

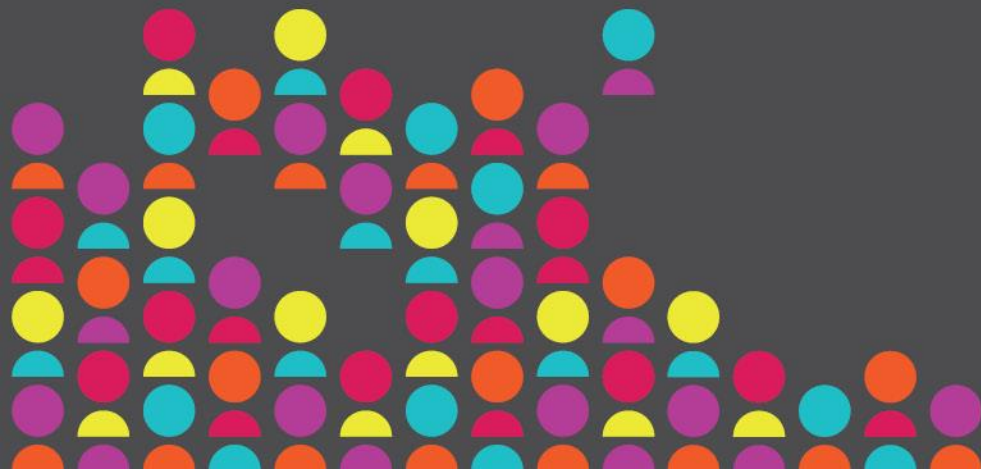
# Audience Development Planning

Penny Mills, Regional Director

Charlotte Eglington, Irish Chamber Orchestra

Majella Hollywood, National Chamber Choir

John Harte, Aurora ORchestra

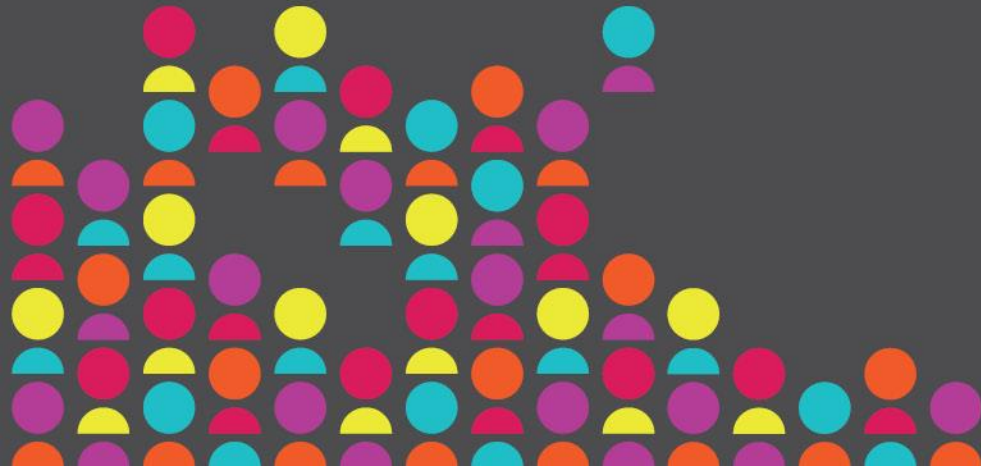


# Outline of the day

- Introductions
- Audience development planning
- Audience development plans
  - Irish Chamber Orchestra
  - National Chamber Choir
- Lunch
- Implementing the plan
- Case Study - Aurora Orchestra



# Some definitions



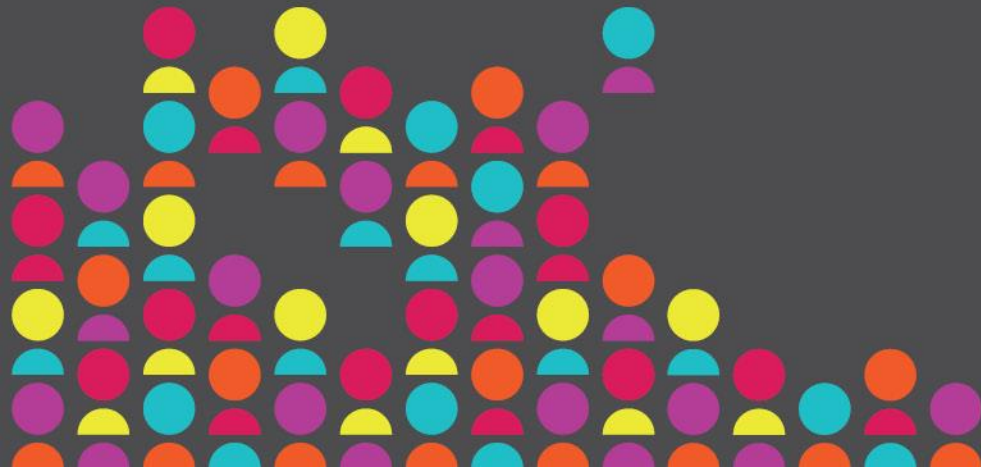
## HLF definition:

