

Tipping the culture:

How engaging Millennials will change things.

**by Patricia Martin
for Steppenwolf Theatre Company**

“Why are Millennials so influential? Because they are tipping the culture.”

—MySpace



Nonprofit
Finance Fund™



DORIS DUKE
CHARITABLE FOUNDATION

Steppenwolf

Published by LitLamp Communications, 444 N
Michigan Avenue, 12th Floor, Chicago, IL 60611

“Tipping the Culture: How Engaging Millennials Will
Change Things” Copyright © 2010 by Patricia Martin

This work is licensed under the Creative Commons
Attribution-NonCommercial-NoDerivs 3.0 Unported
License. To view a copy of this license, visit [http://
creativecommons.org/licenses/by-nc-nd/3.0/](http://creativecommons.org/licenses/by-nc-nd/3.0/) or
send a letter to Creative Commons, 171 Second Street,
Suite 300, San Francisco, California, 94105, USA.

Design by Patric King, House of Pretty

contents

- 1 Introduction
 - 2 Seeing the Big Picture
3 Key Insights for Connecting with Millennials
 - 3 Creating Participation Platforms
Case Study: Ford Fiesta
 - 4 Flexing Your Content
Case Study: MySpace
 - 5 Making the Lifestyle Connection
Case Study: J. Crew
 - 6 7 Ways to Be Sticky
 - 7 Examples from Arts
and Entertainment Brands
 - 8 Just Get Me Started
- Afterword
- About the Collaborators
- About the Author
- About the Designer

Introduction

Welcome to the digital version of *Tipping the Culture*, a report on ways that global brands are reaching Millennials. It offers a number of practical strategies and tips not available in the full print report. The information is drawn from a more detailed study commissioned by Steppenwolf Theatre Company and is distributed by the “Leading for the Future Initiative,” a program of the Nonprofit Finance Fund. Both the report and the Initiative are made possible by funding from the Doris Duke Charitable Foundation.

Why You Should Read This

Millennials are the future. But using marketing messages and tactics from the past to reach them might mean that your organization will not be around to see them join your ranks. For a performing arts presenter, it is especially vexing, because the very conventions of the experience you offer can conflict with the mind-sets of Millennials, commonly considered as being between the ages of 15 and 31. For example, they are not prone to being passive or anonymous in an audience and they want to create content as much as consume it.

To address the challenge of attracting Millennials, especially those between the ages of 22 and 30, Steppenwolf Theatre Company tapped author and culture analyst Patricia Martin to research ways that other successful brands were making themselves relevant to young cultural consumers.

Young Cultural Consumers: A Special Tribe of Millennials

Millennials are not all created equal. The young cultural consumers among them are especially attuned to the confluence of art, education, entertainment, and marketing. They thrive on information and ideas to fuel their creative self-expression. They crave learning new things. They are networked and, as such, are influential. And they create original content and cultivate their own audiences for the same. But, even though these Millennials value participation in creating content, they're also willing to abide by the rituals associated with live performance. In the case of live theatrical performances, for example, many do not expect nor want to text or tweet. And if the situation calls for it, they'll dress up a bit for the experience.

3 key insights

Young people of each generation have unique characteristics. For example, Millennials are genuinely different from the Boomer generation in its youth. Much of this can be attributed to the rapid rise of technology from generation to generation.

Patricia Martin, author of *RenGen: Renaissance Generation: The Rise of the Cultural Consumer and What It Means for Your Business*, interviewed over a dozen brand managers from companies such as Ford Fiesta, Google, Red Bull, Pepsi, and Kenneth Cole who were successfully engaging Millennials primarily using social media. She uncovered a wealth of insights on how marketers were interacting with this generation. Common across all the interviews were the following themes:

#1: The brand is no longer at the center of the universe—the user is.

Adopting social media to engage Millennials isn't just another tactic to add to your marketing toolbox. It will change things. The way you look at the customer, the way you consider your own content, and the way you make decisions may shift as a result of connecting

with this segment.

