

# Return... or Transformation?

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**AMS**  
P L A N N I N G  
& R E S E A R C H



**When the tide goes out,  
you see the rocks that were  
already there**





The future will demand real  
change



## Readiness

- Build on engagement
- Gather data
- explore new scenarios

## Recapitalization

- New value proposition
- New business models
- New partnerships.

## Resilience

- Stay engaged and connected.
- Focus on purpose.
- Challenge assumptions.

## Reimagination

- Design and implement a different future.

## Return

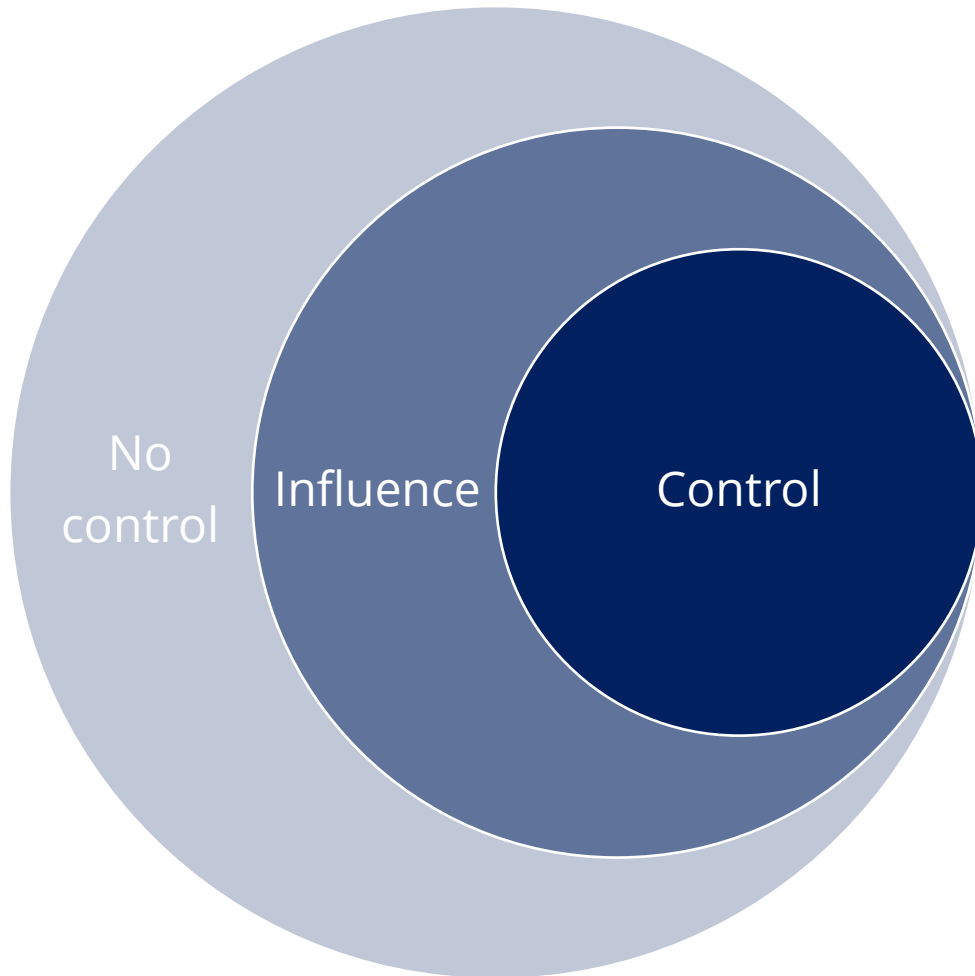
- Scale up
- Meet our communities where they are
- Over time.

## NOW: Temporary or Permanent?

What does this mean for our venues?



