



# **MBA 532 - Marketing Management**

## **Five-Year Marketing Plan**

Ankara Youth Symphony Orchestra

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Ankara Youth Symphony Orchestra**

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## 1. Executive Summary

This report is the marketing plan for Ankara Youth Symphony Orchestra which consists of primarily young musicians in Ankara and it is aiming for professional musicians to share their knowledge with young musicians and provide a peaceful, quality, affordable and convenient experience of classical music for the audience. In addition to the symphony orchestra, there are three sub-ensembles inside the organization. The orchestra has mainly nonfinancial goals in addition to financial goals. The orchestra is aiming to provide distinctive, high-quality western art music events, professional video and sound recordings of the events to be consumed after the events by every consumer in the world; to deliver these products to the consumers by using effective distribution systems that maintain the company's quality standards and make possible to reach greater audiences as much as possible.

The orchestra's strengths can be listed as a technology pioneer, experienced and entrepreneurial management, having high-quality concerts and musicians, being an independent organization, being able to organize low-budget events, having access to all of the concert halls in the city, effective usage of social media and government funding. The weakness can be listed as competition in the market, lack of financial resources, lack of musicians. The main competitors of AGSO are the Presidential Symphony Orchestra (CSO), Bilkent Symphony Orchestra (BSO) which have higher funding than AGSO.

To have a better understanding of the market and the company's position, surveys, social media analysis, and interviews are used. People in a relationship and family members are more likely to go to classical music concerts than single people. The consumer age range is 18 to 54, gender is not a big motive, the majority of the customers live in Ankara and İstanbul. Based on the marketing research and insight problems can be listed as lack of classical music events, lack of proper functioning ticket purchasing mechanism, transportation to concert halls are problematic. Compared to Europe, the quality of the performances is low. The announcement of the events is not done effectively. Sometimes the tickets are pricey, especially in comparison to other entertainment activities.

Based on the analysis and the market segmentation; the target market is specified as traditional and modern lifestyle people who are users of classical music and seeking peaceful and quality western classical music with comfort.

The positioning statement of AGSO is as follows "to traditional & modern lifestyle, married and in a relationship consumers who are users of western classical music, Ankara Youth Symphony Orchestra is a performance ensemble which offers high-quality & affordable, concert experience in concert halls and on online distribution channels to the western art music consumers.

To solve the problems our recommendations and solutions are as follows; introducing new assemblies will increase the ability to make concerts and also increase the popularity, brand awareness of the orchestra and increase the market

share. Implementing online ticketing services will reduce the difficulty of purchasing tickets and make it easy to follow the events. City center shuttles will be offered for solving the public transportation problem of the potential customers. Social media and mail lists will be used for announcing the events. The continuous education of the young musicians and having more concerts will help to increase the quality of the performances.

Currently, AGSO gives 6-7 concerts per season and the current prices are between 20 -50€. The ticket prices are relatively cheaper than its competitors' and the other famous performers. The budget is approximately €25,000 per year for marketing activities. Instagram and Facebook ads, SEM, radio ads will be used. For loyal customers, coupons and pre-order options will be offered, gifts and merchandise products will be used and group sales discounts will be offered. Among its competitors, AGSO uses social media very effectively, it will be used as a promotion strategy. To evaluate the quality of the concerts, audience surveys will be conducted. Social media statistics and interaction statistics with ads will also be evaluated monthly to see which approaches give more successful results in terms of brand image and awareness.

## **2. Company Description**

The Ankara Youth Symphony Orchestra was founded in 2011 by F. Orhun Orhon and his students. The orchestra consists primarily of young musicians in Ankara, in addition to a small number of professional musicians from respectable musical institutions. Supported by prestigious musical academies in Ankara, the orchestra acts as an orchestral academy where professional musicians pass their experience and knowledge to younger colleagues, and where music students of different institutions connect more easily with each other.

The orchestra gives regular studio concerts in Turkish Radio and Television Corporation (TRT), also participated in national and international music festivals such as Kırfest, International Ankara Music Festival, ODTÜsanat Festival, Boğaziçi Üniversitesi Albert Long Hall Concerts. Many young talented musicians have found a chance to give important concerts as a soloist with the orchestra. In addition to the Presidential Symphony Orchestra Concert Hall and Bilkent Concert Hall, the orchestra gave many concerts in many different concert halls in different cities, reaching thousands of people.

The Ankara Youth Symphony Orchestra has three sub-ensembles inside the organization called AGSO String Quartet, AGSO Wind Quintet, AGSO Brass Quintet. With these ensembles, orchestra's young musicians gain experience, performing quality music, and learn the principles of chamber music.

The orchestra was nominated for the "Best Orchestra of the Year" award in the Donizetti Music Awards in 2013; won the same in 2016. The Ankara Youth Symphony Orchestra is under the auspices of MÜZGENDER, a society founded in 2013 to support young musicians in Turkey. With the orchestra's honorary

conductor is Gürer Aykal, the orchestra continues its educational and cultural activities under this society.

In 2018, Orhun Orhon handed over his artistic director and principal conductor positions to Barış Demirezer.

### **3. Strategic Focus and Plan**

This section covers three aspects of corporate strategy that influence the marketing plan: (1) the mission, (2) goals, and (3) core competence/sustainable competitive advantage of Ankara Youth Symphony Orchestra.

#### **3.1 Mission**

The mission and vision of the Ankara Youth Symphony Orchestra are to produce high-quality western art music events at affordable prices that satisfy consumers in this low-growing culture segment while providing a professional experience for young musicians.

#### **3.2 Goals**

For the coming five years, Ankara Youth Symphony Orchestra seeks to achieve the following goals:

Nonfinancial goals

- To increase awareness amongst classical music consumers
- To change the current perceptions about AGSO To expand its activities to Ankara's rural areas
- To be among the top five orchestras in the country
- To gain international recognition

Financial Goals

- Gain income in the first year
- Increase the income by 10% for the second year and 20% for the remaining 3 years
- gain commission from online ticket platform

#### **3.3 Core Competency and Sustainable Competitive Advantage**

In terms of core competency, Ankara Youth Symphony Orchestra seeks to achieve a unique ability (1) to provide distinctive, high-quality western art music events, professional video and sound recordings of the events to be consumed after the events by every consumer in the world; (2) to deliver these products to the consumers by using effective distribution systems that maintain the company's quality standards and make possible to reach greater audiences as much as possible.

To make this possible, AGSO will work more closely with innovative production firms and will follow the market to adapt itself to up-to-date implications.

#### 4. Situation Analysis

This situation analysis starts with a snapshot of the current environment in which Ankara Youth Symphony Orchestra finds itself by providing brief SWOT analysis. After this overview, the analysis probes ever-finer levels of detail: industry, competitors, company, and consumers.

##### 4.1 SWOT Analysis

Figure 1 shows the internal and external factors affecting the market opportunities for Ankara Youth Symphony Orchestra. Stated briefly, this SWOT analysis highlights the great strides taken by the Company since its establishment.

Figure 1. SWOT Analysis for Ankara Youth Symphony Orchestra

<b>Internal Factors</b>	<b>Strengths</b>	<b>Weaknesses</b>
<b>Management</b>	Experienced and entrepreneurial management	Small size can restrict options
<b>Offerings</b>	High-quality and desirable concerts	Many other alternatives
<b>Marketing</b>	Independent organization, very few limitations	No national or regional recognition as main competitors, lack of financial resources
<b>Human Resource</b>	Motivated and skilled workforce	Depended on the number of young musicians in the city.
<b>Finance</b>	Low-budget events can be organized as a result of the company's young workforce	Limited resources may restrict growth opportunities when compared to competitors
<b>Organization</b>	Having access to all of the concert halls in the city	Lack of financial resources
<b>R&amp;D</b>	Continuing efforts to ensure quality in the events and find new ways of performance aspects	Lack of financial resources

Figure 1. SWOT Analysis for Ankara Youth Symphony Orchestra (*continued*)

<b>External Factors</b>	<b>Strengths</b>	<b>Weaknesses</b>
<b>Consumer/Social</b>	Being named after city for recognition of population in the city	Consumers value more popular and recognized brands
<b>Competitive</b>	Distinctive name and branding	Competitors can attempt to duplicate products
<b>Technological</b>	Technological improvements in digital consumption enable reaching much greater audiences with ease	Competitors also can have access to these technological improvements
<b>Economic</b>	Consumers are motivated to pay and going to western art music concerts more than expected	Depended funding
<b>Legal/Regulatory</b>	Government fundings for young musicians and music organizations	Copyright issues for performing pieces written after 1900.

#### 4.2 Industry and Competitor Analysis

The market of orchestral western art music performances represents low-growing and not high-profitable qualities in Turkey. In Ankara, where the orchestra is based, however, the demand is relatively high to the other cities in Turkey. The city has the highest number of symphony orchestras in the country. In Ankara, there is an opera orchestra, 4 symphony orchestras, 4 youth symphony orchestras, and one children's symphony orchestra.

