The Situation

When Four Seasons Town Centre, Greensboro, NC was renovated and re-merchandised in 1999, a Performing Arts Amphitheater was added to the center! The renovation and re-merchandising began a huge effort to attract more upscale shoppers to the privately owned and family held center. Ownership saw the Amphitheater as a wonderful addition and a key element in creating a traditional "Town Centre." The prevailing attitude was "if we built it, people will come" - but that was not the case. The center's marketing team was charged with finding suitable uses for the Amphitheater. In January 2000, an entertainment series called "The Sounds of the Season" was created, bringing a weekly Saturday performance to the facility. It was a good beginning, but the program did not catch on with the customers.

The beginning of 2001 brought great challenges to arts programs in the city of Greensboro. Lack of funding threatened many organizations in the arts community. Greensboro Ballet faced bankruptcy and the Community Theatre of Greensboro feared financial ruin. State budget left the Guilford County School System no choice but to trim funding for arts programs. Local universities like UNC Greensboro were also faced with budget crunches in their music and art programs. In addition, there was a need for a performance venue in the community that did not charge large amounts of rent for its use. The crisis in the arts community presented the marketing team with an opportunity... What if the arts community could be helped while at the same time the "Sounds of the Season" performance series could grow?

Realizing that patrons of the arts were exactly the type of upscale shopper the mall was seeking, the marketing team began working to revamp "Sounds of the Season" in a way that would ease the funding crisis in the local arts community. The marketing team set out to turn the Performing Arts Amphitheater into the community's FREE performing arts venue. The team refused to be sidetracked by a huge budget setback (a more than \$200,000 expense incurred with the bankruptcy of the center's Gift Card operator.) Even with only \$50,000 to work with for the entire first year of the program, the team was determined to help the arts community and turn the Performing Arts Amphitheatre and the "Sounds of the Season" performance series into a vibrant part of Four Seasons Town Centre.

Objectives & Strategies

Objective # 1: Secure performances from 40 of the 100 public schools in Guilford County and 100 of the 305 local private schools, universities, preschools, dance companies, and churches.

Strategy: Contact the music instructors from the school system to invite them to perform at Four Seasons Town Centre.

Strategy: Contact every private school, university, preschool, dance company and church to invite them to perform at Four Seasons Town Centre.

Objective # 2: Redirect 15% of the \$67,500 budget allocated for January 2001-May 2002 (\$50,000 - 2001, \$17,500 - 2002) into funding for local arts programs.

Strategy: Trade performances by local arts organizations for donations/funding for their programs.

Objective # 3: Provide at least \$75,000 of exposure in the mall and promotional assistance to local arts organizations in the community.

Strategy: Offer a free performance venue to arts organizations.

Strategy. Offer the publicity and exposure benefits of performing in the Amphitheater to arts organizations and assist them in keeping their promotion costs to a minimum.

Strategy: Create partnerships with these organizations, bringing first-rate performances and activities to the center and valuable exposure to the organizations.

Objective # 4: Link Four Seasons Town Centre's name to organizations in the arts community to enhance the center's philanthropic image among patrons of the arts.

Strategy: Partner with organizations like the Greensboro Coliseum, the Greensboro Children's Museum, Greensboro Ballet, the Community Theatre of Greensboro, Art Quest of Greensboro, and Triad Stage to build and cultivate long-term relationships.

Tactics

Tactic: The marketing team created an extensive mailing list for Guilford County public schools, private schools, universities, preschools, dance companies and churches then designed and printed postcards inhouse. The cards were sent specifically to arts oriented instructors (music, drama, etc.) and invited them to bring their students to perform. Postcards were sent at several times during the year to remind instructors about the opportunity to perform during key times such as Spring Concerts and Holiday Programs. In addition, before the Holidays, each instructor was sent performance scheduling materials so that they could conveniently schedule their group by phone, fax, mail or e-mail.

Tactic: The marketing team took an existing list of arts organizations that the center had been working with, then created a target list of arts organizations that were not performing at the mall, but could be. Each organization on both lists received a personal phone call explaining the center's new program and how they could perform at the mall and in exchange gain funding ad exposure for their programs.

Tactic: Each arts organization that performed in the mall was provided with the chance to promote their organization and upcoming events. Information tables, strolling ushers, ticket sales stations, PA announcements, enter-to win contests and prize giveaways were all methods used to promote various arts programs. In addition, each group that performed at the mall was featured on weekly mall signage, the center's web site, and in weekly entertainment ads in the Greensboro News & Record. A comprehensive publicity campaign was also utilized. The marketing team worked to create a partnership with each organization and explain the value of this publicity. Each organization received promotional assistance (news releases, consultations, etc.) so they could take advantage of the exposure opportunities to the fullest.