Brand managers interviewed had this to say about how marketing to Millennials changes the rules of engagement:

“We’ve given the (blogging agents) guidelines about what to avoid when driving the vehicle, just to say, be safe and don’t do anything illegal. In terms of the content they upload and produce, we have no say. We want their unbiased, unfiltered opinion of the vehicle, good, bad, or indifferent. It can’t be in-your-face branding or they’ll be turned off.”

—*FORD FIESTA*

“You have to let go to grab on.”

—*MYSPEACE*

“Brands that are inclusive will win.”

—*RED BULL*

#2: Have something meaningful to say

Millennials respond to content that is emotionally intense. A well-crafted performance that rings true will meet their deep-seated desire for authentic experiences. Brands that understand this increase their emotional appeal by staying committed to intensely dramatic story lines and characters.

Here’s what brand managers had to say about how to engage Millennials in more meaningful ways:

“There is no ‘veiled’ marketing agenda for our Awearness brand. We recruited a handful of bloggers because we wanted real, honest, and useful content about the way to change the world. Our ads frame the Awearness site because our research told us our followers were okay with that.”

—KENNETH COLE

“This special place fosters creativity, collaboration amongst new friends, and inspiration to make our world a better place to live.”

—STARBUCKS

“Our relationships with causes help Millennials affiliate with making change.”

—PEPSI

“Marketing is not pooh-poohed by Millennials. If you show the brand’s humanistic characteristics, they will adopt it. Social media is a cocktail party, not a bull horn. You need to have someone who speaks for the brand and is credible with Millennials.”

—RED BULL

“It’s not about manipulation. It’s about showing respect for what they need.”

—MYSPACE

#3: Help them belong to the brand

The sense of belonging is an undercurrent more powerful than standing out. This sense of connection can be created several ways. For example, Millennials crave knowledge that can be shared. It makes them influential. Fundamentally, knowledge empowers. Brands that understand and are appreciative of the need to learn and exchange information have a chance to make strong connections.

Helping Millennials connect with you and each other can be done by:

- enabling group experiences for the exchange of insights
- soliciting and responding to their reviews and comments
- inviting guest Millennial bloggers
- forming advisory boards and ambassador programs to gain third-party endorsements
- interviewing them and asking them to share with each other

Put out the welcome mat by:

- featuring participants' Flickr feeds on the brand website
- posting videos made by or showcasing Millennials
- creating fan pages on Facebook
- allowing peer-reviewed articles and commentary including pictures

participation platforms

The hottest, stickiest, most viral online experiences share one key component: people can participate in the creation of content. Chris Anderson, editor of Wired magazine, put it this way, “My kids aren’t really interested in Stars Wars created by George Lucas. They’re more interested in Star Wars as created by their peers, never mind the shaky cameras and fingers in the frame.” There is no marketing one’s way out of this reality. Participation fulfills the deeper emotional needs of Millennials to be seen and heard, to create something meaningful, and to make one’s mark.

Case Study: Ford Fiesta

Brand manager Sam De La Garza faced a tough challenge. He needed to relaunch the Ford Fiesta with 80 percent of the budget focused on social media. This was new territory for Ford Motor, which usually spends heavily on traditional advertising for a launch.

The Fiesta is a sporty compact specifically designed for “smart savvy customers who value fuel efficiency, technology, and aesthetics.” The business objective was to appeal to Millennials born from 1979 to 1995 who haven’t yet established a brand loyalty and who

use social media on a daily basis.

Ford's Fiesta Movement got rolling two years before vehicles ever appeared in showrooms. Relying heavily on bloggers, Fiesta's social media initiative held a contest to select 100 young blogging agents to test-drive and live with a European-spec Fiesta for six months. Traveling as agents on special missions, they related their experiences through a variety of social media sites engaging a network of over four million people who watched the missions unfold.

De La Garza shared some of the lessons learned:

Teams are important. Belonging may be more important than standing out for Millennials.

The Fiesta contest attracted some teams of bloggers who collaborated to enter. Friends, couples, siblings—this made it possible to get relational discussions going, and exponentially expand the network.