These are Ankara State Opera House, Presidential Symphony Orchestra, Bilkent Symphony Orchestra, Orchestra Academic Başkent, Hacettepe Academic Symphony Orchestra, Ankara Youth Symphony Orchestra, Agora Youth Symphony Orchestra, Bilkent Youth Symphony Orchestra, Hacettepe Youth Symphony Orchestra, and Bilkent Children's Symphony Orchestra respectively.

Ankara State Opera House gives a seasonal program and weekly concerts but since its focus is not symphonic repertoire, it performs only dramatical works.

Presidential and Bilkent Symphony Orchestras are the greatest market figures in Ankara. Their recognition is also the highest not only in Ankara but also in Turkey. They both give regular weekly concerts in their seasons. Even if they are the main

competitors in the Ankara market, they perform on different days as the Presidential Symphony Orchestra performs only on Thursdays and Fridays, Bilkent Symphony Orchestra performs only on Saturdays except for special occasions for both orchestras. This is because they do not want to divide a limited audience and be available to the people who are willing to attend every performance of the orchestras. Their concerts are sold between £20 and £60.

Hacettepe Academic Symphony Orchestra started to increase its concert numbers after they opened their new concert hall. They gave a very limited number of concerts before the current concert hall as a result of their previous low-quality concert hall. They increased their concert numbers from 4-5 concerts per season to 4 concerts per month. They also joined the main competitors' division of the weekdays and they only perform on Wednesdays except for special occasions. Even if they give regular concerts in their new concert hall, the quality of the performances is low as a result of their immediate growth. However, their concerts are free of charge.

Orchestra Academic Başkent is not a completely established symphony orchestra as others listed above. They give 1 concert per month and they have a limited audience relative to the other orchestras. Even if it has probably the best quality performances, bad management, and limited resources are the main weaknesses. They do not have a concert hall of their own but they give concerts in the halls of other orchestras, mainly in Presidential Symphony Orchestra's Concert Hall. Their concerts are free of charge.

Bilkent Youth Symphony Orchestra is the oldest youth symphony orchestra in Ankara but as a result of its educational limitations, it has a very limited number of concerts as 2-3 per season. They gave their concerts only in Bilkent Symphony Orchestra's Concert Hall and they charge for their concerts as much as Bilkent Symphony Orchestra.

Hacettepe Youth Symphony Orchestra is, in theory, the oldest youth orchestra in Turkey but before the new concert hall of the Hacettepe Academic Symphony Orchestra, they seldom gave public events. After the new concert hall, they started to give public concerts but it is the same as Bilkent Youth Symphony Orchestra that they have educational and institutional limitations. They give 4-5 concerts per season and their concerts are free of charge.

Agora Youth Symphony Orchestra is a somewhat new private organization that is modeled after Ankara Youth Symphony Orchestra. However, in addition to their lack of artistic capabilities of the managers, their management and organizational problems deeply affected their success. They give 4-5 concerts per season and they charge for their concerts as Presidential and Bilkent Symphony do. They mostly give concerts in low-quality halls as a result of bad relationships with the concert hall organizers.

Except for the Presidential Symphony Orchestra, Bilkent Symphony Orchestra, and Hacettepe Academic Symphony Orchestra, other orchestras decide their concert dates accordingly to the orchestras that have their own concert halls. Most of the western art music events take place on Mondays or Tuesdays since the other weekdays are taken by these three orchestras.

In some cases, there are concerts of other orchestras from other cities or countries but it is a rare situation in Ankara. These occasions mostly take place in Ankara International Music Festival, which takes place in April every year.

#### **4.3 Company Analysis**

Currently, Ankara Youth Symphony Orchestra gives 6-7 concerts per season. The concerts take place mostly in the best concert halls in Ankara. The concerts are not free of charge, they are charged between ₺20 and ₺50. Orchestra's activities on social media platforms and online music streaming platforms are ahead of its competitors. Among the youth symphony orchestras, it is the most recognizable. regarding financial activities, there is a limited budget of approximately 25000 TL for marketing activities. In the sense of income, soloists are being paid for events but there is negligible income for the AGSO as a corporate income.

#### **4.4 Customer Analysis**

In terms of customer analysis, this section describes the characteristics of customers expected to come to Ankara Youth Symphony Orchestra's concerts. The survey results, market researches, and interview results are used.

People in a relationship and people who are families are more likely to come to concerts than single people. However, married people are more loyal and heavy users.

#### **Segmentation:**

##### **Demographically:**

18-44, 45-65, not specific gender, educated, Mainly in a relationship and married

The consumers range in age from 18 to 54. Even though the consumers range in age from 55 to 64 are few in number, they are going to concerts more often than the others and they are heavy users.

Gender is not a big motive. Males and females like western art music equally but females are going to concerts more often than males.

##### **Geographically:**

Ankara, İstanbul

As a result of concert possibilities in two big cities in Turkey, Ankara and İstanbul have the greatest number of western art music likers and concert-goers. Other cities also have potential but consumers complaining about limited or no offers in their cities.

**Psychographics:**

Modern, traditional

**Behavioral:**

Heavy users, Light users, price-sensitive, decision making is done mainly by friendly groups and couples not individually.

**Lifestyle:**

Busy daily life, Unoccupied with more free time, public transport users, limited budget

From 86% of users of classical music, 67% go to concerts 33% won't go. mainly because of occupied life and less free time.

**Needs, wants, and benefits sought:**

Peace, motion & energy, quality as same as Europe, affordable, convenience

As much as many consumers enjoy concert halls, many consumers are looking for a digital convenient solution to enjoy classical music concerts without going to a concert hall.

**4.5 Problems Based on Insights**

Based on marketing research and insight:

- Going to a live concert which is only limited to a few places in the city is hard considering daily life activities including work, taking care of children and daily life concerns. At the same time, consumers want to enjoy classical music concert experience. There is a conflict of interest between taking care of family and going to concerts for consumers who like classical music and enjoy going to concerts but can't.
- comfortable transportation to and from the concert is the other main problem.
- The quality of classical music concerts in Turkey compared to Europe is considered low quality.
- Following the classical music events is problematic. Most of the events are not announced well.
- People are having trouble with purchasing classical music tickets. The purchasing mechanism of the competitors doesn't function properly.
- The prices could be very high, concerts-goers cannot afford them.

**5. Product-Market Focus**

This section describes the five-year marketing and product objectives for Ankara Youth Symphony Orchestra and the target markets, points of difference, and positioning.

**5.1 Marketing and Product Objectives**

Ankara Youth Symphony Orchestra's marketing intent is to take full advantage of its brand potential value while building a base from which other revenue sources

can be mined - both in and out of the concert halls. These are detailed in four areas below:

- *Expanding the Current market:* The current market in Ankara will be grown by adding new smaller ensembles, such as string quartets, wind quintets, etc. These ensembles can give more frequent concerts at extremely low costs. This will increase the number of concerts, and increase ticket sales. Moreover, the most important return is that by increasing the performance number brand awareness will also increase as a result of more exposure to the brand. It is a possible approach that an orchestra can have a smaller ensemble with its name to show off its musicians. For the concerts of these ensembles, ticket prices also can be cheaper for mass consumption or more expensive for a small elite group of consumers.
- *New markets:* By the end of year 5, the company will be expanded to three big cities in Turkey. In addition to Ankara, the orchestra will find its audience in these cities and start to give concerts.
- *New products:* In addition to new ensembles, an online event ticketing system and a live stream of events on online platforms and social media will be offered.

## **5.2 Target Markets**

Based on market segmentation, and situation analysis the target market as a whole is: consumers who have traditional and modern lifestyles, enjoy classical music genre, and seek peaceful quality western classical music with comfort.

## **5.3 Points of Difference**

The points of difference - characteristics that make Ankara Youth Symphony Orchestra unique relative to competitors - fall into four important areas:

- *Technology Friendly:* Among all of the competitors, Ankara Youth Symphony Orchestra is the most active user technology. AGSO is using online music streaming services, SEO, SEM, SERP, and a lot of additional important online services. By providing online live concert events, the tension for busy consumers and consumers with transportation issues will be resolved. Also, by providing an online ticket platform, AGSO can perform as an intermediary to sell other event tickets.
- *Youth musicians and high-quality performance:* According to the results of the third survey which is conducted among the musicians; no other young symphony orchestras offer high-quality performance as Ankara Youth Symphony Orchestra.

Symphony orchestras can offer but being young and having a high standard is the main difference of the organization.

- *Social Media Activities:* For social media platforms, prominent symphony orchestras which have a long history in the market, have more followers than Ankara Youth Symphony Orchestra but AGSO is an active member of social media with growing popularity. More importantly, In the interviews, people complain about the difficulty of being informed about the concerts of competitors mainly. The online existence and active usage of social media create valuable PoD.
- *Cheaper Ticket Price:* In the interviews with potential customers, people stated that they don't go to classical music concerts because the tickets are expensive. Ankara Youth Symphony Orchestra provides high-quality classical music at a relatively cheaper price.