Audience development is about ambition. It is a **planned and managed process** that involves taking proactive steps to develop audiences....Audience development can encompass marketing, education, outreach and community development and **often works best when different approaches come together** to engage people

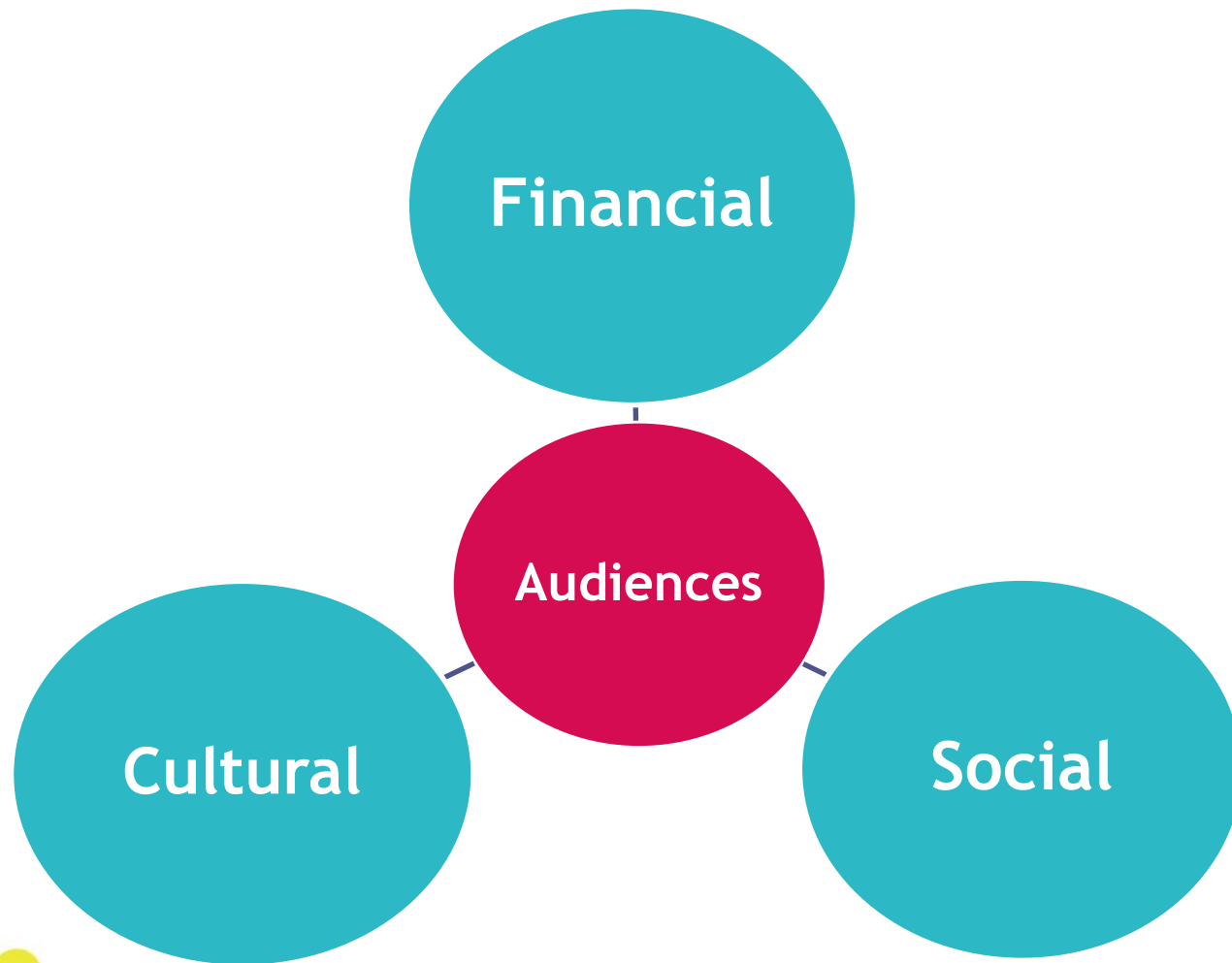


## Arts Council England definition:

The term audience development describes activity