



Audience Development

Focusing on the audience
at the core of your organisation


audiences
NORTHERN IRELAND

“

Across 15 ticketed
Northern Ireland arts
organisations in 2009

724,000 seats worth
£10.3 million pounds
remained unsold

more than the
total Arts Council
Northern Ireland
2010/11 ASOP awards

”

How audience focused is your organisation?

Does your organisation champion art and audiences equally?

Does your organisation see its audience as a way to achieve its strategic objectives?

Does your organisation focus on just selling tickets, or on building lasting relationships?

Is the desire to understand, communicate and engage with your audience at the core of your organisation?

Are your audience development plans driven by market intelligence, planned strategically and delivered through audience development tactical know-how?

Is everyone in your organisation involved in audience development and clear about its priorities?

Are your organisation's audience development activities people focused, insight driven, research led and outcome orientated?

Does your organisation understand the needs, attitudes and motivations of your existing and potential audiences, and do you have an awareness of the changing world around them?

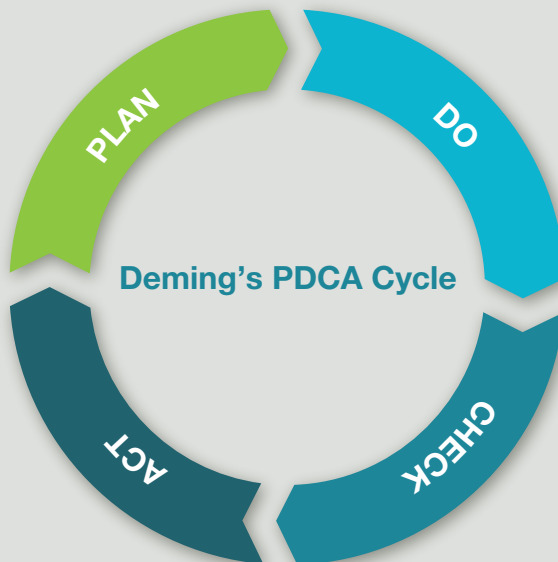
What does audience development really mean?

Audience development involves the identification, engagement and retention of audiences. It is a planned and strategic management function aimed at delivering organisational objectives. Audience development sets out to affect a change in the attitudes, understanding and behaviour of both existing and potential audiences. It seeks to remove barriers, deepen relationships with audiences and create greater inclusion in the arts.

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Audience development

- Is not a one-off event, but a continual organisational development process.
- Is not just a marketing function. It is a management led, organisation wide function.
- Is a strategic business function which should be planned; starting with context analysis and SMART objectives, developing through a strategic plan and key milestones and finishing with evaluation.
- Is insight driven. It must have research, data and market intelligence at its heart.
- Is a continuous cycle. It should never stop, but constantly improve with each cycle. Information gathered through control and evaluation, should feed into each new cycle to achieve continuous improvements.



26%

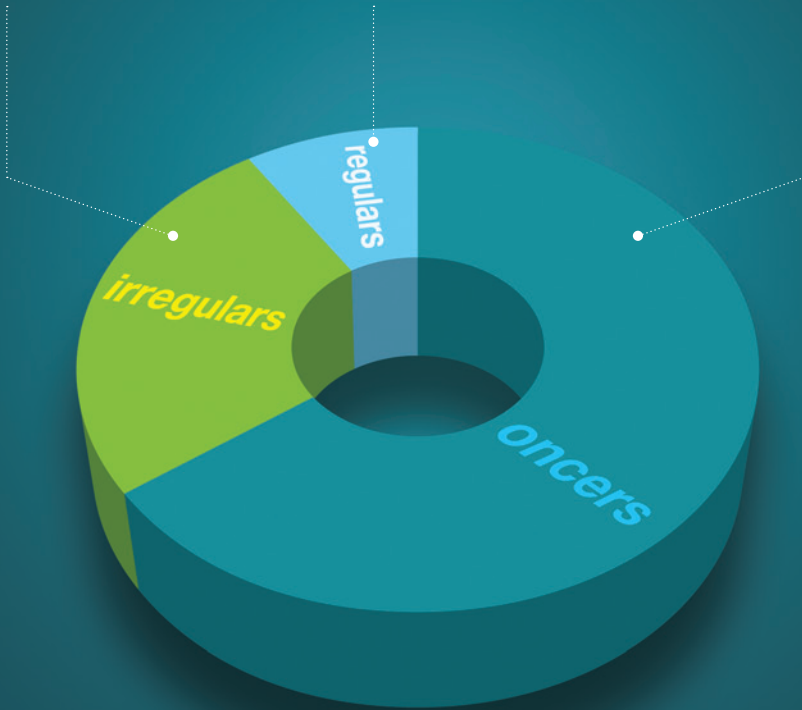
of bookers are
irregulars
(2-3 times per year)