Tactic: The team created a FREE weekly children's summer series (Wild & Wonderful Wednesdays) highlighting a different arts organization each week. The benefits of the program were three-fold; the presenting organization received valuable exposure in the center, the center held an event that attract upper-income shoppers and their families and a partnership was created between the organization and the mall, thus linking the two organizations in the eyes of the community. Next, the team contacted arts organizations such as the Greensboro Symphony, Triad Stage, the Community Theatre of Greensboro, Greensboro Ballet and the Greensboro Coliseum's "Best of Broadway" series. These organizations were targeted because they badly needed exposure and they attracted the upscale patrons the center was targeting. Partnerships and cross promotions were developed to bring exposure and funding to the organizations while at the same time bringing performances to the Amphitheater and linking the Four Seasons Town Centre name to the important arts organizations in the community. In addition, the center received exposure at events held by these organizations in programs, via signage, and in PA announcements.

Expense Summary

Expenses			
Item	Cost	% Program Budget	% Total Budget
Performances: 1/2001 - 5/2002	\$28,108.00	41.64%	1.95%
Signage Inserts (In-house printed inserts were designed to be utilized with existing signage, cutting costs while allowing frequent changes.)	\$ 200.00	0.30%	0.01%
Postcard/Letter Printing	\$ 75.00	0.11%	0.01%
Mailing Labels	\$ 40.00	0.06%	0.00%
Postage	\$ 200.00	0.30%	0.01%
2001 Program Newspaper Ads	\$4,770.28	7.07%	0.33%
For 2001, Ads were to originally cost \$9,795.33, but because of added value negotiated, \$5,025.05 was saved.			
2002 Program Newspaper Ads	\$7,221.95	10.70%	0.50%
Total:	\$40,615.23	60.17%	2.81%
Free Entertainment/Added Value			
<u>Item</u>	Cost	% Program Budget	% Total Budget
Free Entertainment From January 2001 to May 2002 more than 150 groups performed at no charge. Value calculated by multiplying the number of free performances by the average cost of paid performances in the Amphitheater.	\$30,000	44.44%	2.08%

WKZL Radio (96 :60 spots valued at \$95 each)	\$9,120.00	13.51%	0.63%
News & Record (see above)	\$5,025.05	7.44%	0.35%
nultiplying the number of free performances by verage cost of paid performances in the mphitheater. Added Value	, unc		

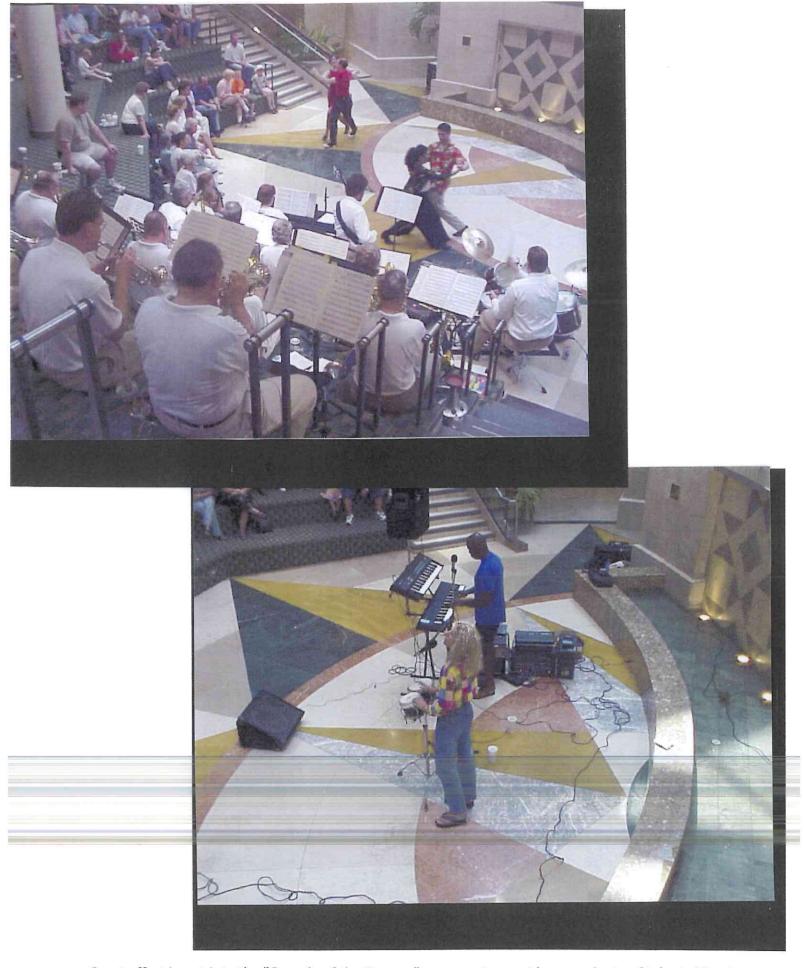
Results

Objective # 1: Secure performances from 40 of the 100 public schools in Guilford County and 100 of the 305 local private schools, universities, pre-schools, dance companies, and churches. **Result**: Fifty Guilford County schools and 150 private schools, universities, preschools, dance companies, and churches performed as part of the "Sounds of the Season" program from January 2001 to May 2002. The value of this free entertainment is \$30,000, which consists of 44.5% of the Amphitheater budget. (Value calculated by multiplying the number of free performances by the average cost of paid performances in the Amphitheater.)

