

Strategic Restructuring: Mergers and Creative Alliances

League of American Orchestras

June 19, 2013

with

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Partner

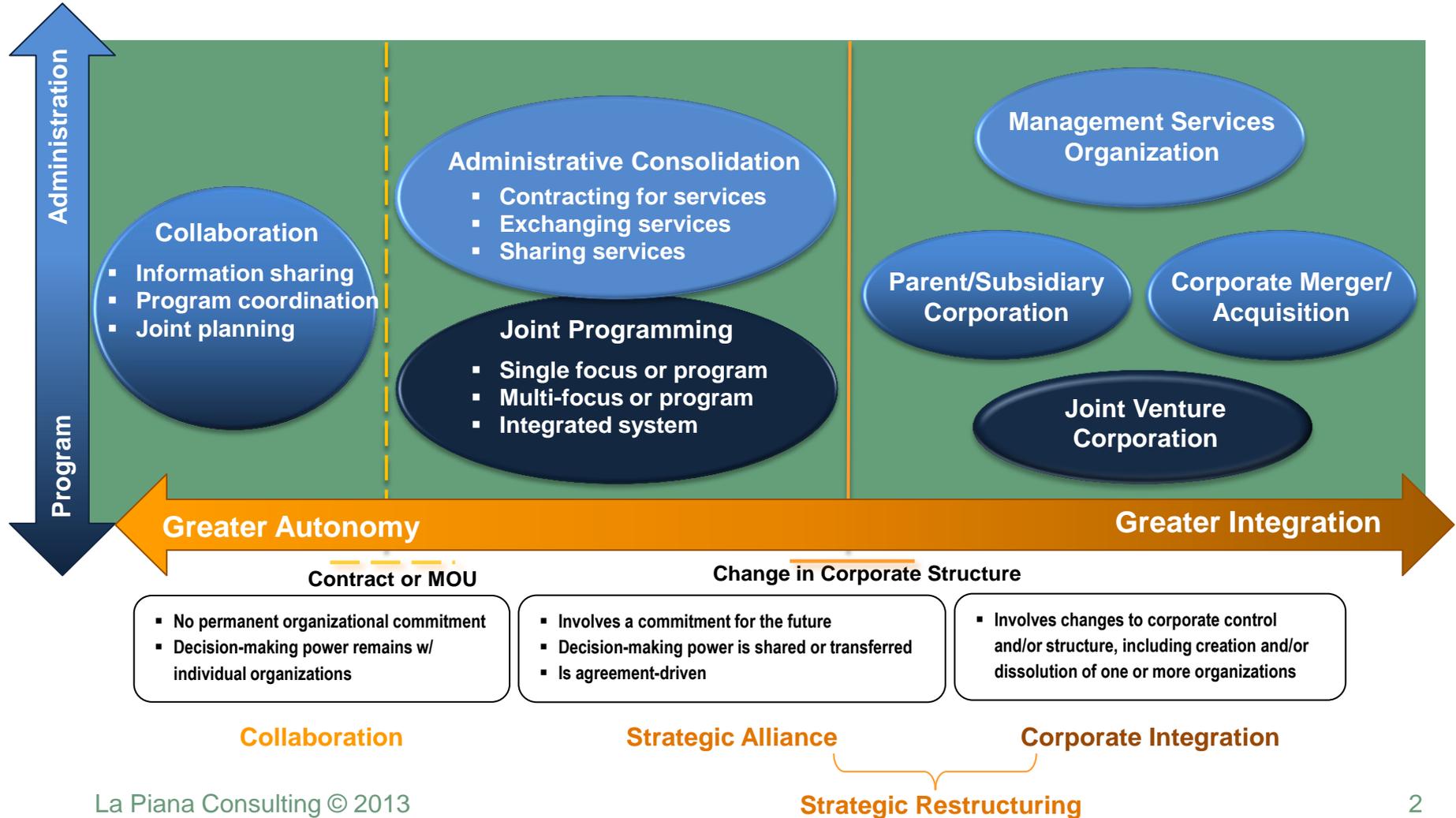