#### **5.4 Positioning**

To traditional & modern lifestyle, married and in a relationship consumers who are users of western classical music, Ankara Youth Symphony Orchestra is a performance ensemble that offers high-quality & affordable, concert experience in concert halls and on online distribution channels to the western art music consumers.

### **6. Marketing Program**

The four marketing mix elements of the Ankara Youth Symphony Orchestra's marketing program are detailed below. Note that "AGSO" is the abbreviation of Ankara Youth Symphony Orchestra's name in Turkish - *Ankara Gençlik Senfoni Orkestrası*.

#### **6.1 Product Strategy**

With summarizing the product line, products, and their unique roles are covered.

##### **Ensembles**

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The ensembles offer different qualities of western art music and by doing this, the company gains the ability to offer complete western art music experience with different ensembles in the organization. They will dramatically increase the company's ability to make events to reach greater audiences and increase brand awareness. All of the ensembles offer the same high-quality standards for performance and concert experience in their fields.

## Live concerts over online platforms & Online Event Ticketing system

As a result of the orchestra's high standard online existence, an online event ticketing interface is possible and can be implemented easily to its current existence. This is an augmented product that increases the company's control of its organizations. Online event ticketing services are a relatively easy service to have in today's technological environment and its implementations in the physical world for light technological users are also possible. According to the interviews which are done with potential customers, people have difficulty with purchasing classical music concert tickets. Online event ticketing systems of the competitors are problematic. With this online event ticketing system, AGSO would have another point of difference.

- I. **AGSO:** the symphony orchestra, this is the only product that the company offers currently. It covers the performances of symphonic repertoire and their recordings.
- II. **AGSO Quartet:** a string quartet that was established with the best four string musicians in the orchestra. It covers string quartet repertoire, one of the most important genres of western art music, and their recordings.
- III. **AGSO Wind Quintet:** a woodwind quintet that was established with the best five woodwind musicians in the orchestra. It covers woodwind chamber music repertoire, one of the important but underrated genres of the western art music, and their recordings.
- IV. **AGSO Brass Quintet:** a brass quintet that was established with the best five brass musicians in the orchestra. It covers the brass chamber music repertoire, one of the important but underrated genres of the western art music, and their recordings.
- V. **AGSO Ensemble:** a platform that gives chance to perform as chamber music groups to other members of the orchestra except for the ones in Quartet, Wind Quintet, and Brass Quintet. An orchestra is a big ensemble and by choosing a limited number of musicians might discourage other musicians. For solving this, as a platform and general name, every musician can have and decide for their chamber music ensembles and apply to give concerts for using the company's prestigious name and its facilities. It covers the whole repertoire except the symphonic and choral repertoires. Musicians can decide the focused repertoire for their unique ensembles. All of the ensembles will have the same name as *AGSO Ensemble*. It is also a possible approach that an "Ensemble" can have different musicians for different concert situations.

## 6.2 Price Strategy

Ankara Youth Symphony Orchestra's events will have different pricings.

Pricing the tickets might depend on the conditions of the concert halls and the number of the audience, a normal symphony concert event will be charged between £20 and £40, lower than main competitor orchestras do. However, the other smaller ensembles will offer a higher number of events at cheaper prices. Every chamber music event will be charged between £10 - £30. There are no competitors for these ensembles in their covered western art music genres. However, there are events of temporarily established ensembles for special occasions. These rare events are charged mostly between £25 - £50.

## 6.3 Promotion Strategy

In the following table, the promotion mix is summarized. Using altogether helps to enhance promotional activities and get better results.

<p><b>Advertising</b> (Paid, Non-personal) Instagram and Facebook Ads Search Engine Marketing (SEM) Mail subscription list Radio Ads</p>	<p><b>Personal Selling</b> (One-to-one communication) It is not applicable for Ankara Youth Symphony Orchestra</p>
<p><b>Sales Promotion</b> (Short term promotional activities) Coupons for loyal customers Group Sales Pre-order options for loyal customers Merchandise Gifts</p>	<p><b>Publicity / Public Relations</b> (information about the company over mass people) Competitors (BSO, CSO) have more awareness Current company publicity is positive Unprofitable events</p>

## Promotional Mix

### *Advertising*

Advertising is a paid and non-personal promotion tool. The main idea is informing people and mass audiences are targeted. To reach more audiences, various media are planned to be used.

- For informing people, radio ads will be used. AGSO has lower familiarness than its competitors. Radio advertisements are relatively cheaper than TV ads. Radyo Bilkent will be mainly used for introducing the AGSO concept and announcing the concerts.

- For reaching more people Instagram and Facebook ads will be used. According to user profiles, AGSO profile or the event's post will be put forward. According to survey results, AGSO has more social media existence than its competitors, using this PoD in the promotion mix will be useful. In the surveys and the interviews, people stated that they are using social media for following up on the concerts therefore Instagram and Facebook ads will be used.
- Search Engine Marketing will be used. When a person searches for specific words such as "Ankara klasik müzik konseri" and all related words with classical music and orchestra, AGSO's webpage will be promoted.
- To reach people, mail lists will be used. The concerts will be announced also to these mail lists. This will help the difficulty of following classical music events.

### ***Personal Selling***

Using a salesperson for promotion is the oldest and an expensive way. Even though it is an effective tool, it is not applicable for AGSO, therefore it won't be used.

### ***Sales Promotions***

Sales promotions are short term promotional activities which aim for immediate purchases.

- As a sales promotion, group tickets discounts will be offered. If 20 or more tickets are purchased at the same time, there will be a 10% discount. In the interviews, the majority of people highlighted the events' prices. In the surveys, most of the participants stated they go to classical music concerts with their partners or as friend groups. With group sales, people will be more motivated to see a classical music concert as a socialization activity.
- For loyal customers, coupons will be offered. The coupons will provide cheaper tickets.
- For loyal customers, pre-order options will be offered. In the interviews, people stated the difficulty of having tickets to classical music concerts. This promotion helps that.
- For loyal customers, gifts will be distributed. These gifts will be bookmarks, magnets and little notebooks. This will also help to increase brand awareness.
- Merchandise will be sold. These merchants are targeting loyal customers and the musicians. As for merch mugs, notebooks, pencils and many other classical music-related products will be on sale.

### ***Publicity/Public Relations:***

Publicity is about the information of the company among the public and the company doesn't have direct control over it. AGSO has an awareness problem, its

competitors have higher awareness. For advertising and sales promotions, awareness is expected to be increased. According to survey results, the current publicity is positive. For having better positive publicity, AGSO will participate in profitless or charity events. Free concerts at charity activities will be performed.

**Promotion Activities**

At the first stage, radio ads, SEM and Instagram promotions will be used. Mail lists will be updated and in the second stage, the sales promotions will be performed.

**6.4 Distribution Channels Strategy**

Ankara Youth Symphony Orchestra's all events are delivered with the concert halls of the city. However, online platforms are new distribution channels, such as social media( Instagram Live), online music, and video streaming platforms(YouTube). Live online-events and consumption of the product after the concert with its recordings are other ways of delivering the products of the company. The fact that consumers enjoy classical music concerts but for various reasons can't be physically present in concert halls, is the main problem of the new target market.

**7. Implementation Plan**

Online ticketing service can be implemented in a short time. It's implementation is not about making the service usable, it is about the creation of the concert halls in the interface. The concert halls will be created with time as the events planned in those halls.

A live concert over a streaming channel requires filming the event and broadcast simultaneously which with the help of social media can be implemented and communicated in a short period.

Introducing new ensembles in the organization will increase the ability to make concerts and also increase the popularity and brand awareness of the orchestra. This requires extra organizational efforts and creative promotional activities to gain consumer awareness and initial trial among the target markets identified earlier. The anticipated rollout schedule to expand its activities in the market appears in Figure 3.

**Figure 3. Rollout Schedule to Expand Activities in the Market**

<b>Year</b>	<b>Number of Ensembles</b>	<b>Number of Concerts per Season</b>	<b>Market Share</b>
<b>2021</b>	3	15 - (5 Orchestral/10 Chamber Music)	%8,82
<b>2022</b>	4	20 - (5 Orchestral/15 Chamber Music)	%11,42
<b>2023</b>	5	25 - (5 Orchestral/20 Chamber Music)	%13,88
<b>2024</b>	5+ with AGSO Ensemble	37 - (7 Orchestral/30 Chamber Music)	%19,27

<b>2025</b>	7+ with AGSO Ensemble	55 - (10 Orchestral/45 Chamber Music)	%26,19
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### **8. Evaluation and Control**

For every performance or concert, audiences will be asked to fill a survey about the performance, event experience, price, and future developments. Their perceptions and thoughts will be evaluated and the services or the message delivery approaches will be developed or adjusted accordingly to the consumer perceptions. Social media statistics and interaction statistics with ads will also be evaluated monthly to see which approaches give more successful results in terms of brand image and awareness. The speed of the roll-out program may increase or decrease, depending on Ankara Youth Symphony Orchestra's performance in the market. All of the statistics, including the online platforms statistics, will be used for monitoring the Ankara Youth Symphony Orchestra's market share, awareness level, and product quality.