Objective # 2: Redirect 15% of the \$67,500 budget allocated for January 2001-May 2002 (\$50,000 – 2001, \$17,500 – 2002) into funding for local arts programs. **Result: \$13,200** was redirected (19.5% of the Amphitheater budget) into funding for the arts community, impacting 10 organizations. In addition, costs were minimized and the program came in 60.2% under budget. (Only \$40,615.23 of the \$67,500 budget was spent, creating a savings of 1.86% or \$26,884.77 to the total marketing budget.)

Objective # 3: Provide at least \$75,000 in exposure in the mall and promotional assistance to local arts organizations in the community. Result: 300 groups took advantage of the opportunity to promote their organization/event, receiving exposure valued at \$80,000. In addition, collectively these groups received 813.5 ci of newspaper, 40 minutes of television and 1,200 web site banners of publicity for their activities held at Four Seasons Town Centre and their organization as a whole. (This was calculated based on the value of in-mall-signage, flyers and website postings all based on the same amount of gross impressions per the rates in Greensboro's newspaper.)

Objective # 4: Link Four Seasons Town Centre's name to the arts community to increase the mall's philanthropic image. Result: Four Seasons Town Centre made a significant contribution to the arts community and linked its name to important arts organizations in the community. The center's name was linked to unique projects such as the production of a CD by the UNC Greensboro Jazz program, a "Coffee Talk" segment with Triad Stage (held at the center), the region's first non-profit professional theater company, and events with the "Best of Broadway" series which gave shoppers the opportunity to enjoy excerpts from Broadway plays like "Beauty and the Beast" and "The Buddy Holly Story." In addition, the center received free publicity in the form of 294 ci of print, 80 minutes of radio, two direct mailings reaching 64,000 homes and 12 months worth of continual community calendar postings on five different websites; further linking the center to the arts community in the eyes of target upper-income shoppers. In addition, sponsorship of the 2002 Wild & Wonderful Wednesdays program was secured in March 2002, bringing 96:60 radio spots of radio exposure to the program.

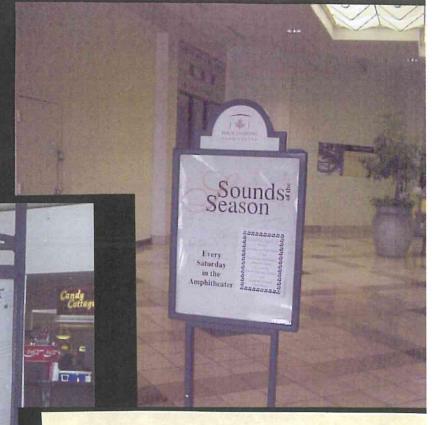


Great effort is put into the "Sounds of the Season" program to provide a good mix of talented local entertainers the shoppers will enjoy.



The "Sounds of the Season" program encompasses more than just music. The series provides family entertainment for children of all ages.





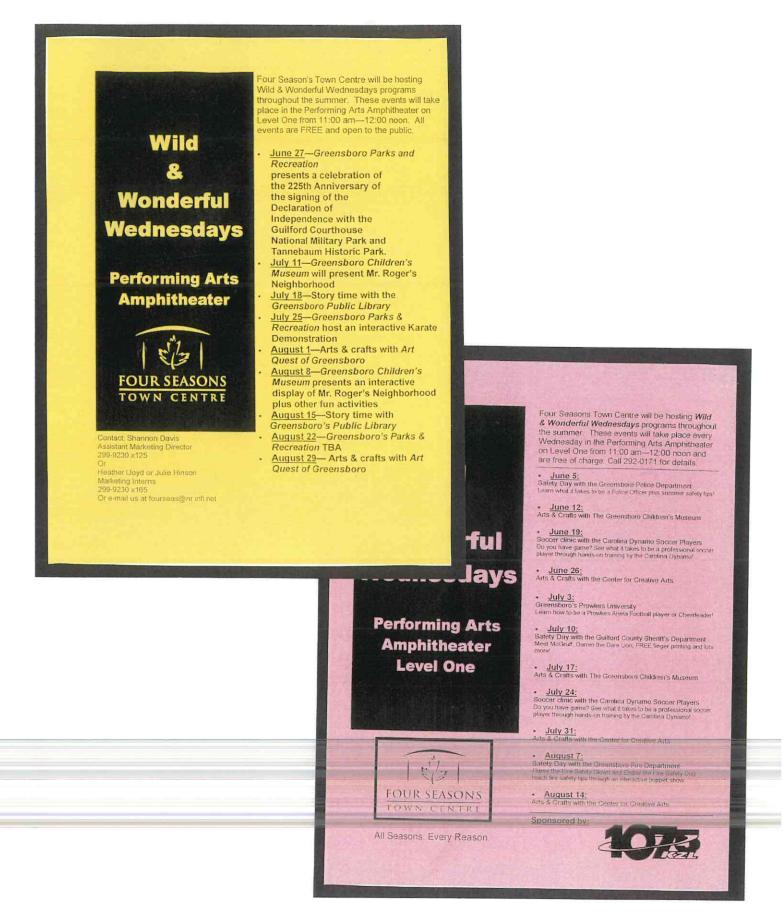
Saturday, May 5
11:30-12:30
Greensboro Youth
Orchestra