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The Partnership Matrix



Handout 1: The Partnership Matrix



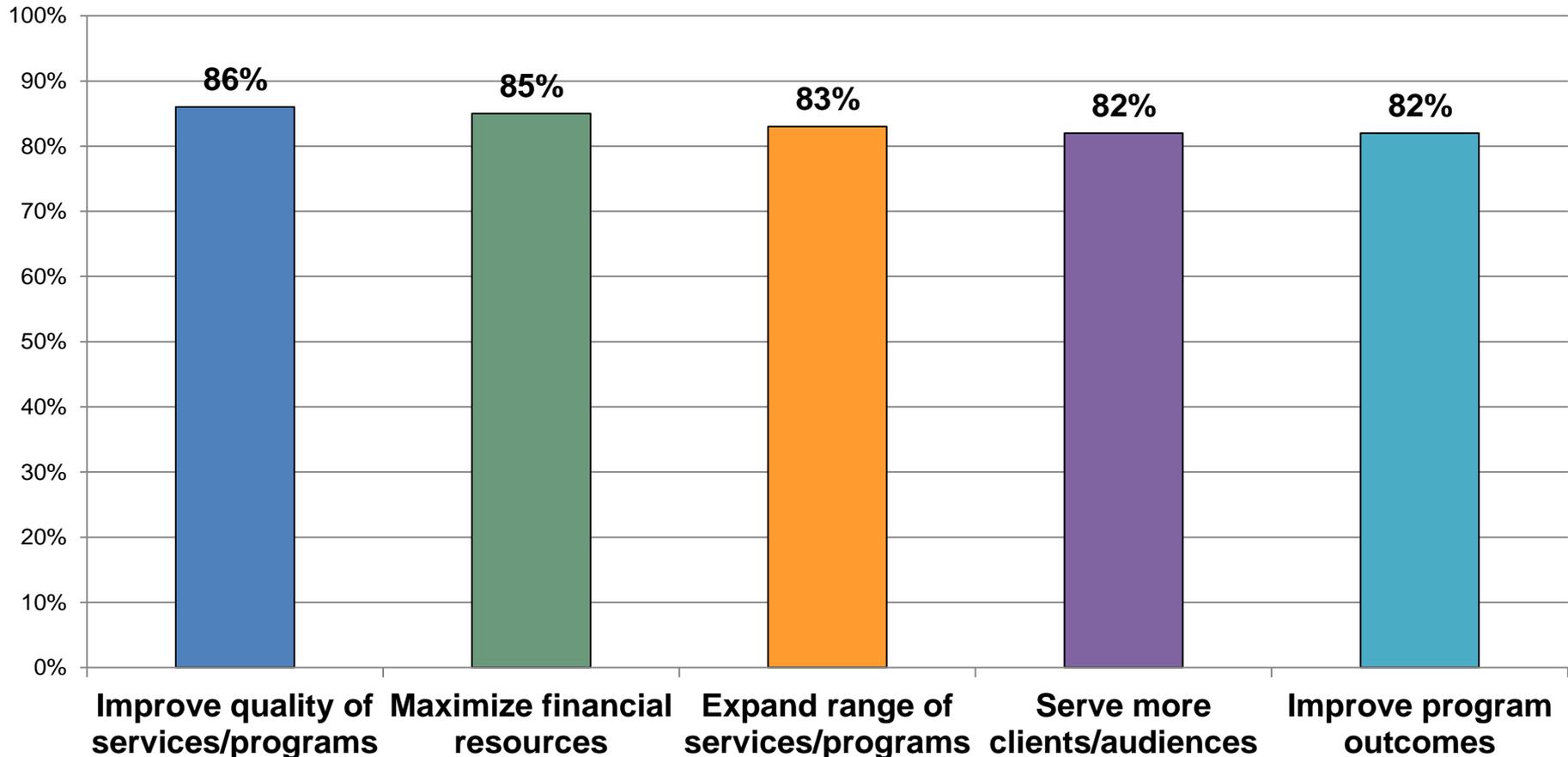
Why Do Nonprofits Consider Strategic Restructuring?