## 9. Appendices

### 9.1 Demographic Profiles of Market Segments

Age	Participants	Non-User	User	User - Not Going to Concerts	User - Going to Concerts	Concert Goer - Yearly	Concert Goer - Monthly	Concert Goer - Weekly
13 - 17	23	3	20	4	16	5	7	3
18 - 24	59	5	54	14	40	17	16	5
25 - 34	55	11	44	16	28	17	8	1
35 - 44	55	6	49	17	32	12	15	4
45 - 54	103	8	95	29	66	32	19	8
55 - 64	53	5	48	13	35	10	12	11
65 or more	26	0	26	7	19	6	5	6

Gender	Participants	Non-User	User	User - Not Going to Concerts	User - Going to Concerts	Concert Goer - Yearly	Concert Goer - Monthly	Concert Goer - Weekly
Male	178	25	153	59	94	37	38	12
Female	194	12	182	41	141	61	44	25
Prefer Not to Say	2	1	1	0	1	1	0	0

Marital Statue	Participants	Non-User	User	User - Not Going to Concerts	User - Going to Concerts	Concert Goer - Yearly	Concert Goer - Monthly	Concert Goer - Weekly
Married	195	20	174	63	112	48	38	17
In a Relationship	50	5	45	13	32	15	14	3
Single	118	11	107	22	85	34	28	15
Prefer Not to Say	11	2	9	2	7	2	2	2

Residence	Participants	Non-User	User	User - Not Going to Concerts	User - Going to Concerts	Concert Goer - Yearly	Concert Goer - Monthly	Concert Goer - Weekly
Ankara	142	10	132	23	109	38	45	21
İstanbul	59	3	56	18	38	17	10	9
Sivas	41	9	32	17	15	10	2	0
İzmir	32	4	28	5	23	11	8	3
Other	86	12	91	37	54	24	17	5

## **9.2 Interviews**

To understand the reason why people who like classical music don't go to concerts, interviews are done. In the interviews, the following two questions were asked.

- 1) Why do you not go to classical music concerts?
- 2) What do you want to see in a classical music concert?

### **T.B.T (Senior Expert Engineer, 35)**

The quality is the reason. Finding and going to well-known symphony/ orchestra concerts are not possible in Turkey (usually) I am seeking quality concerts.

I can find good quality performance online. I am using Youtube and Spotify for listening to classical music. Listening to classical music on the internet is satisfying. I think another main reason why I stopped going to classical music concerts is digitalization. I can find any content with ease on the internet.

When I go to a classical music concert, I want to be around high-quality listeners (people who appreciate the music and who have manners). I really hate when people come to concerts to just post on Instagram.) In Europe, the awareness level of the listeners is higher and I really like that.

### **G.K ( Engineer, 27)**

The price/performance is not high in Turkey. The contents are not always attractive, some concerts repeating themselves. Finding new and interesting content is difficult.

Finding tickets to well-known performers is difficult and expensive. I use the internet to listen to classical music. Well-known orchestras/performers are available on the internet (for example The Berliner Philharmoniker's Digital Concert Hall applications).

### **F.N.Ş ( Chemists, 28)**

There are no classical music concerts where I live. It is very difficult to go to a concert and come back using public transportation.

It is hard to know when a concert is performed. Social media is not used effectively. The concerts are not announced enough.

The activities are not as frequent as they used to be. The government doesn't organize concerts. I think the main reason is they reduced the funding.

I really like modernized classical music arrangements. I really enjoy Bilkent Symphony Orchestra Movie Music Concerts but they are expensive and hard to find tickets.

**Y. K (Teacher, 32)**

The main reason why I don't go to a concert is money. Everyone is having financial difficulties. For me it is hard to spend money for concerts. Even though there are free or relatively cheap concerts, It is hard to "enjoy". I don't know the reason behind it but I can say it is "poverty psychology" (fakirlik psikolojisi) (Mide açken caz düşünemez). I think going to concerts is not an essential need.

**C.C.M (Engineer, 25)**

Whenever I try to buy a ticket for CSO, it says it is full. I can't find tickets for concerts.

**N.Ç (Student, 21)**

Local or foreign beloved musicians mostly come to Istanbul. I live in Ankara. To go to a concert in İstanbul, I have to spend at least 270 TL. Except for the artists I love so much, I could not go to concerts. Even if they come to Ankara, I do not think there are many price differences in private concerts. The main problem is economic insufficiency and I can't fix it.

**H.G (Engineer, 38)**

The ticket purchasing service of CSO doesn't work properly. Even though the seats are free, it looks like they are taken therefore you have to go there and buy tickets.

I don't know the other orchestras in Ankara. It is difficult to get tickets for CSO concerts therefore I dont go.

**H.A (Designer, 34)**

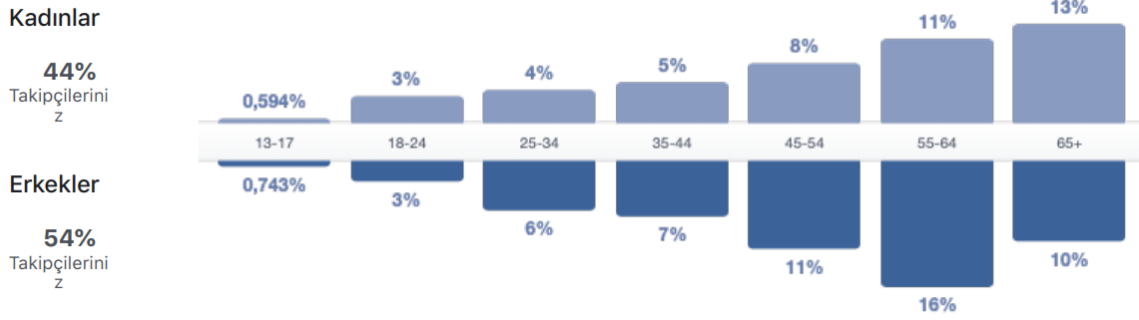
The ones other than the CSO are very expensive.

### 9.3 Detailed Social Media Data Analysis

For social media analyses, data from Facebook, Instagram and AGSO's website is used.

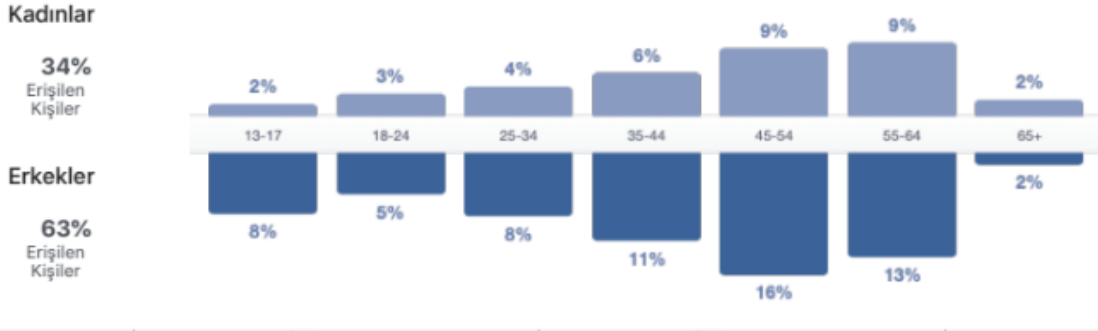
#### Facebook

There are 4.636 people who liked AGSO's Facebook page and 4.728 people are following. The following figures are taken from Facebook. It is indicated the gender and age distributions of the followers. The 44% of the followers are women and 54% of them are men. The majority of the followers (27%) are between the ages of 55-64. It is followed by the age range 65+ with 23%.



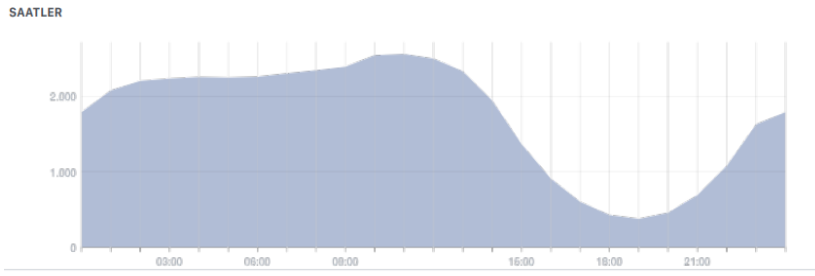
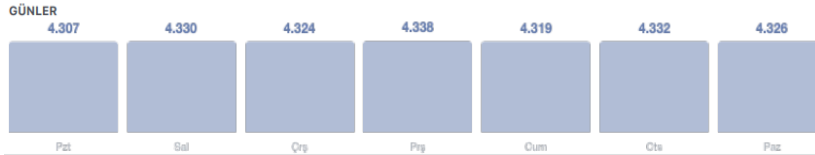
In the following figure, there is a distribution of people who interact.