Stick with it. By the time the Ford Fiesta was unveiled in showrooms, the vehicle's awareness tested off the charts. The Fiesta Movement initiative had earned the brand awareness among 64 percent of its target audience.

Your thinking will change. De La Garza described how the Fiesta Movement became a lever for change in Ford's thinking about marketing. "We have to open up our lives to this. Ford is learning... to be part of the conversation. Just by interacting with people, we've tapped into their curiosity. It's changing the way we think."

How an entertainment brand learned similar lessons:

Next to Normal was the first Broadway show to publish on Twitter. Producers used Twitter to let people participate in the show by rewriting it. Using bits of script and links to songs, Damian Bazadona at Situation Interactive led the charge by asking people to suggest lines that a character might say. Next, he added a layer by letting people watch and comment on what characters might be thinking. Finally, people were asked to collectively write a song. Everyone who participated was invited to see it performed live. Over 300 people gathered to watch a performance for the collectively written song—and they paid to attend.

Takeaways

Choose blogger/agents who are naturally vibrant, socially active, and who have influence in their own communities, whether it's YouTube or Justin.tv or Twitter or Flickr.

Create frameworks to help people engage.

Give them guidelines, but then give them freedom. Have no say in their content or you will tamper with their authenticity.

Experiment. The Twitter environment is used for test drives and listening to customers. “It’s like getting focus group feedback every single day.”

Be spontaneous. “I tweeted ‘Hey, I am going to have an event in Chicago at Hotel W!’ and 10 peeps showed up at 9:00 p.m.”

—SAM DE LA GARZA

Be the content. Live it. Show people how they can get engaged, rather than telling them it’s a good idea.

Make a meme. Create platforms that spark conversations among friends and family. Millennials convince their friends and families what’s cool.

What’s in it for you

Insight into customers, ability to be spontaneous, and more traffic at events and performances, especially free ones.

What’s in it for them

See and be seen: User-generated content is right up front— the #fiestamovement Twitter feed, Flickr posts, Facebook, and YouTube videos are all featured on one page of the Fiesta Movement website. One look tells Millennials they belong.

flexing your content

Backstage Pass—Making the Experience Shareable

Millennials appreciate having insider knowledge. Going behind the scenes, sneak peeks, and insider experiences help these cultural consumers discover a brand's value and gain an intimate connection through content. Let them look inside at the backroom of your operations. Experiment with breaking the fourth wall and other theatrical conventions.

Case Study: MySpace

Situation: Music is a source of credibility among Millennials. MySpace gives youth the platform to be seen and heard musically. Many of MySpace members have off-line music properties—bands, DJ gigs, and rave events. Their members are hungry for insight into the music business and content they can share with their own audiences.

Business objective: Leverage tremendous music equity of MySpace to maintain competitive edge.

Idea: MySpace created its own live event series to position it as a peer and put a human face on its brand. It also gave members a reason to connect with each

other over music.

Tactics: Working with the DJ band Justice, the event toured the country. Intimate venues were chosen, making it easy for members and the band to rub elbows and share information. Members could enter to win tickets for the live shows. A new media producer traveled with the show and blogged, took pictures of MySpace members, and videotaped members interacting with the band and playing their own riffs. Members cherished the experience. During and afterwards, they shared what they learned with their peers on various social media platforms.

How to apply this: New Leaf Theatre in Chicago experimented with tweeting from backstage. By sharing photos and quick blurbs about the preparations that go on right before the curtain goes up, the audience, virtual and real, gained new perspective on hidden rituals of the theater. The tweets could be easily re-tweeted. Adding a hashtag made it possible to track the participation. Note: Millennials in focus groups said they don't expect to be able to tweet and blog during live performances

Takeaways

Be real by revealing. Share the insider's perspective to bring your audience deeper into the experience.

Stay committed. Keep content fresh. Stick with whatever you start, never let things go fallow.

Create digital and analog campaigns. If you ask your audience to participate in a promotion or contest, reinforce it on-site in the live setting in the lobby or at the entrance, as well as online.