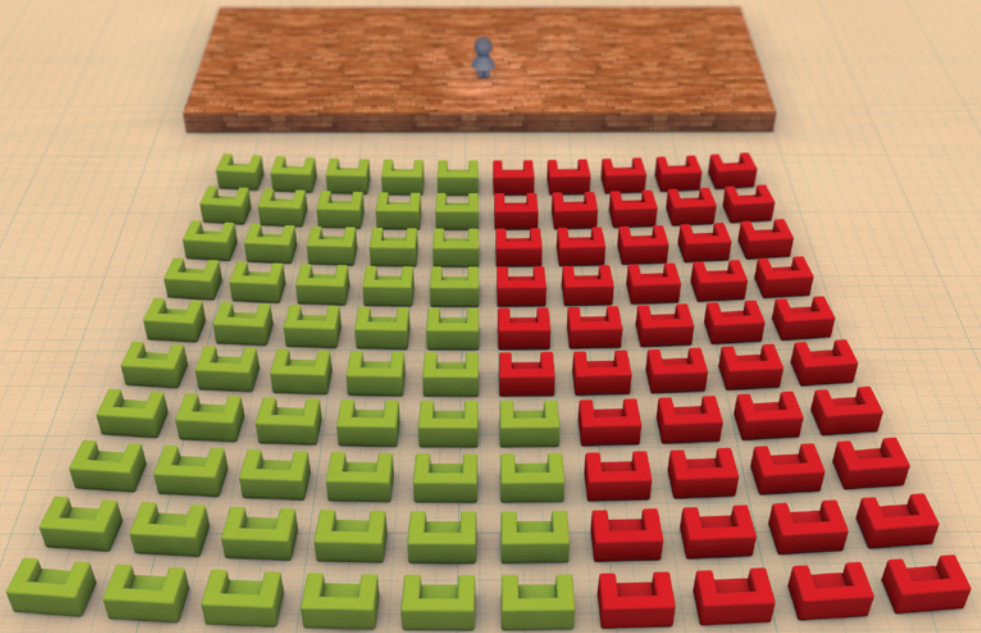
9%

of bookers are
regulars
(4 plus times per year)

65%

of bookers
are **ONCERS**
(1 time per year)





If all bookers for the arts in a one year period were seated in a single theatre

only 54% of the seats would be filled with bookers retained from the last two years.

Why should your arts organisation engage in audience development?

Audience development helps arts organisations **achieve their objectives** whether these are social, artistic, financial, funding related or all four.

Growing your audience will not only increase the return on investment of any funding received, it will also **increase earned income** for your organisation during a challenging economic time.

It has been calculated that it **costs between seven and ten times as much to gain a new attender** for your organisation, than it does to develop existing attenders up the customer loyal ladder. Audience development aims to retain current audiences, increase frequency of attendance, encourage lapsed audiences back and develop tastes to encourage crossover.

Good audience development aims to move prospects and one time customers into loyal advocates for your organisation. Helping your organisation use your marketing resources more effectively and efficiently, and **gain value for money and a better return on your investment.**

Audience development is about sound management. It is part and parcel of building confident, dynamic and sustainable organisations, who can survive and thrive in the future. Audience development helps arts organisations **secure their future.**

The Customer Loyalty Ladder

The only way is up.



Advocate: Brand loyal, long-term customer.

This customer is a marketing tool. They actively recommend you to others and provide good PR for the organisation.

Regular (9% of bookers): Partnership level customer relationship marketing is required to keep these high value customers happy and coming back for more. Coupled with high level service and experiences this will turn these people into advocates.

Irregular (26% of bookers): Repeat attender to your organisation on an ad hoc basis. Proactive customer relationship marketing needed to increase frequency of visit and gain a greater return of investment from this group. **Why not try:** Retain and Gain, specialist audience development and marketing consultancy, strategy planning, research and data analysis, Classical Arts NI, Black Book.

Oncer (65% of bookers): One time attender to your organisation in any given year. They have shown a passing interest but have not returned.

Introductory level customer relationship marketing should be used to rebuild a relationship and create a regular attender. **Why not try:** Retain and Gain, bespoke audience profiling and mapping, data research and analysis, Black Book.

Prospect: A potential audience member who has not yet attended your organisation. Need to reach out, gain attention and interest, create desire and force action. Barriers to purchase may need to be removed. **Why not try:** Test Drive the Arts NI, bespoke Mosaic analysis, Growing Together, e-marketing.

What does GOOD audience development activity look like ?