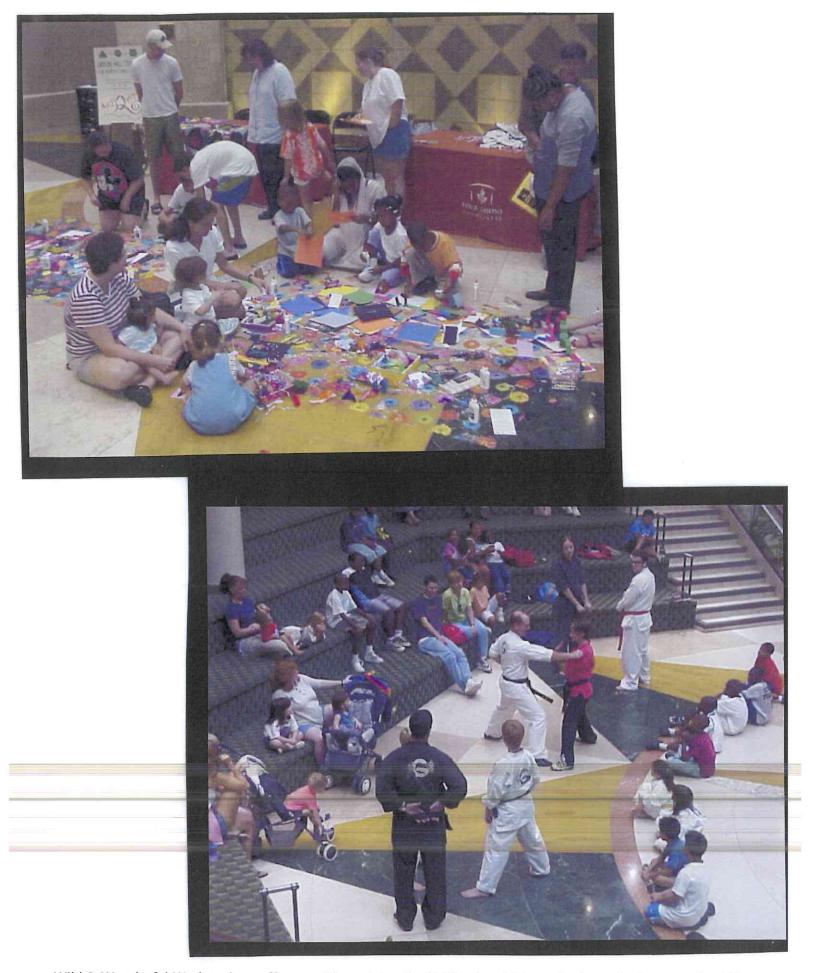
1:00-2:00
FREE Swing Dancing
Lessons By Fred
Astaire Studios

2:00-4:00
Buff-N-T



Postcards were designed and printed "in-house" and mailed to public schools, private schools, preschools, colleges, churches and dance groups in Greensboro inviting them to perform in the "Sounds of the Season" program.





Wild & Wonderful Wednesdays offers a wide variety of activities for children. Each week showcased a different non-profit organization in the Greensboro arts community.





School of Music

Shannon Davis Assistant Marketing Director Four Seasons Town Centre 400 Four Seasons Town Centre Greensboro, NC 26407

March 12, 2002

Shannon,

I just wanted to pass along again my sincere thanks for your financial donation of the UNCG Jazz Ensemble's recent Compact Disc recording One Finger Snap. Especially in these times of economic difficulty, it's been hard to fundraise for our annual recording. And yet the Four Seasons gave this year just as you have in the past!

This recording is vital for the students in many ways. It teaches them about many facets of music, and also gives them a product of their hard work. Surely we couldn't have done this project without your generous assistance.

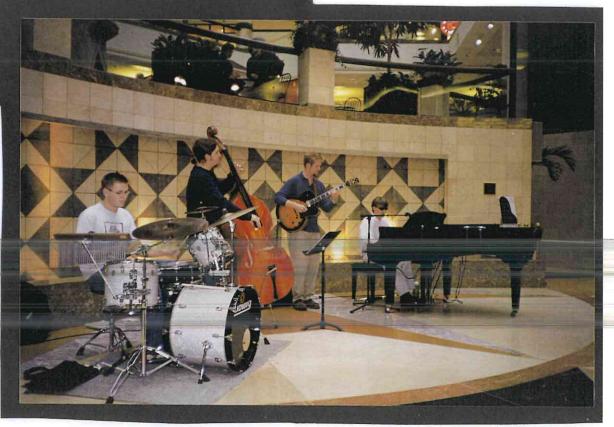
Incidentally, the folks in the band were thrilled to play at your beautiful performance amphithcatre! Thank you for providing the band an opportunity to play.