- Pursue New Opportunities
- Build Capacity
- Greater Community / Artistic Impact
- Greater Access to Funding
- Increase Efficiency and Reduce Costs

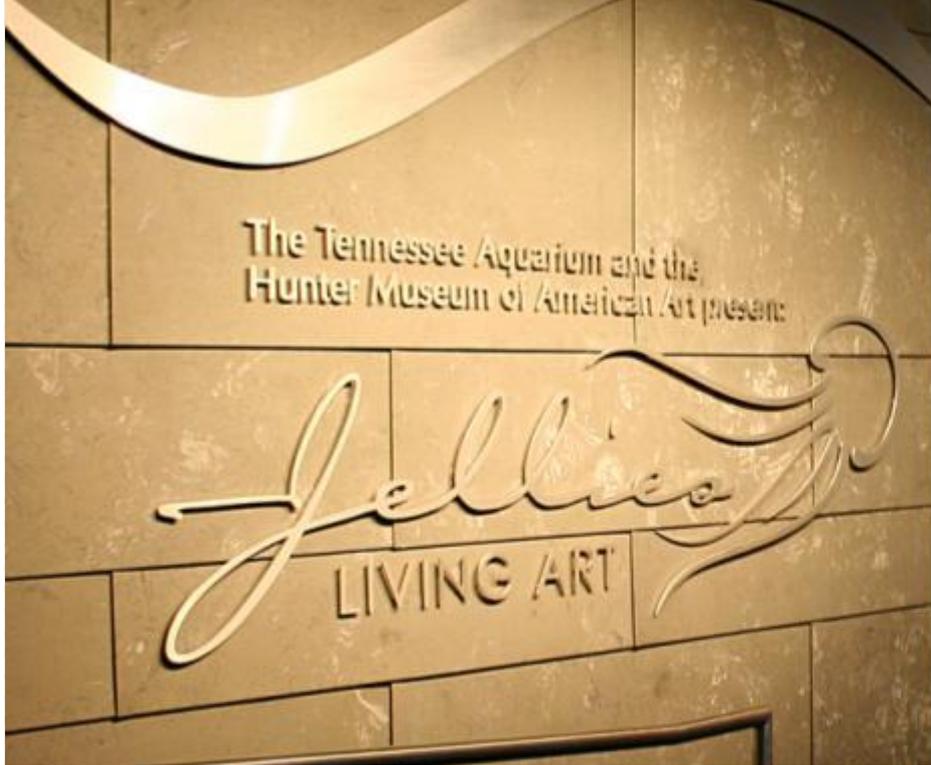


Why Do Nonprofits Consider Collaboration?

Factors that best describe why this collaboration was formed *



n = 644 *2010 Collaboration Prize database, the Lodestar Foundation



Administrative Consolidation

Chattanooga Museums

Tennessee Aquarium, Hunter Museum of American Art,
and the Creative Discovery Museum

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Case Study A



OAKLAND
SYMPHONY
CHORUS

Lynne Morrow
Music Director



OAKLAND EAST BAY
SYMPHONY



Oakland Youth Orchestras

Merger

Oakland East Bay Symphony, Oakland Symphony Chorus, and
Oakland Youth Orchestra




SACRAMENTO
PHILHARMONIC ORCHESTRA

 SACRAMENTO
OPERA

Sacramento Philharmonic & Sacramento Opera

Key Success Factors

- Mission focus
- Flexibility in pursuing mission/growth
- Clarity regarding desired outcomes
- Positive relations with potential partners



Roadblocks to Strategic Restructuring

- Autonomy concerns
- Lack of trust
- Self-interest
- Organizational culture

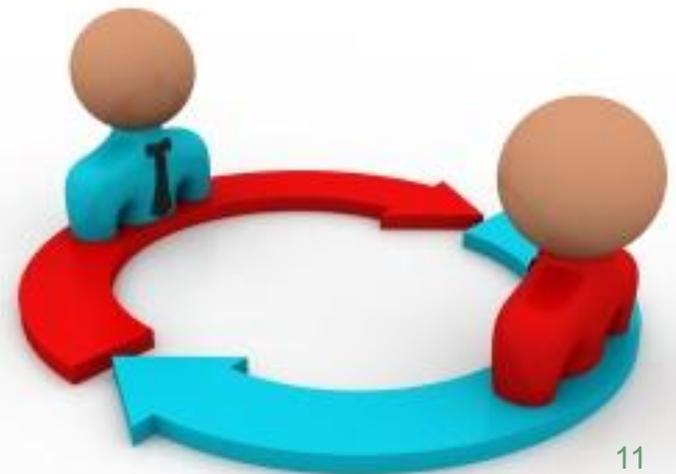
Self-Assessment

- Motivators
- Desired outcomes
- Critical issues
- Organizational factors or “red flags”
- Financial assessment