1. We know who our audience are and understand their needs and wants, and strive to meet these. We invest in long-term customer relationships, not short-term transactions.
2. We collect data on our audience, and ensure it is kept up to date and free from duplication.
3. We use data analysis and market and sector research to inform and direct marketing and audience development activities.
4. We utilise segmentation, targeting and positioning strategies to communicate with different audience members. We differentiate our message to make it appropriate to each audience segment.
5. We use customer relationship marketing to develop prospect audiences into organisational advocates. Working from our core audience out, building on strong foundations.
6. We actively communicate to our audience segments through mediums they already engage with. We have developed a two-way dialogue mechanism to collect audience feedback.
7. We monitor campaign performance, measure our effectiveness, analyse sales trends, and feed this information back into our planning.
8. We work from mid to long term audience development plans that are strategic and outcome focused.
9. We all know what audience development is and are all actively engaged in ongoing CPD and training in relation to best practice. We take professional advice on how to improve our audience development, and put our learning into practice.
10. We take direction from our organisational leader, who is committed to audience development, and directs the organisation's focus on the audience.
11. We plan our audience development as an inter-disciplinary organisation; we don't just leave it to an individual or department.
12. We actively investigate ways to break down barriers to our art form or organisation, which may stop people participating or attending.
13. We work collaboratively and network with other arts organisations to develop arts audiences and strengthen the arts sector.
14. We see audience development as a rewarding and fulfilling part of our daily job, not as an additional piece of work to tick the right boxes.

What does BAD audience development activity look like ?

1. We know who our audience are, they are the people in the seats. We try and collect some data on them, but never check, update or clean it.
2. We don't use data analysis or market and sector research; we just work on what we think we know. We do things because that's the way they have always been done, so why change them?
3. We don't believe in segmenting our market; we target everyone with the same message, therefore we will communicate with more people. We treat all our customers the same.
4. We don't need to know what our audience development strategy or organisational vision is, our organisational leader takes care of all that.
5. We focus on wide - spread discounts to attract new audiences and don't do anything for our current audiences as they are already attending.
6. We believe that our art should sell itself. We don't focus on customer communication or actively encourage audiences dialogue, because it will only be people complaining.
7. We work on tactical audience development activities, performance-by-performance, and only if they are not selling well.
8. We know that audience development is the remit of the marketing department so we don't need to get involved. We don't measure our performance as tickets are sold through the box office which is a separate department.
9. We don't have an IT department so can't engage with social media or e-marketing.
10. We don't need training or continuous professional development; we know how to do our job.
11. We don't think there are any barriers for audiences wishing to engage in our art form; if they don't attend, they must not be interested.
12. We see the rest of the arts sector as our competition.
13. We are a small organisation so can't carry out audience development.
14. We see audience development as additional work that is hard to find the time to do, but have to tick the box.

Q: How can we help?

A: The audience development toolkit

Research and Analysis: Online surveys, questionnaire formulation, data analysis, translating audience data into management information

Market Intelligence and Data

Reporting: Bespoke Mosaic analysis, audience profiling, audience mapping, consultancy and support to deliver tailored strategic solutions using our extensive market intelligence service.

Marketing and Audience Development Consultancy:

Specialist audience development advice and consultancy, bespoke marketing and audience development strategy planning, bespoke data work.

E marketing: Free personalised e-marketing packages available, including e-marketing and social networking training.

Audience Development Projects:

Supporting access to new audience groups through: Test Drive the Arts, Classical Arts NI, Growing Together, Black Book.



Be prepared.

By becoming an Audiences NI member, you will have all the tools you need to develop your audiences, and maximise the audience focus of your organisation.

Audiences NI's business support services will ensure your organisation is equipped to maximise audience development practices, and gain a better return on your investment.



Online Tools and Resources:

Audience Base, free training and development downloads including: reports and presentations.

Training: Continuous professional development support and opportunities through: audience development, marketing and communications and research training.

Information Phone Line:

Expert advice on-hand for any issues regarding: marketing, audience development or research. Call the Audiences NI offices on 028 9043 6480 to speak to one of our team.

E-Newsletters: Bi-monthly arts sector newsletter and Classical Arts NI monthly e-newsletter for information and inclusion.

Annual Conference: Expert speakers and sector networking opportunities.

Organisational Checklist:

- Board, staff and funders are clear about our audience development priorities.
- The desire to understand, communicate and engage with our audience is at the heart of our business.
- Audience development is a continual, actively managed process within our organisation.
- The needs, attitudes and motivations of our audience guide decision making across the organisation.
- We believe that it is through deeper audience engagement that our own artistic, financial and social objectives will be met.
- We have a marketing and audience development strategy.
- Our marketing budget and strategy are directly linked to business plan objectives.
- We monitor and track the effectiveness of all our marketing activity.
- We use research and market intelligence to gain insight into our current and potential customers.
- We continually refine our marketing processes based on their efficiency and effectiveness.
- We undertake training and CPD in relation to audience development.

Audiences NI works with arts and cultural organisations to help grow and diversify audiences for the arts in Northern Ireland.

The agency is one of a network of audience development agencies operating throughout the UK, providing vital audience development support to organisations through the provision of market intelligence, training, projects, marketing planning and consultancy, audience research, e-marketing and forums.

Our website sets out the full range of services we offer and includes a range of online resources to download www.audiencesni.com

Membership starts from only £50 per year.

If you are interested in becoming a member of Audiences NI please contact:

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