Please call if you need anything.

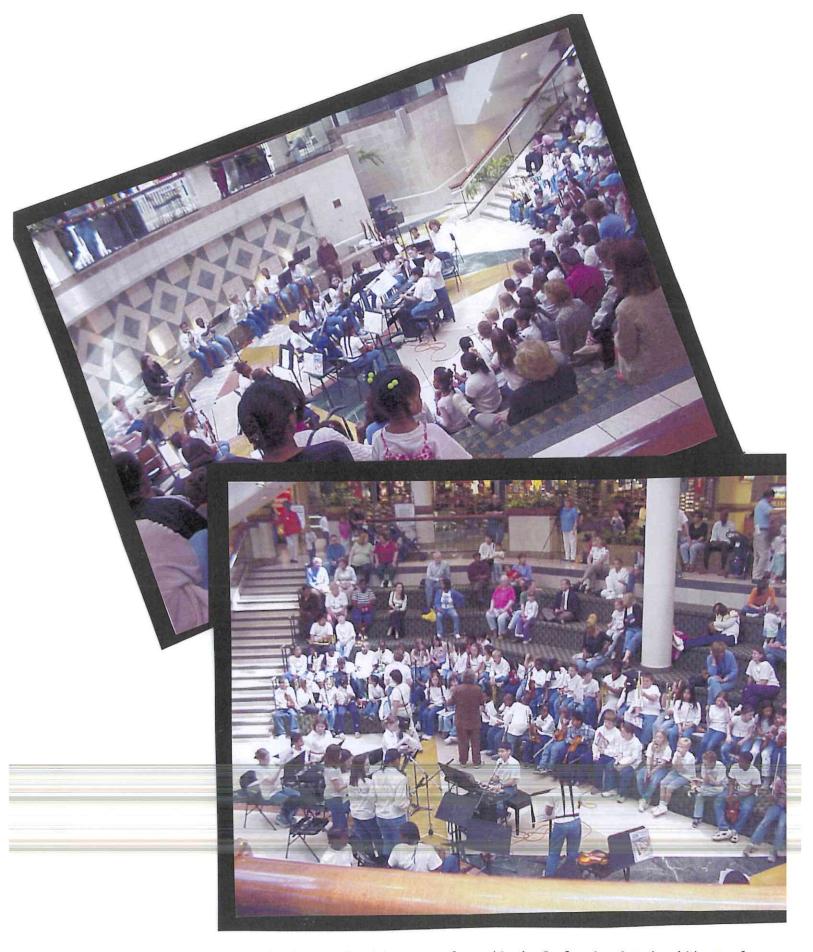
Sincerely

Steve Hames Director, Miles Davis Jazz Studies Program

sjhaines@uncg.edu 336-256-0105



Many of the groups who perform in the Amphitheater are UNC Greensboro students. 2002 represents the third year Four Seasons Town Cetnre has donated \$1,500 to UNCG's music department to help produce a jazz CD. The FSTC logo is included on the CD.



Students from 50 of the 100 schools in Guilford County performed in the Performing Arts Amphitheater from January 2001 to May 2002. This gave students an opportunity to perform in front of a live audience that they may have not otherwise had.



More than 150 dance groups, school groups and churches performed free of charge between January 2001 to May 2002. These types of performances always packed the Performing Arts Amphitheater with shoppers.



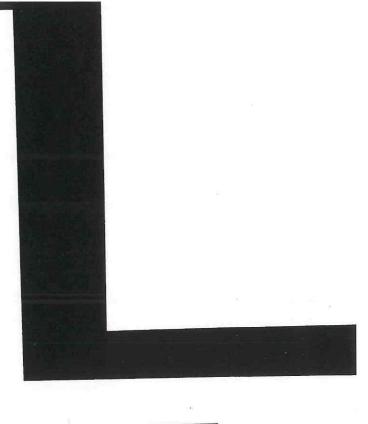
NEWS RELEASE

For Immediate Release
Date: Monday, October 29, 2001
Contact: Shannon Davis, Assistant Marketing Director (336) 299-9230 ext. 161 or fstcsd@bellsouth.net

Four Seasons Town Centre presents "Sounds of the Season"

Four Seasons Town Centre invites shoppers to enjoy five entertainment while they shop every Saturday in the Performing Arts Amphitheatre located on Level One of the mail. We have many talented groups in this area, and this is a chance for our shoppers to get acquainted with and enjoy the performances while they take a break in the malt. All entertainment is free of charge. Check out the weekly updates posted in the mail or visit our web site at www.shopfourseasons.com.

