

Hong Kong Philharmonic: A New Hope?

Scenario:

Like many orchestras and other cultural organizations around the world, the Hong Kong Philharmonic (HKP) has been suffering financially. Attendance is down, especially from its core customer segment — people 48 and older. Hong Kong, however, is a relatively young country, with an average age of 41.7 years in its population of nearly 7 million (see **Table 1** for a breakdown of the population by age). Its growth rate is also among the lowest in the world, with fewer than 0.9 births per woman of child-bearing age, far below the replacement rate of 2.1.

In response, Rob Seto, who is working at the HKP as a summer marketing intern, has suggested that a re-focusing of marketing efforts on younger people holds the key to the future of the HKP. Since then, several very creative ideas have been floating around the marketing department — having the orchestra play the score of Star Wars, for example, while the film is playing on a large screen, or offering a series of concerts featuring soundtracks of popular video games such as Mortal Kombat or World of Warcraft. Tickets for a typical HKP performance, however, range from 120 to 300 HK\$ (approximately 15 to 40 USD). And Hong Kong is rife with entertainment options.

Preview copy.

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Age Group	Population (in millions)
0-14 years	11.5
15-24 years	12.5
25-34 years	11.8
35-44 years	11.2
45-54 years	10.5
55-64 years	9.8
65-74 years	9.2
75-84 years	8.5
85+ years	7.8

Source: Created by the author of the case.

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