**We focus on things we can control, while welcoming (or accepting) the things we can't control.**



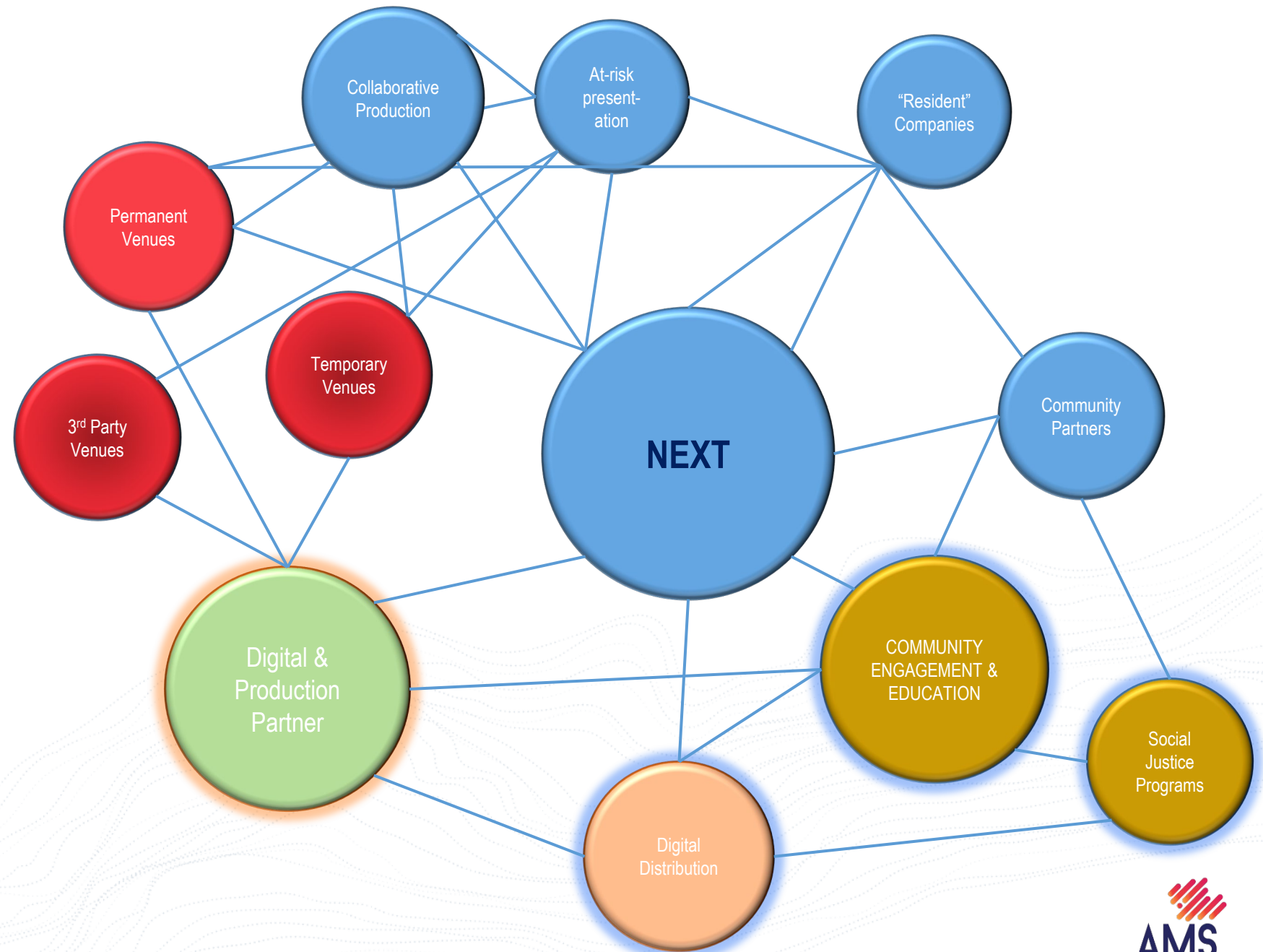
Building/venue usage  
Organizational branding  
Programming  
Organizational policies  
(Some) hiring

New work development  
Artist training  
Arts funding  
Institutional partners  
Worker wellbeing  
Union oversight

Consumer behavior  
Weather  
Financial markets  
Community health  
Tech sector innovation  
Competitive brands

# NEXT

A network –  
broader and  
more deeply  
connected to  
community



THE LONG RUNWAY

# Readiness

A lot of 'moving parts' have to align





**“... the first casualty  
of a crisis is  
imagination. But  
those that shape  
and benefit from  
the future will be  
those that can  
imagine it.”**

*Martin Reeves, Boston Consulting Group, April 2020*







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