1/3 (Sat.)	The Wright Key (piano)	10am-12noon
	Pots & Pans Jazz Trio	12noon-2pm
	Buff - N - T (Adult Contemporary)	2pm-4pm
	Greensboro Ballet presents *My Life & Dance in the 20th Century"	4pm-5pm
1/10 (Sat.)	Ed Delargy Jazz Combo	10am-12noon
Singer Saxop	Singer Matthew Evans	12noon-2pm
	Saxophonist Will Oliver	2pm-4pm
	Music Academy of NC Jazz Combos	4pm-6pm
11/16 (Fri.)	Santa's Musical Arrival	7pm-8pm
	(Rising Stars Dance Academy, Page High School Chorus, & Holiday Harmony)	
11/17 (Sat.)	Sweet Signatures (Female Acapella Group)	11am-1pm
(in (Sac)	Greensboro Ballet presents "The Nutcracker"	1pm-2pm
	Matt Kendrick Unit (Jazz)	2pm-4pm
	Tumble Time Elite	6pm-7pm
11/23 (Fri.)	Kings of Swing	2pm-4pm
11/24 (Sat.)	Singer & Guitarist Laura Emery	10am-12noor
ine (com	Pots & Pans Jazz Quartet	12noon-2pm
	Music Composed while you watch by Judge Maurice Home	2pm-4pm
	Kevin Spargo Jazz Combo	4pm-6pm
11/25 (Sun.)	Gospel Singer "Desi"	1pm-3pm
11/26 (Mon.)	Greensboro Tarheel Barbershop Chorus	7pm-8pm
11/27 (Tues.)	Pots & Pans Jazz Quartet	6pm-8pm
11/28 (Wed.)	Tom Bulmer Jazz Sextet	6pm-8pm
11/29 (Thurs.)	Greensboro Oratorio Society	7pm-8pm
11/30 (Fri.)	Singer Robin Williams	3pm-5pm
	Jack Wyrick Jazz Combo	5pm-7pm
	Pendle Hill Friends School Choir	7pm-8pm





News Release For Immediate Release

Date: Wednesday, June 20, 2001 Contact: Shannon Davis, Assistant Marketing Director (336) 299-9230 ext. 161 fourseas@nr.infi.net

Four Seasons Town Centre Expands "Sounds of the Season" Program

This summer is "Wild & Wonderful" at Four Seasons Town Centre. In an effort to reach out into the community, FSTC has expanded its Performing Arts Amphitheater program. Every Wednesday, from 11 am to 12 Noon, children of all ages are invited to participate in "Wild & Wonderful Wednesdays at FSTC."

The schedule through August 29th is as follows:

- Wednesday, June 27th, 11 am: Guilford Courthouse National Military
 Park & Tannenbaum Historic Park celebrate the 225th anniversary of the
 Declaration of Independence (a preview of their July 4th celebration)

 Wednesday, 19th, 11th, 11t
- Declaration of independence (a preview of their July Creson of the Wednesday, July 11th, 11 am: Greensboro Children's Museum presents an interactive display of Mr. Roger's Neighborhood
- Wednesday, July 18th, 11 am: Story Time with the Greensboro Public Wednesday, July 25th, 11 am: Greensboro's Parks & Recreation Department presents a "hands on" Karate demonstration
- Wednesday, August 1st, 11 am: Arts and crafts with Art Quest of
- Wednesday, August 8th, 11 am: Greensboro Children's Museum presents an interactive display of Mr. Roger's Neighborhood, plus other fun
- Wednesday, August 15th, 11 am: Story Time with Greensboro's Public
- Wednesday, August 22nd, 11 am: Greensboro's Parks & Recreation
- Wednesday, August 29th, 11 am: Arts and crafts with Art Quest of Greensboro

Press releases were sent out once a month detailing the "Sounds of the Season" schedule. A press release describing the Wild & Wonderful Wednesday schedule was also utilized.



1				October 1, 2001
)((26)	
			Dear Educator	
120	Holiday 2001 Amphitheater Performa At Four Seasons Town Centre		It's hard to believe, but the Holiday Season is just around the corner! At Four Seasons Town Ce we are already making plans for the Holiday Season and we would like those plans to include students!	
	Name of School / Church:		Four Seasons Town Centre is currently scheduling Holiday pe Amphitheater in the center of the mall on Level One can seat 2	200 and comes equipped with a stat
	Contact:		the art sound system. Now all we need are the talents of your and instrumental groups to fill the mall with the sounds of the for music/dance/drama students to gain valuable performant students and their families.	Holiday Season! It's a wonderfu
	Telephone:		students and their raturies.	gh Monday, December i 7 pm, on the hour only
	Type of Perform:	-17-2001 11:10	P.81 .	n" form with this letter - p groups. Remember, each p ol) so that we can make sur a mail, fax, or email as fol
	Number of studer	Validay	2001 Amphithanter Parforman	299-9230 x 161 36-299-9969
	Will you need a p		2001 Amphitheater Performance Four Seasons Town Centre	fstcsd@bellsouth.net
	Will you need to Will you need mi	Name of School Church:_	South Fork Elementary	Sincerely, Shannon Daris
	Times and Dates	Contact: Brenda H	terman / Mary Epperson	Shannon Davis Assistant Marketing Dir
849	Any additional ir	Telephone: 336-774-	464/Fax: 336-774-466/E-mail	
		Type of Performance:	orus / Jung Rope Club	1
	We only s basis.	Number of students / memb	ers: <u>40</u>	
	 We do no Performin All perfor 	Will you need a piano? (yew		
	during per	Will you need microphones	? (yes) no How many? (we have four)	
	400 Four Season	Times and Dates Preferred	Dec. 12 12:00pm	
		Any additional information	on we should know about your group: Honks!	
		basis.	performances on the hour, and on a first come first served	
		 Performing Arts Ar 	required to provide someone to change tapes or cd's	
		AND Tone Seasons Town Cent		

