where it continues to run after winning four Tony Awards including Best Musical in 2010.

TheatreWorks' interest in new work extends beyond the developmental stage to the vertical integration of the work onto its stages. A piece may be in its infancy at its annual Writers Retreat, honed and workshopped in front of an audience during the New Works Festival, and then have its world premiere on TheatreWorks mainstage within one to two years. Productions that have benefitted from this process include *Long Story Short*, *My Antonia*; *A Little Princess*; *Vanities*; *Striking 12*; *Emma*; *Auctioning the Ainsleys* *The North Pool*, *Fly By Night*, *Wheelhouse*, *The North Pool*, and *The Four immigrants: An American Musical Manga*. The 2017/2018 season will feature exceptional diversity and exemplifies the company's commitment to this vertical integration, as well as work that is new to TheatreWorks audiences. The season included one world premiere which was formerly workshopped in the New Works Festival, one world premiere produced in partnership with a major Hollywood studio, regional premieres, three musicals, and one Edgerton Foundation New American Play Award winner. In addition, TWSV will add a ninth production: a standalone holiday production of *The Santaland Diaries* performed in a black box venue – which will be a new experience for the company.

Complementing TheatreWorks' mainstage and play development activities is its 24-year-old, award winning education program. *TheatreWorks for Schools* (TWFS) uses theatre as a means to enrich and transform the lives of our community's children by building self-esteem and promoting cultural and historical understanding among youth of diverse cultural and socioeconomic backgrounds. TWFS programs serve students of all ages and meet California State Content Standards and include: *The Young Playwrights' Initiative* providing in-depth professional playwriting instruction to high school students; an elementary school tour of *Oskar and the Big Bully Battle* reaching thousands of kids annually; the *Student Matinee Program* makes subsidized tickets available along with classroom visits, study guides and post-performance discussions; *Playing with Poetry* and *Playing with Science*, an artist-in-residency program for elementary schools; and the *TELL Project* brings language exploration and acquisition through theatre to English language learner's in an ELL classrooms.

Under the leadership of Artistic Director Robert Kelley and Managing Director Phil Santora, TheatreWorks presents its 8-play subscription season in two venues, the 393-seat Lucie Stern Theatre (LORT C-2) in Palo Alto and the 585-seat Mountain View Center for the Performing Arts (LORT B) in Mountain View, each owned by their respective cities. *The Santaland Diaries* will be produced at The Lohman Theatre at Foothill College in Los Altos Hills. The company rents space for its offices and shops in two facilities: the offices, costume shop, classrooms and rehearsal halls in the Sobrato Center for Nonprofits in nearby Redwood City, and its scenic and props shops in a 25,000-square-foot rented facility just across the Bay in Fremont. TWSV operates under AEA, SDC, USA and AFM union agreements.

Located in the midst of Silicon Valley, a region of approximately two million residents which encompasses the portions of the East Bay, the Santa Clara Valley, and the southern Peninsula, TheatreWorks is just close to nearby San Francisco (20 miles to the offices, 30-35 miles to the theatres). Audience members are drawn from the full range of the region. Renowned as the birthplace of and leading hub for high tech innovation, Silicon Valley continues to attract more than one-third of total venture capital investment in the United States. The area is also home to more than twenty institutions of higher education, including Stanford University, Santa Clara University, and San Jose State University, among others. Well known as one of the nation's most appealing places to live and work, Northern California offers spectacular natural beauty, myriad hiking, biking and sea-to-ski sports options within a few hours drive, and a distinguished and growing community of museums, theatres, music, dance and arts organizations.

## **The Opportunity**

TheatreWorks is seeking an experienced and entrepreneurial professional who can lead a diversified team and create bold new strategies to engage, develop and retain a growing audience. The theatre will offer its Director of Marketing the opportunity to work as an integral member of a highly collaborative team of

theatre professionals to guide an artistically ambitious nonprofit theatre located in one of the country's most active and vibrant arts communities.

Managing a staff of ten, the Director of Marketing will lead efforts to strengthen the theatre's brand in a diversified community that is itself known for innovation and creativity in business, technology, and education; expanding analytical capabilities in an organization that utilizes Tessitura, a state-of-the-art database; and building patron relationships and retention through traditional subscriptions, new patron loyalty programs, and single ticket sales methods, as well as new avenues for sales and outreach via social and electronic media. The marketing and communications team includes ten employees in marketing, graphic design, direct sales and box office. In addition to the organization's in-house staff, the Director of Marketing will also supervise the outside public relations firm that handles media relations and ad placement.