What's in it for you

Virality, word-of-mouth, peer-to-peer credibility, and deeper emotional bonds with the customer. Net gains include more visibility, ways to sample a performance and create the intent to buy tickets, search engine optimization (SEO).

What's in it for them

Authenticity, humanity, and knowledge they can share socially with others.

lifestyles connect

The foundation for “lifestyle” marketing is that consumers feel connected to the people, images, and cues that compose the lifestyle. Millennials grew up in an era of wide-scale proliferation of lifestyle marketing. They shopped with their families amidst carefully constructed environments at Pottery Barn, IKEA, REI, and Whole Foods. They grew up with Martha Stewart and Nike stores. We found strong evidence that Millennials are most likely to identify and connect with brands that emphasize lifestyle cues as opposed to those that merely sell experiences as commodities in a traditional way.

Lifestyle marketing holds great promise for entertainment brands because they are in the business of staging experiences. Don't limit the experience to what's happening on stage or within the gallery. With a little attention to the entire customer experience, cultural brands can make a lifestyle linkage that helps Millennials feel welcome.

Case Study: J. Crew

J. Crew gives a clean and fresh feeling, whether in stores, online, or in the catalog. Stores are bright and

well-lit, and green is the signature color, with wood accents. Clothes are typically arrayed in rainbow hues. It's as though the retailer wants to take the quintessential elements of a beachside clambake in Nantucket and marry it to lunch in the sunshine at a Parisian café.

J. Crew weddings for the younger (18- to 26-years-old) cohort have changed the game for bridal wear, bringing designer style to gowns with an off-the-rack price point. And it all happens online.

With the J. Crew weddings line, the company took a life event and decided to own it completely. It turned the much-dreaded/much-anticipated wedding dress shopping trip into an online-only activity. However, it added personalized customer service—a dedicated consultant (Ashley@jcrew.com)—who tracks the entire wedding party with sizes, items, gifts. So J. Crew removed the personalization of the store interaction, but replaced it with a high-human-personalization-touch online. To promote the wedding line of gowns and accessories, J. Crew partnered with TabletHotels.com to sponsor a five-star Happily Ever Honeymoon in Greece.

Online/off-line components acknowledge needs of Millennials

Born as a catalog company, J. Crew still uses the catalog heavily, in addition to stores and the Internet. For the consumer, the avenues are interchangeable: if you bought an item online, you can return it to a store; if you like something in the store but need a different size, there's a phone in the store to use for placing an

order, and shipping is free.

Millennials live a paradox. They want to fit in and stand out simultaneously. J. Crew understands that its customers want to be perceived as original thinkers, not slaves to a brand. That's why it does not emblazon clothes with its logo.

Of all the brands we researched, J. Crew talked most about its attention to detail that makes the most difference with younger buyers. Because they sweat the small stuff, sales follow.

7 ways to be sticky

#1: Surprise and delight

Overall, young people prefer to discover new things, rather than being “told” what’s interesting. Spontaneity is pleasurable.

Suggestion: Invite them on the spur of the moment to be your guest, or give them a token of appreciation out of the blue for engaging with your brand.

#2: Create a feedback loop

Young cultural consumers crave meaningful interactions. Attractive brands invite dialogue, and then show they are listening by being responsive. Twitter, Facebook, and comment replies facilitate this.

Suggestion: If you ask for their input, make sure there is some kind of feedback loop. Post results of surveys, email or direct tweet a follow-up “thank you” or otherwise credit their contributions.

#3: Invite people to share

Teams and tribes, friends and family groupings—Millennials like to team up. Host contests that require them to create content or collaborate in some way.

Offer tools or apps to self-organize. Facebook is a self-organizing platform.

Suggestion: Seed group events. Offer discounts to mavens to share with their inner circle.

#4: Justify the purchase

Price is a consideration for this age group. They will spend, but the product alone may not be enough. It's not just about offering a discount, but providing a value-related benefit.

