

# The Perilous Life of Symphony Orchestras: Artistic Triumphs and Economic Challenges

By Robert J. Flanagan

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This book analyzes the economic challenges facing symphony orchestras and contrasts the experience of orchestras in the United States (where there is little direct government support) and abroad (where governments typically provide large direct subsidies). Robert J. Flanagan explains the tension between artistic excellence and financial jeopardy that confronts most symphony orchestras. He analyzes three complementary strategies for addressing orchestras' economic challenges—raising performance revenues, slowing the growth of performance expenses, and increasing nonperformance income—and demonstrates that none of the three strategies *alone* is likely to provide economic security for orchestras.

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*By Robert J. Flanagan*

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### Editorial Review

#### Review

"This important and readable volume demonstrates the underlying disconnect between artistic achievement and economic reality facing the professional symphony orchestra. Its careful analysis, based on extensive data, lays out the ground, including relentlessly rising costs and ageing audiences, for concern for the future of this vital cultural activity in the U.S. and elsewhere. It is a volume not to be missed by anyone concerned with tomorrow's state of the arts."—William Baumol, *The Cost Disease*  
(William Baumol 2011-07-26)

"Read the book, no matter how much you may not like what it has to say. Orchestras can't afford to ignore the issues it raises."

—Jesse Rosen, *Symphony Magazine*  
(Jesse Rosen *Symphony Magazine*)

"[The Perilous Life of Symphony Orchestras] provides a crucial discussion of international models of financing and supporting orchestras, drawing vital comparisons between America's preference for private philanthropy and the state funded models elsewhere... Flanagan delivers informed commentary on the challenges facing labour-intensive, productivity-limited symphony orchestras with a straightforward 19th century institution in a 21st century economy with unflinching clarity... fascinating and insightful..."—Michael Quinn, *Classical Music*  
(Michael Quinn *Classical Music* 2012-06-16)

"Valuable reading for those interested in the survival of symphony orchestras."—*Choice*  
(*Choice*)

#### About the Author

**Robert J. Flanagan** is the Konosuke Matsushita Professor of International Labor Economics and Policy Analysis, Emeritus, at the Stanford Graduate School of Business. He lives in California.

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##### Arthur Bennett:

This The Perilous Life of Symphony Orchestras: Artistic Triumphs and Economic Challenges is great reserve for you because the content which can be full of information for you who else always deal with world and still have to make decision every minute. This particular book reveal it info accurately using great coordinate word or we can declare no rambling sentences within it. So if you are read the item hurriedly you can have whole information in it. Doesn't mean it only offers you straight forward sentences but hard core information with lovely delivering sentences. Having The Perilous Life of Symphony Orchestras: Artistic Triumphs and Economic Challenges in your hand like getting the world in your arm, info in it is not ridiculous one particular. We can say that no guide that offer you world throughout ten or fifteen second right but this publication already do that. So , this can be good reading book. Heya Mr. and Mrs. stressful do

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