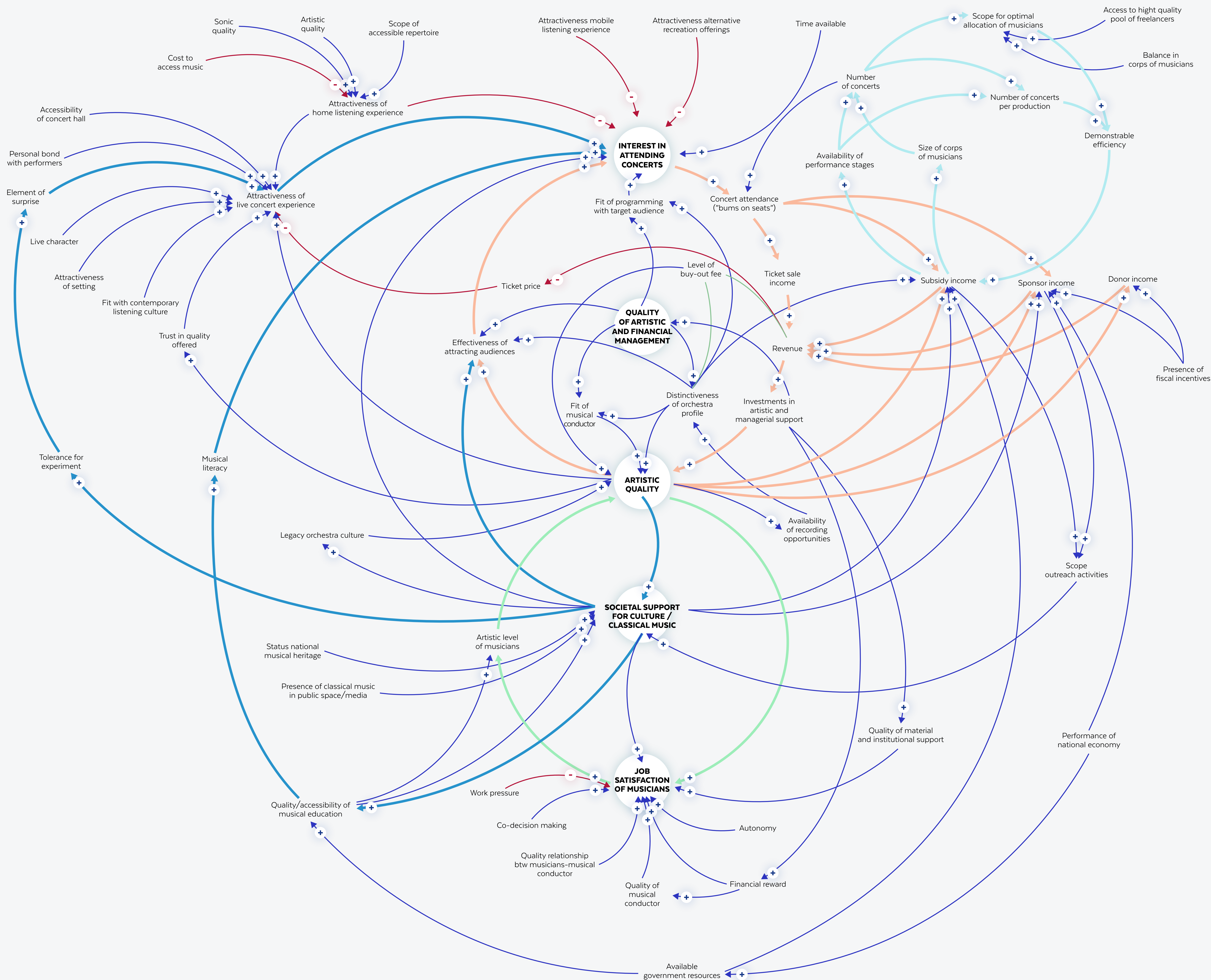


WHAT MAKES A SYMPHONY ORCHESTRA TICK?

A systems map



LEGEND

- Revenue and Investment loop
- Job Satisfaction loop
- Societal Support loop
- Efficiency loop

HOW TO READ THIS MAP?

All the factors included in the map have been conceptualised as 'variables'. That means that they can go up or down, and by doing so will have an effect on the downstream variables. The blue arrows indicate that an increase of a tail variable will lead to an increase of the head variable (and vice versa in case of a decrease). The red arrows indicate that the relationship is the reverse, meaning that an increase of tail variable will lead to a decrease of the head variable and vice versa.

The future of the symphony orchestra is a matter of long-standing debate. Does the orchestra still have a licence to operate? How and in what form will it survive?

To support the reflection on the future of the symphony orchestra we have developed a **system map**. This was based on an action research project commissioned in 2015 by the Flemish Ministry of Culture, Youth and Media. The map is a synthesis of insights from literature search, interviews and a series of workshops and focus groups. It represents the **force field that shapes the future of the symphony orchestra**. The leading questions were: what determines the relative success of a symphony orchestra? What factors contribute and how do they influence each other?

The map is constructed around a set of **five key factors**:

- Artistic quality of the orchestra.
- General interest in concert attendance.
- Societal support for classical music.
- Job satisfaction of orchestra musicians.
- Quality of artistic and financial management.

And so these five key factors are connected by **four circular chains of connections** ('loops'):

- A Revenue and Investment Loop.
- A Job Satisfaction Loop.
- A Societal Support Loop.
- An 'Efficiency' Loop.

Together the four loops represent how an orchestra's engine of success can work. The authors hope that the systems map will help to inject a significant dose of realism into the debate about the future of the symphony orchestra.