Suggestion: Offer a discount, special premium, sneak-peek experience. Incent, invite, hug them with a free fan T-shirt.

#5: Embrace the remix culture

Young cultural consumers are omnivorous. Well educated and living in a post-modern culture, little is new for them. Fusing genres, technologies, and art forms not only lends an element of surprise, it also energizes the experience with the spirit of experimentation.

Suggestion: Don't be afraid to mix period costume pieces and incorporate hi-tech elements in traditional performances. Switch gender roles, create hybrids, and involve cross-disciplinary collaborations to borrow meaning from widely recognized cultural content.

#6: Emphasize humanity

Millennials who consume culture also crave intimacy. They embrace ideas and organizations that represent

grander ideals. And they prefer that these ideals have spokespersons with whom they can relate or who they admire. Speak as if you're having a conversation with a deep friend.

Suggestion: Share brief notes about important themes—tweet them or blog them. Ask for a comment: “Ever felt like that?” Consider auditioning guest bloggers who fit the profile. It's fine to give them some guidelines. They will likely consider it a cherished credential.

#7: Stay sticky with reusable content

Keeping up with the content demands of self-expression—blogging, tweeting, and maintaining fresh content on Facebook walls—makes this generation hungry for content they can reuse. They need fodder for the Facebook pages and tweets.

Suggestion: Stock your sites with pithy quotes, quick-hit ideas, photos, and videos that make people come back to you or your site for something: a download, application, comment, or vote. Then stand back and watch it go viral.

entertainment examples

The marketers who are connecting powerfully with Millennials do three things very well:

- Make a lifestyle connection
- Use content to transfer knowledge
- Provide a platform for participation

The following examples may help you experiment with reaching Millennials. They are drawn from cultural brands that are successfully applying the strategies to their marketing mix.

Sending Signals to Millennials That You “Get” Them

In the performing arts, producers for years have tended to assume that a night at the theater or a museum membership is a “lifestyle” choice. Period. True, the arts bestow an immediate sense of taste and discernment upon ticket buyers, and subscribers can feel downright clubby. But the lifestyle features conveyed solely by the art product are not enough to make younger audiences feel like they belong.

You'll need to create a context for Millennials that lets them know they belong. Consider all touch points—the lobby, ticket envelope, and concessions. Visual signals are a great place to begin. Consider featuring photos of Millennials on collateral and your website

You can also borrow cachet from other brands that Millennials embrace. Consider Steppenwolf Theatre Company's experiment with serving PBR (Pabst Blue Ribbon) beer at the concession counter for \$3 a bottle. A comeback brand, PBR is beloved by Millennials. It's authentic, unfussy, and best of all—affordable. Better still, it's often the beer of choice at Indie music festivals, yet another lifestyle cue that helps Millennials feel like they belong.

Knowledge Transfer: Reveal What's Behind the Curtain to Empower Users

Knowledge is power. Having special understanding of how something works imbues a sense of confidence. Giving Millennials a sneak peek helps them learn through discovery, which is favored over the transmission of information you'd find in a printed program. Krispy Kreme lets customers watch the donut making, for example. For cultural brands, this "rough magic" of witnessing what goes into a production helps Millennials see you as a friend, fellow creative, and even a collaborator. It's an egalitarian social model, rather than "sage on the stage."

The John Bartram Association, the oldest living botanical garden open to the public, used blogging to let audiences witness an exhibition as it came

together piece by piece. As artist Mark Dion retraced the journeys of John Bartram, a botanist who traveled the country collecting plant specimens, Dion blogged about his own journey. Dion travelled by horseback, boat, and on foot, which lent drama to his posts. The exhibition opened to enthusiastic audiences who had followed Dion's journey online. The popular *Bartram's Travels—Reconsidered* exhibition was extended.

Participation Platforms Help Millennials Co-Create to Form a Deep Emotional Bond

Allowing the audience to participate personalizes the experience. Cultural organizations find this terrifying or exhilarating, depending on how much they value control. Millennials are ushering in an age when social interaction is an expectation both online and offline. Anonymity is unsettling. This makes it crucial to welcome people and invite them to contribute to the experience.