The number of people who had any content from your Page or about your Page enter their screen screen, grouped by age and gender. This number is an estimate.



Hayranlarınızın Çevrimiçi Olduğu Zaman | Gönderi Türleri | İzlediğiniz Sayfalardan Başlıca Gönderiler

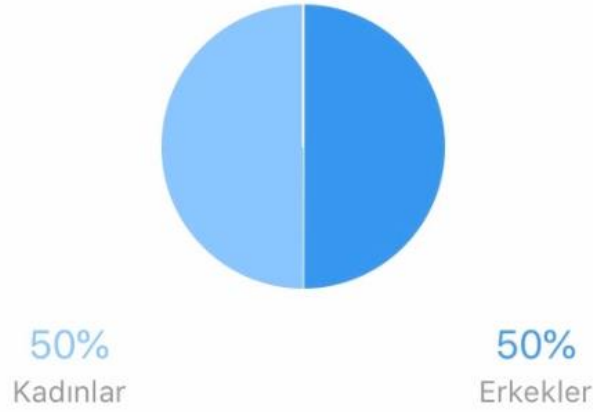
Son 1 haftalık dönem için gösterilen veriler. Günün saatleri için istatistikler Pasifik saati diliminde gösterilir.



#### Instagram

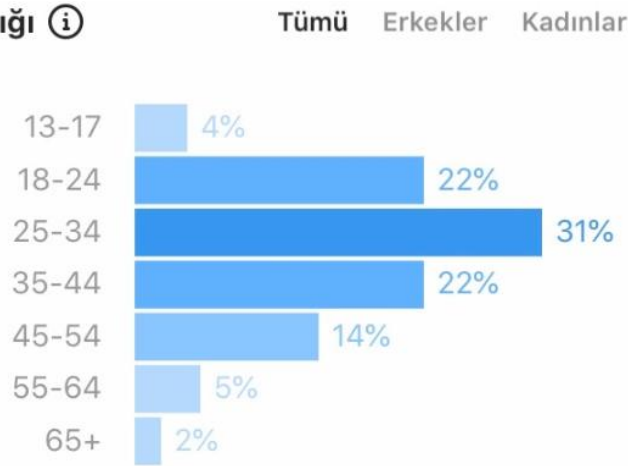
The following statistics are taken from AGSO's Instagram page. In the following figure, the gender distribution of the followers is given.

### Cinsiyet ⓘ



In the following figure, the age distribution of the followers is given. The Instagram followers are younger than the Facebook followers. The majority of the followers (31%) are in the age range of 25 -31. It is followed by the age range 18-24 and 35-44.

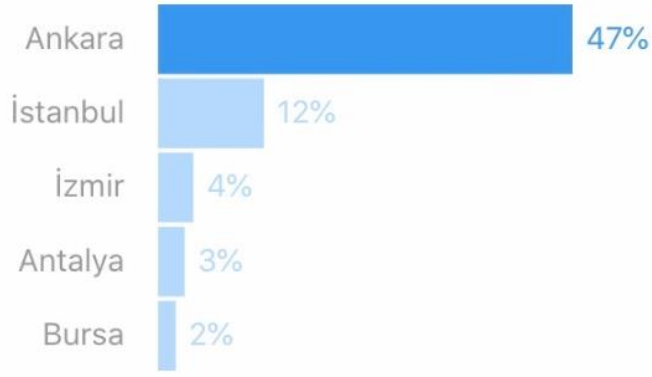
### Yaş Aralığı ⓘ



In the following figure, the distribution of the place of the residence can be seen. The majority of the followers (47%) reside in Ankara.

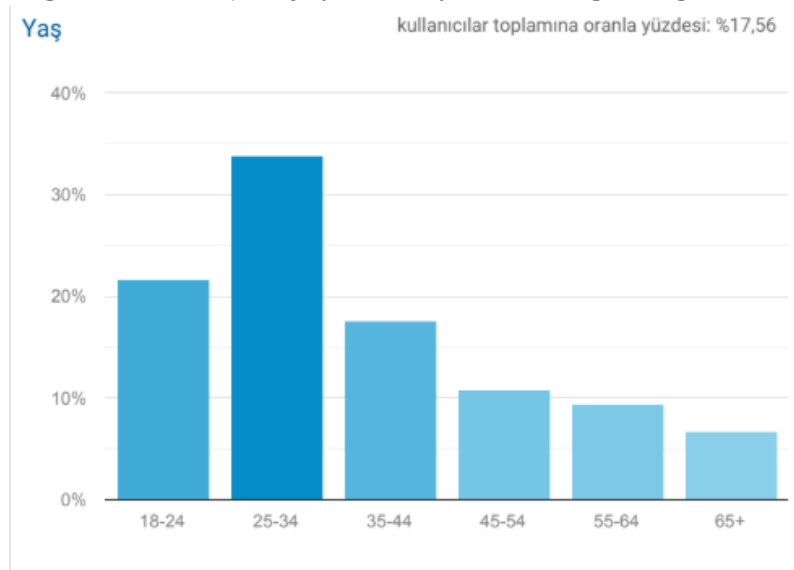
## Başlıca Konumlar ⓘ

Şehirler Ülkeler

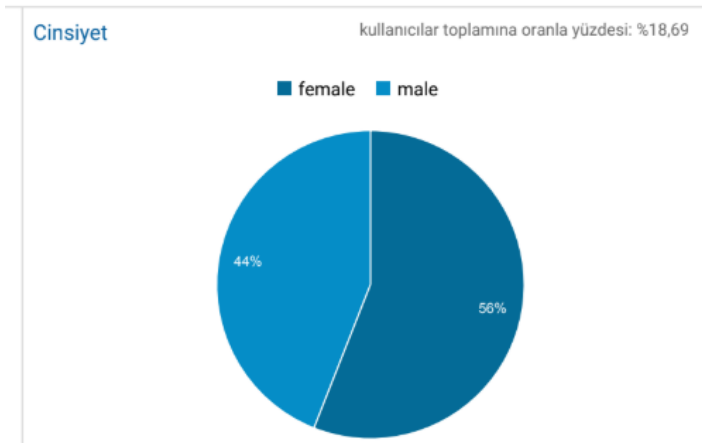


## AGSO's Website

In the following statistics are taken from AGSO's website. In the following figure, the age distributions are given. The majority (33.26% ) is in the age range between 25-34.



In the following figure, the gender distribution is given. 56 % are women and 44% are men.



In the following figure, the location of the website users are given. Majority (47.78%) of them are from Ankara. It is followed by İstanbul with 10.72%.

Şehir	Edinme			Davranış			Dönüşümler		
	Kullanıcılar	Yeni Kullanıcılar	Oturum	Hemen Çıkma Oranı	Sayfa / Oturum	Ort. Oturum Süresi	Hedef Dönüşüm Oranı	Hedef Tamamlama Sayısı	Hedef Değeri
	<b>7.415</b> Toplam Yüzdesi: %100,00 (7.415)	<b>7.433</b> Toplam Yüzdesi: %100,03 (7.431)	<b>9.367</b> Toplam Yüzdesi: %100,00 (9.367)	<b>%71,16</b> Görüntüleme İçin Ortalama Metrik Değeri: %71,16 (%0,00)	<b>1,90</b> Görüntüleme İçin Ortalama Metrik Değeri: 1,90 (%0,00)	<b>00:01:06</b> Görüntüleme İçin Ortalama Metrik Değeri: 00:01:06 (%0,00)	<b>%0,00</b> Görüntüleme İçin Ortalama Metrik Değeri: %0,00 (%0,00)	<b>0</b> Toplam Yüzdesi: %0,00 (0)	<b>\$0,00</b> Toplam Yüzdesi: %0,00 (\$0,00)
1. <b>Ankara</b>	<b>3.632</b> (%47,78)	<b>3.588</b> (%48,27)	<b>4.914</b> (%52,46)	<b>%63,80</b>	<b>2,16</b>	<b>00:01:30</b>	<b>%0,00</b>	<b>0</b> (%0,00)	<b>\$0,00</b> (%0,00)
2. <b>Istanbul</b>	<b>817</b> (%10,75)	<b>788</b> (%10,60)	<b>937</b> (%10,00)	<b>%75,77</b>	<b>1,71</b>	<b>00:00:45</b>	<b>%0,00</b>	<b>0</b> (%0,00)	<b>\$0,00</b> (%0,00)
3. <b>Irvine</b>	<b>769</b> (%10,12)	<b>769</b> (%10,35)	<b>769</b> (%8,21)	<b>%100,00</b>	<b>1,00</b>	<b>00:00:00</b>	<b>%0,00</b>	<b>0</b> (%0,00)	<b>\$0,00</b> (%0,00)
4. <b>Izmir</b>	<b>446</b> (%5,87)	<b>438</b> (%5,89)	<b>535</b> (%5,71)	<b>%73,83</b>	<b>1,78</b>	<b>00:00:55</b>	<b>%0,00</b>	<b>0</b> (%0,00)	<b>\$0,00</b> (%0,00)
5. <b>(not set)</b>	<b>215</b> (%2,83)	<b>203</b> (%2,73)	<b>241</b> (%2,57)	<b>%84,23</b>	<b>1,36</b>	<b>00:00:22</b>	<b>%0,00</b>	<b>0</b> (%0,00)	<b>\$0,00</b> (%0,00)

## 9.4 Detailed Survey Results

Three surveys are conducted for understanding the perceptions and the habits of the customers. The first survey is conducted in Turkish and in Farsi. It was a short survey and used for gathering insights. In the second survey, there are more questions for gathering better understanding of the customer and segmentation. The third survey is conducted among musicians We asked them to compare the AGSO and its main competitors in the aspects of quality, number of concerts, popularity, social media existence, and budgeting.