In addition, TWSV has two major milestones on the horizon: 2019-2020 will mark the theatre's 50<sup>th</sup> anniversary. It will also mark the final season under the leadership of Founding Artistic Director Robert Kelley. The Marketing Director will be integral to planning for the celebration of these two major events, as well as strategically preparing the public for the shift to a new artistic leader in 2020-2021.

Key areas that have been identified for focus by the Director of Marketing include, but are not limited to:

- Creating and overseeing the plan to attract ticket buyers and donors to the institution, retain their participation, grow their commitment, and increase their lifetime value
- Adapting to the ever changing marketplace by creating new patron loyalty programs in line with the priorities of societal changes
- Ensuring appropriate return-on-investment for investments of time and financial resources
- Leading the application and evolution of TheatreWorks brand to position it as a leading cultural innovator, regionally and nationally
- Ensuring a polished, dynamic look for all TheatreWorks materials
- Providing strategic leadership for marketing, advertising, communications and public relations efforts to provide a clear and consistent message
- Serving as a member of the senior management team and collaborating on matters including season planning, scheduling, budgeting and strategic planning

The Director of Marketing will bring strong leadership skills to TheatreWorks while demonstrating a history of success in a variety of theatre or performing arts organization work environments. S/he will have demonstrated success in overseeing brand based marketing and sales initiatives, and a history of leading and motivating a staff in meeting measurable goals in sales and audience development programs. The successful candidate will also have a history of working productively with colleagues as a member of a senior management team, and a commitment to a collaborative culture.

### **Responsibilities**

- Plan, supervise, administer and evaluate programs that meet or exceed attendance and revenue goals
- Maximize the visibility of the Theatre, consistent with institutional policies and long range objectives
- Plan and manage all marketing and communications activities, including but not limited to public relations (press, program books and patron magazine); advertising (print, electronic, broadcast and other media); season subscription and renewal campaigns; audience research and new subscriber activities; and effective use of new and social media.
- Maintain high levels of customer service through all channels, including Front of House and Box Office.
- Manage the Theatre's brand to ensure quality, consistency and accuracy in all communications
- Conduct audience development and market research as needed, and develop strategies based on analyses
- Assist the Managing Director in establishing appropriate goals for all ticket sales campaigns
- Develop the plan, master calendar and budget for achieving those goals

- Monitor budgets, trends and results, and create and implement mid course correction strategies as necessary
- Work closely with the management team on long range planning and prepare budget information as needed for that process
- Report to the board on progress of all sales and communications campaigns
- Work with the Development Director in packaging and solicitation of sponsorships and in kind support for product lines and campaigns, and ensure fulfillment of agreed upon donor recognition
- Negotiate contracts with outside vendors for provision of sales, marketing, research, design, printing and other services, and ensure competitive pricing and quality of work
- Oversee the hiring, training, management and performance evaluation of all marketing staff
- Actively participate in the season selection process
- Serve as part of the senior management team to assist in setting and implementing administrative and artistic policies
- Serve as an active and visible ambassador and spokesperson for the Theatre at theatre, community and business events to enhance marketing and public relations efforts

### **Qualifications and Qualities**

Qualified candidates will have a baccalaureate degree and a significant history of management-level marketing experience in the arts or a related field, and strong knowledge of and commitment to theatre in particular. Successful candidates will also possess strong leadership skills and have proven abilities in the following areas:

- Ability to collaborate on the development of, and fully exploit and integrate brand identity and marketing campaigns to position TheatreWorks as a center for artistic innovation on a local and national level
- Ability to create market demand through a variety of marketing, advertising and communication approaches
- Ability to forge a strong partnership with artistic leadership to implement initiatives that will ignite and engage a growing audience and sustain a clear connection to management in support of business goals and objectives
- Ability to create and apply a dynamic and polished look for all TheatreWorks communication, marketing and advertising pieces
- Ability to supervise managers and draw the best from employees
- Ability to formulate strategies that will optimize the use of available resources
- Ability to manage multiple priorities to ensure work is completed in a timely and productive manner
- Ability to develop and manage income and expense budgets, and to meet targeted goals in both areas
- Ability to communicate effectively and persuasively in oral and written communication
- Ability to exercise professional discretion and confidentiality

### **Compensation**

Compensation will be commensurate with the leadership role that this position represents for the theatre. Employee benefits include health insurance, paid vacation and sick leave, and a retirement plan.

### **To Apply**

TheatreWorks is an EOE and encourages women and persons of color to apply. Send letters of interest, resumes and three references to: [search@theatreworks.org](mailto:search@theatreworks.org)