Partner Assessment

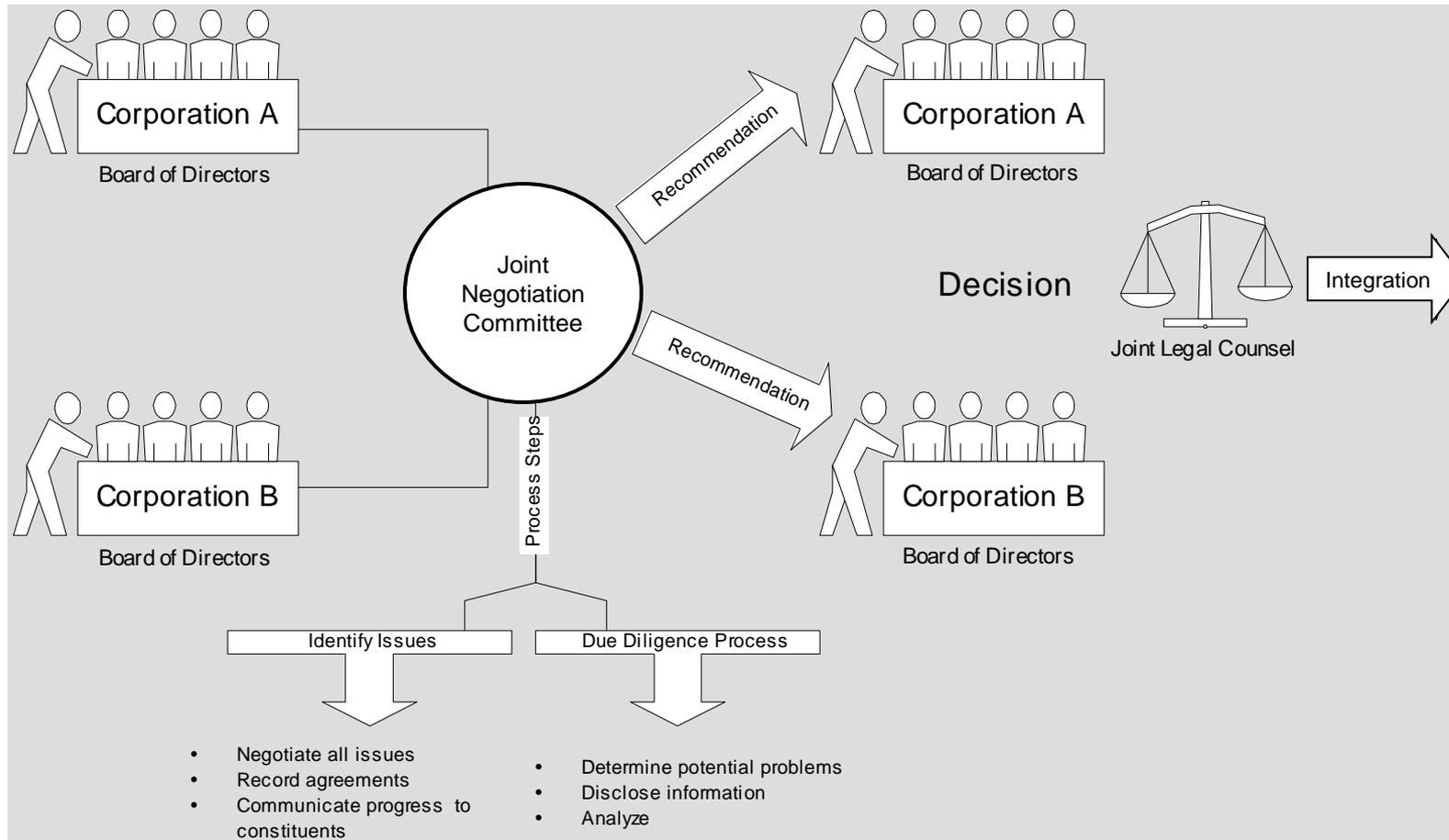
- Level of trust
- Past experiences
- “Usable” skills and assets
- Cautions and challenges
- Mission and program compatibility and complementarities
- Financial condition