Co-creating with your audience when the “product” is creative work poses serious risks in the high-stakes world of live entertainment. If content creation is central to your organization's mission, it's important to incorporate participation in a way that keeps you true to your purpose.

New Paradise Laboratories in Philadelphia addressed participation head-on when it created *Fatebook*. In July 2009, thirteen Philadelphia-area 20-somethings assumed fictional identities on Facebook. They generated relationships and stories on the social network that culminated in a live show in September 2009. The production was a mash up: part installation,

part drama, and all interactive that enabled the live audience to interact with the performers. Actors created fictional selves on Facebook and “friended” their real-life acquaintances in cyberspace. The audience “attended” the show online long before opening night—perhaps even impacting the plot. As a result, the company gained online access to a whole group of young people.

Fatebook was like a hothouse for the company to co-create with Millennials because it mimicked so many elements of the popular social media site, but with an important twist. It allowed people to color outside the lines. Facebook confines people to a template. Young cultural consumers prefer to express original ideas.

The experiment also taught Artistic Director Whit MacLaughlin plenty about Millennials. “They didn’t care as much about being awkward in each other’s presence,” he recalls. “There wasn’t such a burning need to develop a smooth persona in relation to how desperately weirded out they felt around other human beings.” He also noticed their intimacy in cyberspace. “The overall tenor of online ‘conversation’ was really close to the atmosphere of pillow talk. It was bedroom-to-bedroom.”

just get me started

Taming Advanced Social Media Strategies from Where You're At

The brands that shared their advanced social media strategies for this report are working full throttle on their digital presence. Before trying an advanced strategy, make sure you have solid answers to the following questions:

Question 1: Okay with Engaging Younger Patrons... *really?*

This goes beyond post-show discussions and school outreach. Are you doing things to give patrons a voice in their experience? When designing a show, are you asking how you can give young people special access to the content? Are you comfortable letting young people take aspects of the show and grow them and morph them post-launch?

Question 2: Are You Using Multimedia to Market?

Young cultural consumers use the Web to look for pictures and videos of an experience before they make entertainment choices. They want to see what they're considering buying. Thankfully, it's pretty easy to

create and publish videos and pictures online. Are you comfortable showing glimpses behind the scenes? This makes you more down to earth, less stuffy. Are you featuring photos and videos of young people to unfurl the welcome mat and say, “You belong here.” Multimedia gives live experiences more dimension. It breaks down the conventions of art forms that get in the way of the user experience and makes you appear friendlier.

Question 3: Are You Ready to Integrate Off-line and Online Promotions?

Many arts and entertainment brands do some sort of offline advertising, whether it be radio, print, or cable. Social marketing allows you to extend the offer online.

Mentioning your Facebook page or blog URL in offline ads acts as social proof that you want the connection. Show potential consumers that your ads, your online presence, and your onsite experience are all one community. This builds trust, not to mention that it adds to the number of impressions to help the conversion process.

Question 4: Are You Tapped into Local Social Networks Beyond Yelp?

Local search is a boon for all kinds of businesses. Being visible to consumers when they are looking for entertainment options is important. Better still, you can fuel their intent to buy tickets with an offer for special deals or promotions. Are you listed in local business directories to ensure that consumers can find you when they need you?

Start here: Check out the competition—bars, concert halls—think broadly. Where are they listed? Check their inbound links for the business directories you can add yourself to. Also, make sure you've been added to Google Maps, using the Local Business Center.

Include all the information that makes the experience easier—parking, length of show, location of bike racks, local dining including cheap eats, and the like. Keep the information fresh. For many consumers, this will be their first touch point with your organization.

Don't panic.

To keep your head on straight, consider the bigger picture. What you are attempting isn't automatic. Yes, you are pushing out a marketing message. But you are also asking some young customers to consider a lifestyle change—namely, to get out and experience culture. Walk through this list. Assess where you're at. Then plot your course.