Letters were sent to teachers at every public school, private school and preschool in Greensboro inviting them to perform in the Performing Arts Amphitheater during the Holiday Season.

April 22, 2002

Shannon Davis Four Seasons Town Center

Dear Shannon:

GREENSBORD BALLET on the move

Greensboro Ballet is finishing up its 2001/02 Season. We are proud of the work we have done this year, and despite funding constraints and concerns, we are looking forward to an exciting performance season for our company and a fruitful year of study for our students enrolled in our school of classical ballet.

One of the things that helped us have such an exciting season this year is the opportunity you gave us at the Amphitheatre at Four Seasons. With the captive audience, the lovely performance site, the technical assistance offered by you and your staff, the free advertising of the event, we had several opportunities to educate the public about our performances and teaching programs. The Amphitheatre gives us the perfect venue for offering "teaser" performances to potential ticket buyers. The convenience of the setting allows passers by to stop and watch us for a short time and then go on about their shopping. During performances we look up and see that not only are the Amphitheatre seats full, but crowds are lined up along the balconies and watching us from there as well. It is a fun experience for us and for the audience as well.

With all that you have offered us last season, I am looking forward to booking dates at the Amphitheatre for the 2002/03 season. I have some ideas for new performance projects and will be calling you soon to set up a meeting. In the meantime, I want to express again how much your generosity in letting us perform there has meant to us. I know that it has enhanced our image in the community, helped us develop our audience and given us a performance venue we would not have otherwise.

Sincerely,

Maryhelen Mayfield, Director

3121

Keep rent rates low for Greensboro Ballet

Recently, members of the Greensboro City Council passed their budget, which included charging tenants of the Greensboro Cultural Center a monthly rental fee of 50 cents per square foot. They alluded to the fact that this was only a starting point. It may go up in the future.

This may not seem like a lot, but to a struggling arts company, it's

scary news.

Greensboro Ballet resides in the Cultural Center. I was a board member from 2000-2002 and my daughter is currently a company trainee. Greensboro Ballet has provided her with a comprehensive dance education — applicable to any dance training center anywhere in the world.

The school and teaching methods have also taught my daughter life skills. Today she is hard-working, disciplined and a classically

trained ballet dancer.

Greensboro Ballet gives back to our community in so many ways. Among its contributions during

this year:

• Dance in the schools — 17 performances for elementary students, as well as offering "The Nutcracker" to 2,400 children every year.

 Outreach Program — 21 performances at retirement commu-

nities.

 Scholarships — Greensboro Ballet offered a total of \$17,000 in scholarships. The school director volunteered his time to teach both a boys and a young men's scholarship class.

Please, citizens of Greensboro and City Council of Greensboro, keep the Cultural Center's rent as low as possible so that Greensboro's children of the future can

learn, flourish and soar.

Margaret Massagee Greensboro

This newspaper article highlights just one example of a struggling arts organization in Greensboro. The Greensboro Ballet performs several times a year at the mall. Four Seasons Town Centre buys ads in the Greensboro Ballet's dance programs in exchange for free performances in the Amphitheater.



PO Box 3521 Greensboro, NC 27402 338,274,0067 338,274,1774 theotreolriddsloge org June 20, 2002

Ms. Shannon Davis Assistant Marketing Director Four Seasons Town Centre 400 Four Seasons Town Centre Greensboro, NC 27407

Dear Shannon

Thank you so much for allowing Triad Stage to showcase its inaugural season offerings in your amplitheatre over the past several months. We've truly appreciated the opportunity for broad community outreach that appearing at Four Seasons Town Centre has provided. Particularly being a brand new non-profit regional theatre, this exposure and public awareness of not only our plays, but of our brand new theatre, is invaluable From the Triad Stage presentations during your Sounds of the Season programs, to allowing us to distribute materials and provide gift certificates forfrawings in conjunction with other programming, the opportunities have been belieful in assisting us to get the word out about Triad Stage.