### First Survey

The following questions are answered by 344 people. In Turkish and 15 people in Farsi. The survey is conducted on Google Forms.

#### Survey 1 Questions

- Do you like classical music?
  - If you do, do you go to classical music concerts?
    - If the answer is yes, which concerts do you prefer?
    - If don't, why?
- If you don't like classical music, why?

297 people (86.3%) responded as “they like classical music” and 47 people (13.7%) answered this questions stated that they don’t like classical music

They stated the reasons why they don't like classical music as follows. The first four answers are the most popular answers.

- **It's not my style.**
- **It is boring.**
- **I prefer other genres.**
- **I am not used to it.**
- It makes me sleepy.
- It is too slow, the rhythm is not dynamic.
- Listening to classical music is tiring.
- There are no lyrics.
- It doesn't fit my culture.

We asked the participants who like classical music whether they go to classical music concerts or not.

201 People (67.7%) said they go to classical music concerts and 96 people (32.3%) responded as they don't. 43 people didn't answer this question.

People stated the reasons why they don't go to classical music as follows:

( The first four answers are the most frequent ones).

- **There are limited activities where I live.**
- **I don't have time.**
- **I am busy with school / job / family obligations.**
- **There are not many concerts.**

- I have never had a chance to go to a classical music concert.
- I don't have a friend who is willing to join me
- I couldn't find the proper one .
- Economical reasons
- I get bored
- I am not really interested .
- There are free concerts on the internet.
- The concerts halls are far away from the city center.
- I can not plan it.
- It is not my priority.
- Chopin is not alive :( .
- I prefer listening home.
- I don't like concerts.
- I prefer listening while driving.

People who answered that they go to classical music concerts stated that they prefer the following orchestras / artists. There are 186 answers.

- CSO (Cumhurbaşkanlığı Senfoni Orkestrası) - 86/186
- BSO (Bilkent Senfoni Orkestrası) - 72 /186
- Fazıl Say - 18/186
- All of them / I don't have any preferences. - 72 /186
- AGSO (Ankara Gençlik Senfoni Orkestrası) - 9/186

### **Results of Farsi Survey**

There are 15 participants. The results are very similar. We asked people whether they like classical music or not and why they love or don't love it. 10 people answered YES and 5 people answered no. 8 of them stated they go to classical music concerts.

People stated why they like classical music as follows:

- It is peaceful
- Because of its rhythm and soul.
- It is calming.
- because it's the language of music.

People stated why they don't like classical music as follows:

- **I don't like the genre**
- I prefer other genres.
- Other genres are more amusing.

People stated why they go to a classical music as follows:

- Because it makes me feel good.
- It makes me feel the music with my whole being.
- It is a great experience.

One person stated that he/ she doesn't go to classical music concerts although he / she likes listening to classical music because the tickets are expensive.

People stated why they don't go to a classical music as follows:

- I am not interested
- It is expensive

Second Survey

The second survey is conducted in order to have a clear understanding of the customer profiles. In the second survey the following questions are asked.

Gender?

- male
- Female
- I don't want to indicate

Age?

- 13 - 17
- 18 - 24
- 25 - 34
- 35 - 44
- 45 - 54
- 55 - 64
- 65+

Marital Status

- married
- single
- in a relationship
- I don't want to indicate

Where do you live?

- Ankara
- İstanbul
- İzmir
- Other:

Do you like classical music?

- If you do, do you go to classical music concerts?

- If the answer is yes, which concerts do you prefer?

- How often do you go to classical music concerts?

- Once in a week
- More than once in a week
- Once in a month
- More than once in a month

- Once in a year
- More than once in a year
- Other:
- Please complete the sentence, I would have gone to a classical music concert more if....
- Why do you go to classical music concerts? What makes the classical music concert valuable?
- What should be the ticket price of a classical music concert?

Have you ever heard of Ankara Youth Symphony Orchestra?

- Yes, I went to their concert.
- Yes, but I haven't gone to their concert.
- No.
- Other:

- If don't, why?

- How do you spend your leisure time ?

- Going to theater
- Going to the cinema.
- Watching television/ Series/ Movies
- Spending time with my friends
- Reading
- Sports

- Please complete the sentence, I would have gone to a classical music concert if....
- What should be the ticket price of a classical music concert?
- Have you ever heard of Ankara Youth Symphony Orchestra?
- Yes, I went to their concert.
- Yes, but I haven't gone to their concert.
- No.
- Other:

- - If you don't like classical music, why?

- How do you spend your leisure time ?

- Going to theater
- Going to the cinema.
- Watching television/ Series/ Movies
- Spending time with my friends
- Reading
- Sports

- Please complete the sentence, I would have gone to a classical music concert if....
- Why do you go to classical music concerts? What makes the classical music concert valuable?

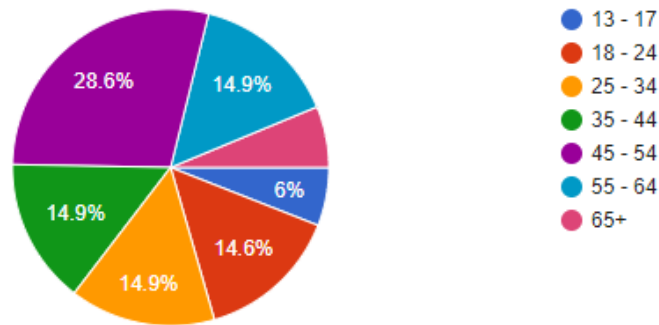
- What should be the ticket price of a classical music concert?
- Have you ever heard of Ankara Youth Symphony Orchestra?
  - Yes, I went to their concert.
  - Yes, but I haven't gone to their concert.
  - No.

### Second Survey's Results

The results of the survey are explained below. In the following figure, The age of the participants can be seen. The majority (28.6%) of the participants are in the age range between 45-54. The other age ranges don't differentiate much except 65+ and 13-17 ranges.

Yaş Aralığınız Nedir?

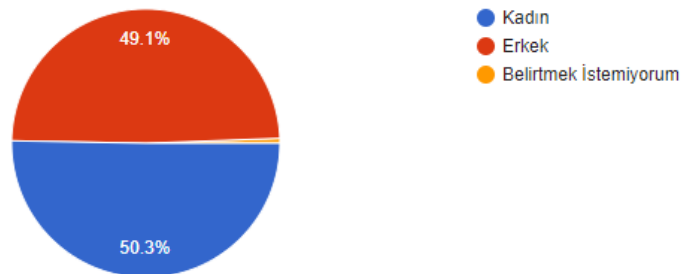
336 responses



In the following figure, the gender distribution of the participants can be seen. It is a fair distribution.

Cinsiyetiniz Nedir?

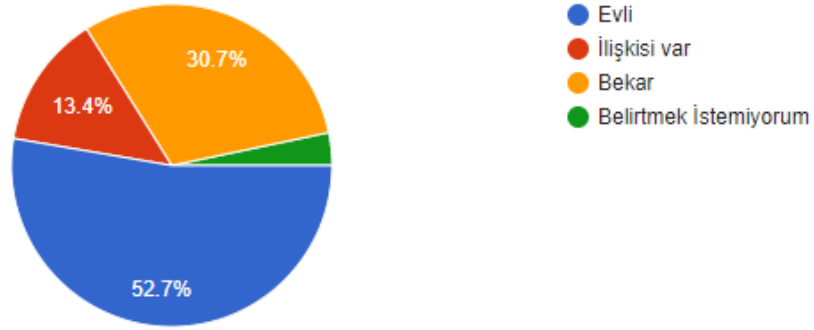
336 responses



In the following figure you can see the marital status of the participants. 52.7% are married, 30.7% are single and 13.4% are in a relationship.

### Medeni Durumunuz Nedir?

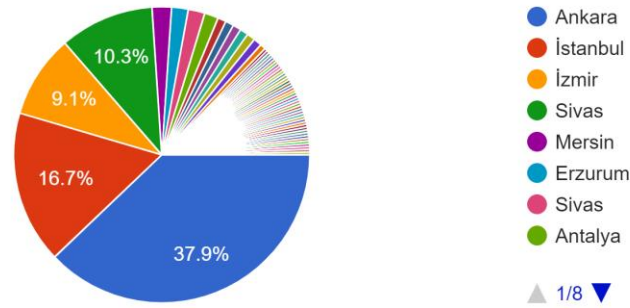
336 responses



The distribution of the residence of the participants can be seen in the following figure. 37.6% of them live in Ankara and it is followed by İstanbul with 16.8%.