which is undertaken specifically **to meet the needs of existing and potential audiences** and to help arts organisations to develop **ongoing relationships** with audiences. It can include aspects of marketing, commissioning, programming, education, customer care and distribution



# Audiences - meeting our objectives



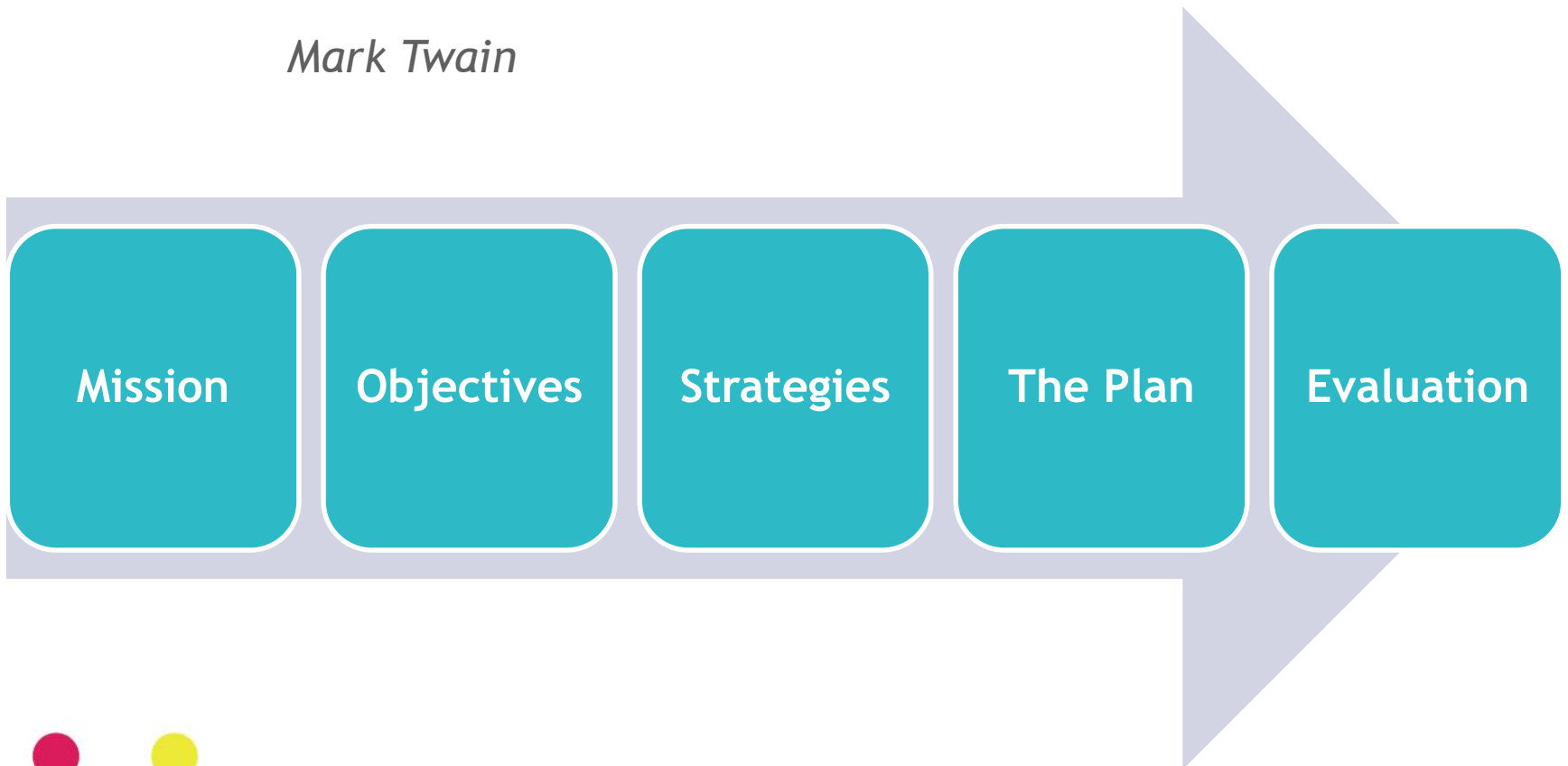
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# The planning process