Thanks again for the support that you and Four Seasons Town Centre have given us during our inaugural season. We look forward to working together with you on more creative community promotions during our upcoming 2002-2003 season.

Best regards,

Connie Mahan
Director of Marketing & Communications

COMMUNITY THEATRE
OF GREENSBORO

May 15, 2002

Ms. Shannon Davis Assistant Marketing Director Four Seasons Town Centre 400 Four Seasons Town Centre Greensboro, NC 27407

Dear Ms. Davis:

The Community Theatre of Greensboro has had a long and very positive relationship with Four Seasons Town Centre, specifically concerning its performance series. CTG has served the area for over 50 years and strives to bring the arts to all children in Greensboro and its surrounding areas. Opportunities for performance are the cornerstone of the work we do and make great strides to ensure the future of our many outreach programs. FSTC offers a wonderful performance space, a professional and helpful staff and more importantly, the ability to bring the joy of live theatre to a wide audience - thus allowing CTG to spread the message of it's commitment to the community. Thank you for giving us the opportunity on numerous occasions to bring CTG to your mall to perform. We look forward to our next scheduled performance.

Sincerely,

other

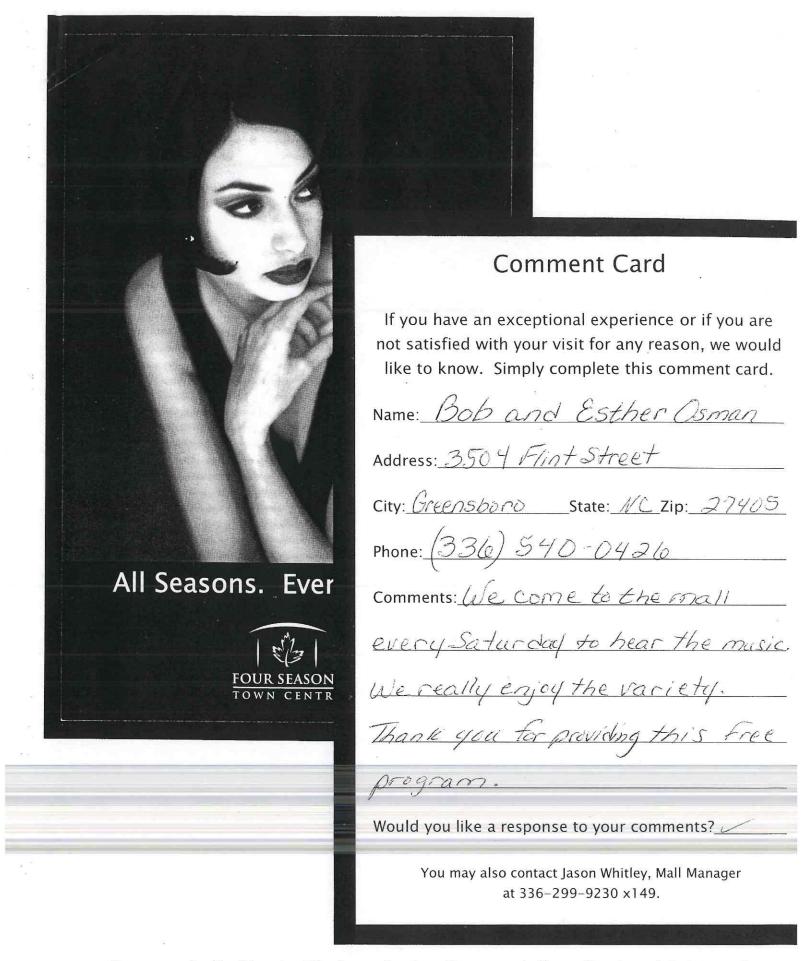
Robert Ankrom Director of Marketing, CTG (336)333-7469 raankrom@aol.com

Four Seasons Town Centre is a big supporter of the theatrical community. Local theatre companies like Triad Stage and the Community Theatre of Greensboro have come to rely on performances at the mall to help generate ticket sales for upcoming performances.

Shannon, Journals of the Season is an extremely good outlet for collège music groups. It 'provides the mall with professional entertainment as well as give collège music majores a chanc to person their "wares" for the community.
Our group, Pots & Paus, is a jazz group from the University of North Carolina at Greensboro. Wi have been playing at Four Seasons for over Olyean and a half and it has been an excellent experience for us in the professional music world A has also been a good way expose our music to the general public. Everyone loves good juzz!! Keil McMurray P&P. Thank You Dec 20-01 Happytone St. Charus would like to Thouse you for inviting us to sein at four Season Josen Conter. We hope the people enjoyed The Meeses as much as we did. Thanks Ogsen Hoppestaren Sichorus

More than 300 groups have performed in the Performing Arts Amphitheater from January 2001 to May 2002.

Many groups have been "scouted" in the Amphitheater and hired to play at other places.



Shoppers enjoy the "Sounds of the Season" series. Many come to the mall each week just to see the performances.