Away you go!

afterword

The consumer brands that participated in our research willingly opened their marketing playbooks to give Steppenwolf Theatre Company a leg up. Thank you. It's a testament to the brand that Steppenwolf has created that each and every corporate executive we spoke with recognized the name and associated it with an ensemble of talented actors, rather than a 60's rock band.

This revised report is, I think, a testament to how open and collaborative people can be in tough times. I want to thank Martha Lavey and David Hawkanson at Steppenwolf for being both intellectually ambitious and unflinchingly creative. Over the years, I've had the honor of working with many talented marketers from world-class companies. Few were as sharp as Linda Garrison, whose verve brightened every encounter.

Collaboration always complicates things. If Rebecca Thomas at the Nonprofit Finance Fund ever regretted taking this project on, she never showed it. Her natural ingenuity kept us happily dancing at the cutting edge.

Finally, I want to thank the incomparable Ben Cameron at the Doris Duke Charitable Foundation who just kept saying, “Yes, and...” It’s because of his belief that it was a good idea to translate this research into knowledge that helps the broader cultural field innovate that this e-report exists.

PATRICIA MARTIN

DECEMBER 2010

collaborators

Doris Duke Charitable Foundation

The mission of the Doris Duke Charitable Foundation is to improve the quality of people's lives through grants supporting the performing arts, environmental conservation, medical research and the prevention of child abuse, and through preservation of the cultural and environmental legacy of Doris Duke's properties. The Arts Program's mission is to support performing artists with the creation and public performance of their work.

In her will, Doris Duke expressed her interest in assisting "actors, dancers, singers, musicians and other artists of the entertainment world in fulfilling their ambitions and providing opportunities for the public presentation of their arts and talents." Given this guidance and Doris Duke's interests during her life, the foundation focuses its support on contemporary dance, jazz and theater artists, and the organizations that nurture, present, and produce them.

Nonprofit Finance Fund

For thirty years, the Nonprofit Finance Fund has provided financing and advice to arts organizations during periods of growth, change, and transition. Through the Leading for the Future (LFF) Initiative, NFF is investing over \$10 million in ten innovative arts organizations as they adapt their programs and business models during a time of unprecedented economic uncertainty and cultural flux. The Initiative's goal is to improve their future artistic and organizational viability by (1) applying capital to change the ways programs are designed and delivered, or to modify ineffective business models, and (2) linking the application of capital to increasing reliable revenue.

Steppenwolf Theatre Company

Committed to the principle of ensemble performance through the collaboration of a company of actors, directors, and playwrights, Steppenwolf Theatre Company's mission is to advance the vitality and diversity of American theater by nurturing artists, encouraging repeatable creative relationships, and contributing new works to the national canon. The company, formed in 1976 by a collective of actors, is dedicated to perpetuating an ethic of mutual respect and the development of artists through ongoing group work. Steppenwolf has grown into an internationally renowned company of forty-three artists whose talents include acting, directing, playwriting, filmmaking, and textual adaptation.

About the Author

Patricia Martin is a recognized expert in commerce and culture. Independent researcher and author of the book *Renaissance Generation: The Rise of the Cultural Consumer and What It Means to Your Business*, Martin pioneered the point of view that the convergence of art, technology, and entertainment is remaking the American consumer. CEO and founder of LitLamp Communications, an award-winning communications boutique that helps clients harness the culture as a medium, Martin tracks social tremors before they become trends to seed messages that win hearts and change minds. She conjured a sponsorship strategy for the New York Philharmonic, spearheaded a viral Information Privacy initiative funded by George Soros, launched Animal Planet into parent groups, introduced Dannon products into school lunchrooms nationwide, and revolutionized Sun Microsystems' higher education sales strategy.

About the Designer

Patric King has been designing for print and digital media since 1994. He began his career with the renowned design studio Thirst, then launched House of Pretty, Ltd. in 2002. The agency is recognized for its pioneering work in online publishing for Gawker Media, writing on design for Print Magazine, and keen sense of humor. The company has designed for brands such as Wired Magazine, Salon Media, and The Mozilla Foundation.