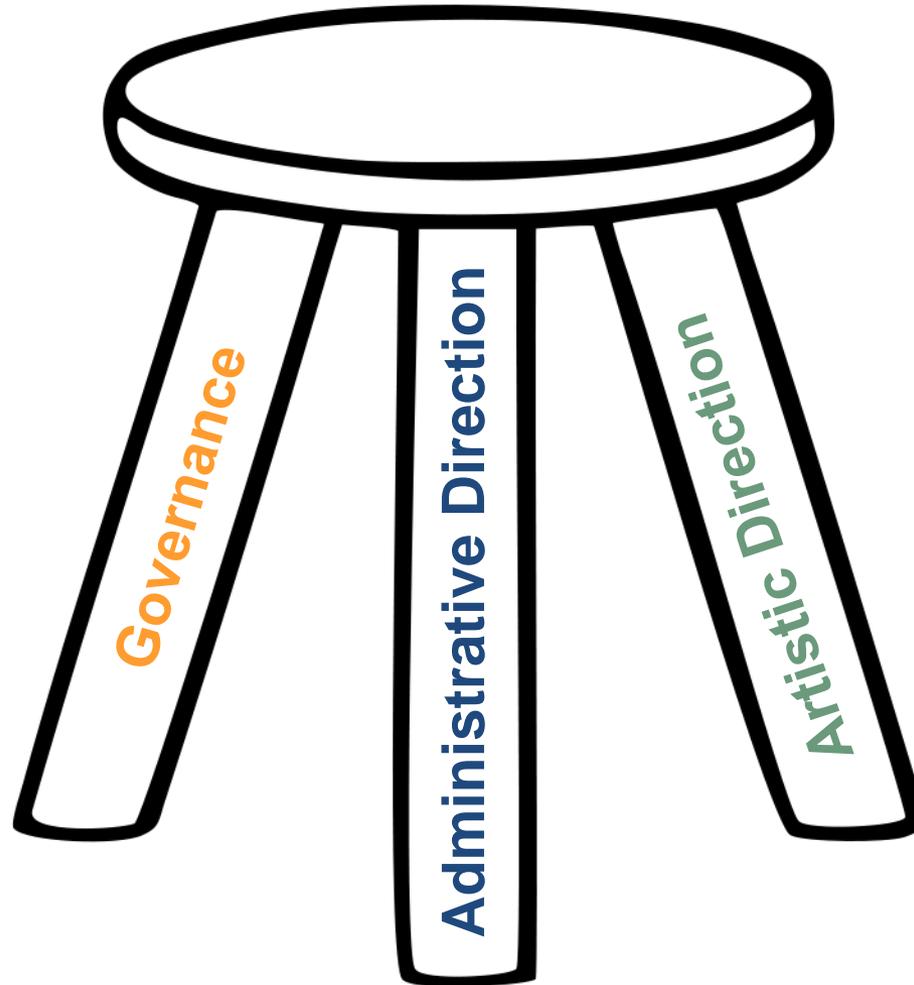
The Negotiations Process



Handout 2: The Negotiations Process



Three Legged Stool of Performing Arts



Cultural Integration

- Intentional process
 - Specific events, opportunities, times to reflect
 - Respect the time needed to move through this process
- Maintain open two-way communication
- Celebrate small and large successes
- Resolve disagreements/problems immediately
- Determine communication and decision making style early
- Monitor internally and externally

Key Success Factors

Trust

Joint Decision-Making

Shared Culture

Board Engagement

Good Facilitation and Process

Sustainable Structure

DAYTON
PERFORMING ARTS
ALLIANCE



Dayton Performing Arts Alliance



UTAH SYMPHONY | UTAH OPERA



Utah Symphony/Utah Opera

Questions & Discussion



Thank You!

Visit us online at www.lapiana.org or

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