### İkamet Ettiğiniz Şehir Neresidir?

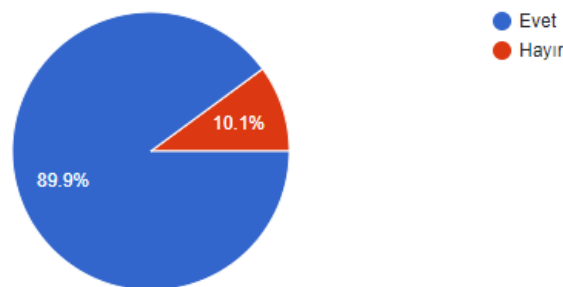
330 responses



89.9% of the participants stated that they like listening to classical music and 10.1% stated that they don't like listening to classical music.

### Klasik müzik dinlemeyi sever misiniz?

338 responses



### People who don't like classical music

The following section is analyzing the answers of the participants who answer as I don't like listening to classical music.

We asked them “Please complete the sentence, I would have gone to a classical music concert if...”. The statements are as follows: ( The first four answers are the most frequent ones).

- **If I had time.**
- **If I had the opportunity/ If there are concerts where I live.**
- **If I loved it.**
- **If my friends/family loved it.**
- If I had money
- If I had been able to find tickets.

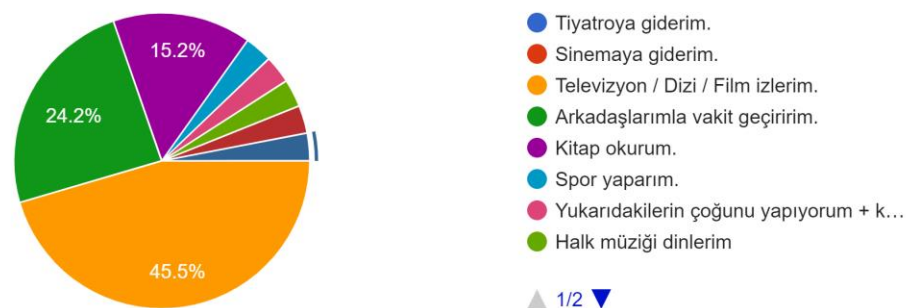
People stated the reasons why they don't go to classical music as follows: ( The first four answers are the most frequent ones). The answers were almost identical to the first survey.

- **There are limited activities where I live.**
- **I don't have time.**
- **I am busy with school / job / family obligations.**
- **There are not many concerts.**
- I have never had a chance to go to a classical music concert.
- I don't have a friend who is willing to join me
- I couldn't find the proper one .
- Economical reasons
- I get bored

We asked the participants how they spend their leisure time. 45.5% answered they watch TV/ series / movies. 24.2% stated they spend time with their friends and 15.2% stated they read books in their leisure time.

Boş vakitlerinizi nasıl değerlendirmeyi tercih edersiniz?

33 responses

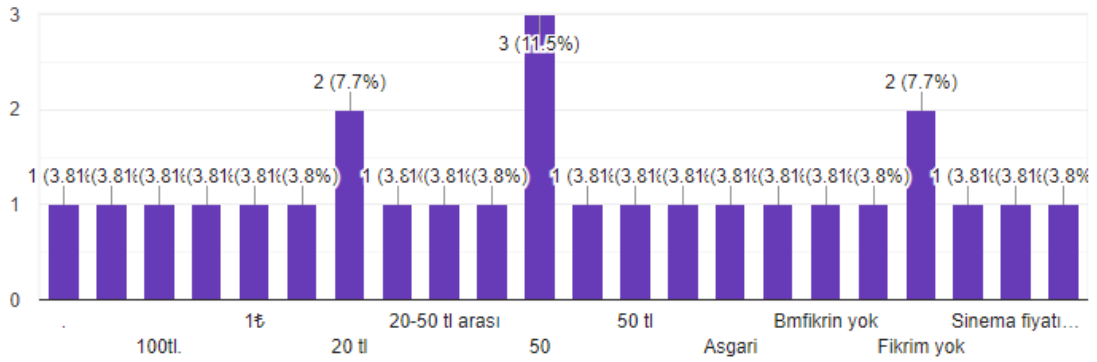


The third question in this section was about pricing. In the following figure, you can see the answers. The most frequent answer was 50₺ and the second was “ same as with a cinema ticket”.

Sizce bir klasik müzik konserinin ücreti ne olmalıdır?



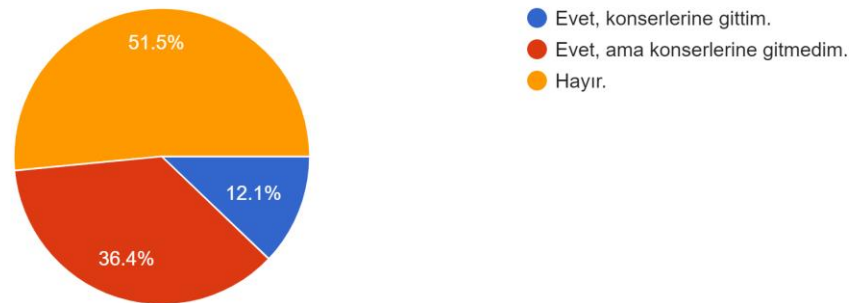
26 responses



We asked the participants whether they have heard of AGSO before. 51.5% of them answered NO and 36.4% of them “ Yes but I have never gone to AGSO’s concerts.” and 12.1% of them stated they have been in AGSO’s concert before.

Daha önce Ankara Gençlik Senfoni Orkestrasını duydunuz mu?

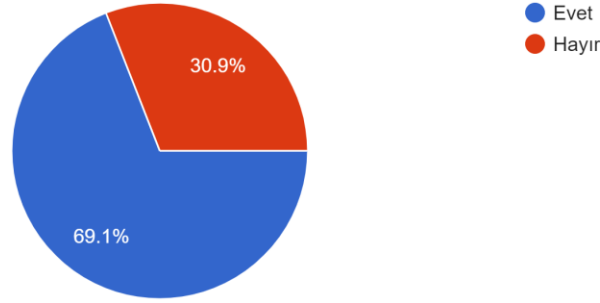
33 responses



### Analyses of Answers of people who like classical music

The first question was “ Do you go to classical music concerts?”. 69.1% of people stated as yes and 30.9 people stated as no.

Klasik müzik konserine gider misiniz?  
304 responses



### People who go to classical music concerts

If the participant stated that they go to classical music concerts, we asked which concerts they prefer and the answers were very similar to the first survey's results.

- CSO (Cumhurbaşkanlığı Senfoni Orkestrası) -
- BSO (Bilkent Senfoni Orkestrası)
- Hacettepe Üniversitesi Senfoni Orkestrası
- Fazıl Say
- All of them / I don't have any preferences.
- AGSO (Ankara Gençlik Senfoni Orkestrası) - 6/170

We asked the participants how often they go to classical music concerts. 25% of them stated as "more than once in a year", 20.1% stated as more than once in a month.

Hangi Sıklıkla Klasik Müzik Konserlerine gidirsiniz?  
204 responses



In the next step , we want to complete this sentence “ I would have gone to a classical music concert more if...”. The most common answers are as follows: ( The first four answers are the most frequent ones).

- **If I had more time.**
- **If there are more concerts**
- **If there are more activities where i live**
- **If the tickets were cheaper**
- If there are more public concerts
- If don't work
- If my children are older..
- 

We asked the participants why they go to a classical music concert and what makes the classical music concert valuable. The most common answers are as follows: ( The first four answers are the most frequent ones).

- **It gives me joy**
- **It makes me peaceful**
- **Because I like it**
- **I want to see a live performance**
- I really like it
- It makes me feel better

We also asked what makes the classical music concert valuable. The most common answers are as follows: ( The first four answers are the most frequent ones).

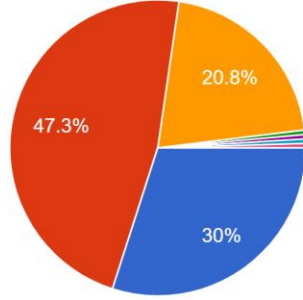
- **The soloist**
- **Orchestra itself / performers**
- **Quality of the audience**
- **Synchronization of the orchestra**
- The pieces
- Concert room

The next question in this section was about pricing. In the following figure, you can see the answers. The most frequent answers are in the range 30 - 120 £ . The range was 0 - 300£ and many people stated that it depends on the performer.

We asked the participants whether they have heard of AGSO before. 20.8% of them answered NO and 47.3% of them “ Yes but I have never gone to AGSO’s concerts.” and 30 % of them stated they have been in AGSO’s concert before.

Daha önce Ankara Gençlik Senfoni Orkestrasını duydunuz mu?

207 responses



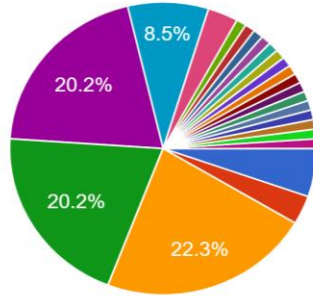
- Evet, konserlerine gittim.
- Evet, ama konserlerine gitmedim.
- Hayır.
- Evet ayrıca ilk muzisyenlerindenim
- Tanıyor ve takdir ediyorum, seslendirdikleri kayıtları program yaptı...
- Evet duydum ancak Ankara'da olmadığımdan gidemedim
- Türkiye'mizde Klasik müzik icra etmek, konser düzenlemek çok nadir. Bu bir k...

### People who like classical music but don't go to classical music

We asked people who like classical music but don't go to classical music how they spend their leisure time . 22.3% answered "Watching television/ Series/ Movies" , 20.2% answered "Spending time with my friends" and 20.2% answered "reading".

Boş vakitlerinizi nasıl değerlendirmeyi tercih edersiniz?

94 responses



- Tiyatroya giderim.
  - Sinemaya giderim.
  - Televizyon / Dizi / Film izlerim.
  - Arkadaşlarımla vakit geçiririm.
  - Kitap okurum.
  - Spor yaparım.
  - Hepsi
  - Atölyede hobi uğraşlarımla ilgilenirim.
- ▲ 1/3 ▼

We asked them to complete the sentence, "I would have gone to a classical music concert if...." The most common answers are as follows: ( The first four answers are the most frequent ones).

- **If there are more activities where i live**
- **If the tickets were cheaper**
- **If there are more concerts**
- **If I had more time**
- **If it is modernized / synchronized with modern music**
- If I could find tickets
- If buying tickets is easier.

- If I had an opportunity

The next question in this section was about pricing. In the following figure, you can see the answers. The average is 56.13 ₺. The range was 0 - 100 ₺.

We asked the participants whether they have heard of AGSO before. 48.4% of them answered No and 45.1 % of them “ Yes but I have never gone to AGSO’s concerts.” and 6.5% of them stated they have been in AGSO’s concert before.

Daha önce Ankara Gençlik Senfoni Orkestrasını duydunuz mu?

91 responses



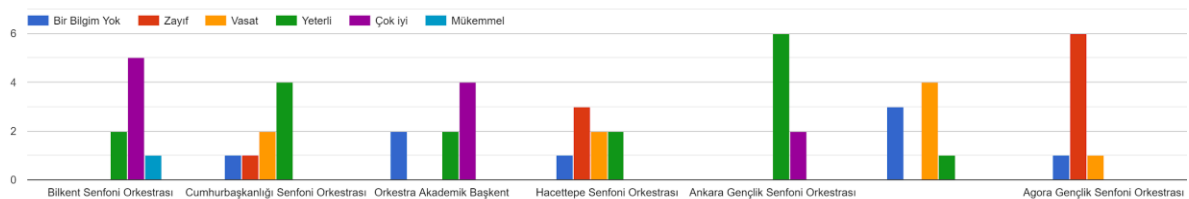
### Third Survey

The third survey is conducted for gathering data about AGSO and its competitors. The competitors are determined according to first and the second survey results. In this survey, 6 questions are asked about Bilkent Symphony Orchestra, CSO ( Presidential Symphony Orchestra), Orkestra Akademik Başkent, Hacettepe Symphony Orchestra, AGSO, Bilkent Youth Symphony Orchestra, Agora Youth Symphony Orchestra. The participants are professional musicians who are familiar with their attributes. There are 8 participants.

The result of this survey is used for snake plot and perceptual map analysis.

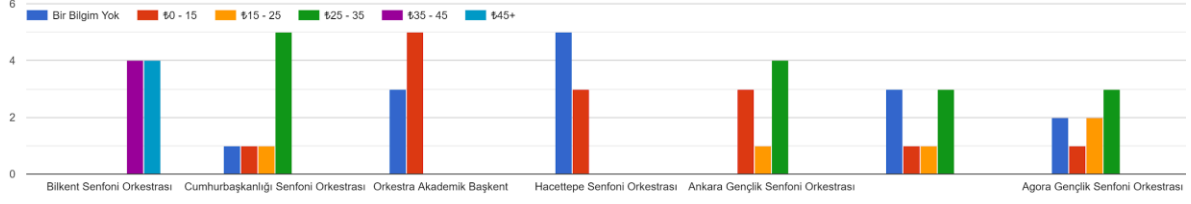
### Q1) please evaluate the performances of the orchestras.

Orkestraları performans kalitesine göre değerlendiriniz



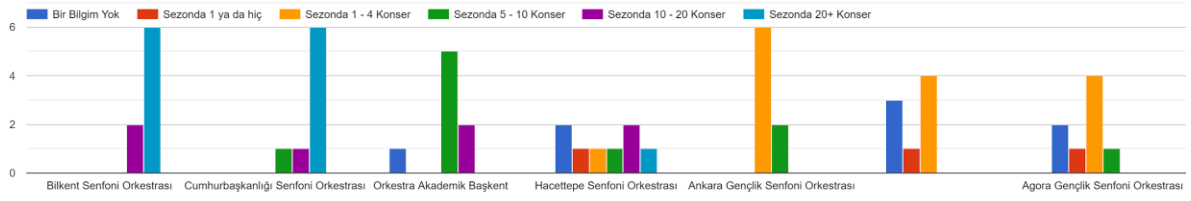
### Q2) Please evaluate the concert ticket prices of the orchestras.

Orkestraları konserlerinin bilet fiyatlarına göre değerlendiriniz



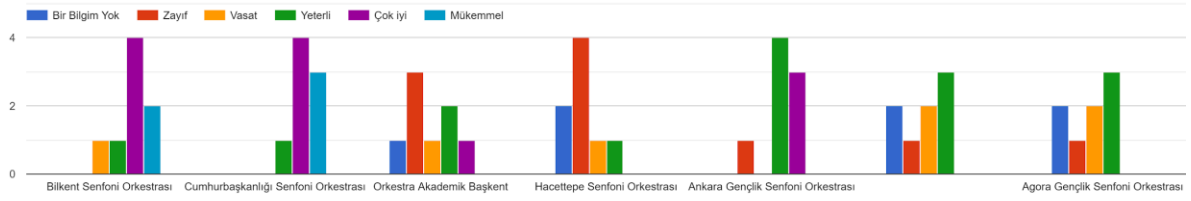
### Q3) Please evaluate how often they perform.

Orkestraları konser verme sıklıklarına göre değerlendiriniz



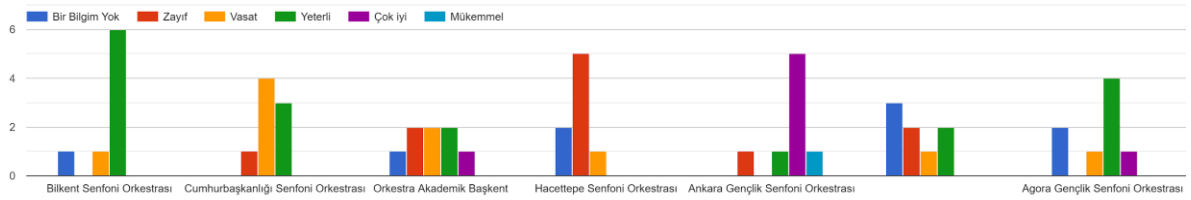
### Q4) Please evaluate the popularities of the orchestras.

Orkestraları popülaritelerine göre değerlendiriniz



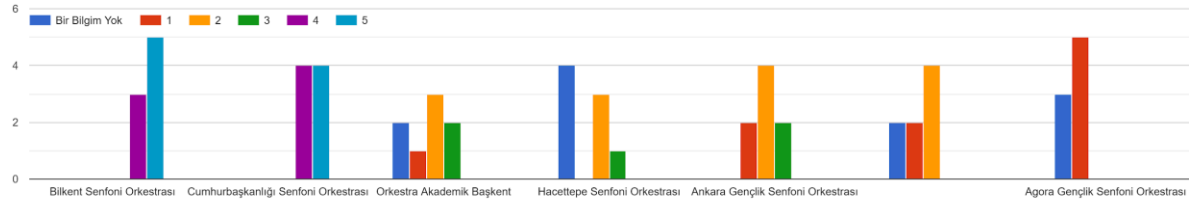
### Q5) Please evaluate their social media presences.

Orkestraları sosyal medya üzerindeki varlıklarına göre değerlendiriniz



## Q6) Please evaluate the budgets of the orchestras.

Orkestraların sahip oldukları bütçelerini sizin açınızdan büyüklüğüne göre puanlayınız



### 9.5 Snake Plot