*"If you don't know where you are going, then you are sure to end up somewhere else".*

*Mark Twain*



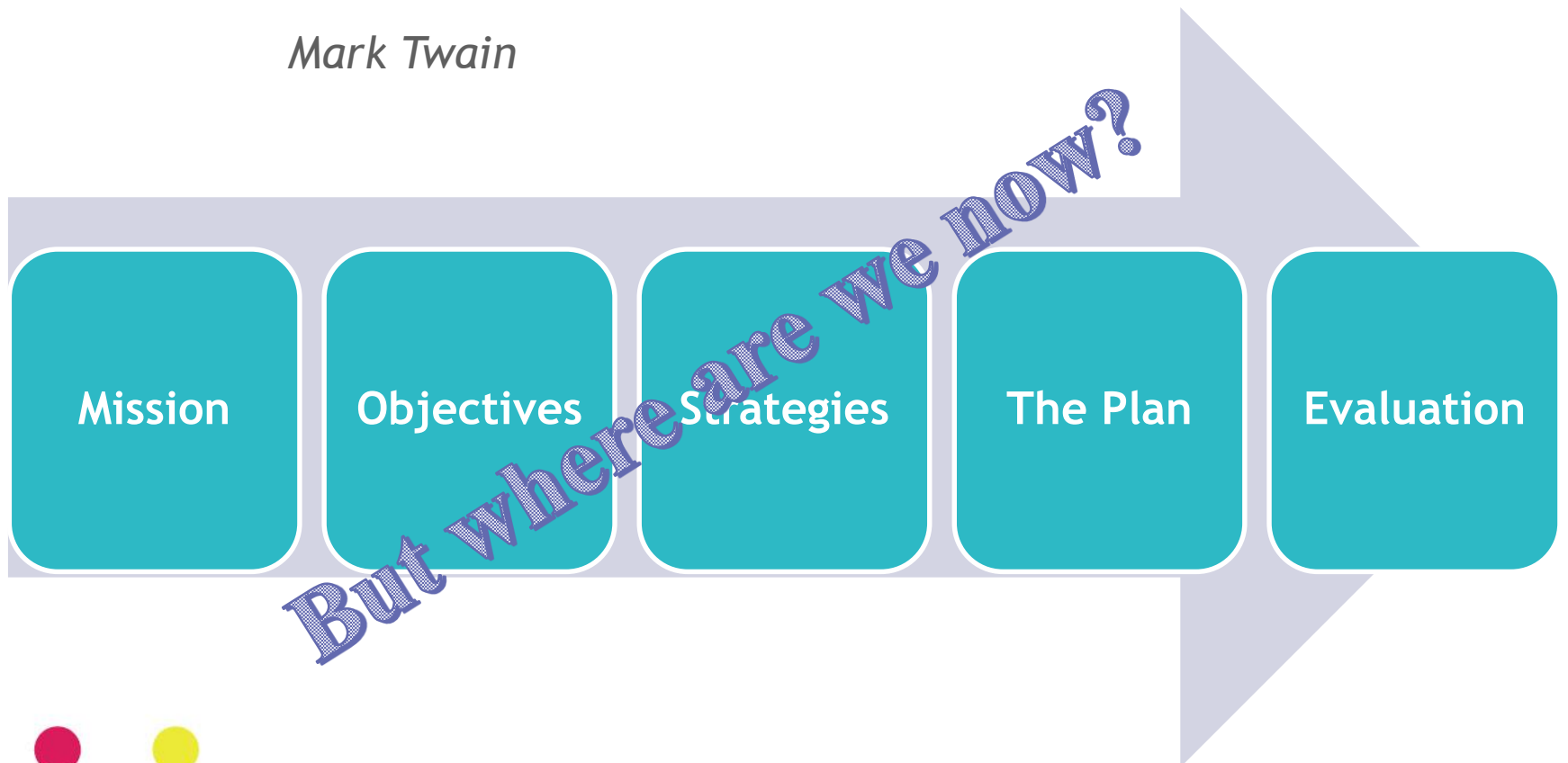
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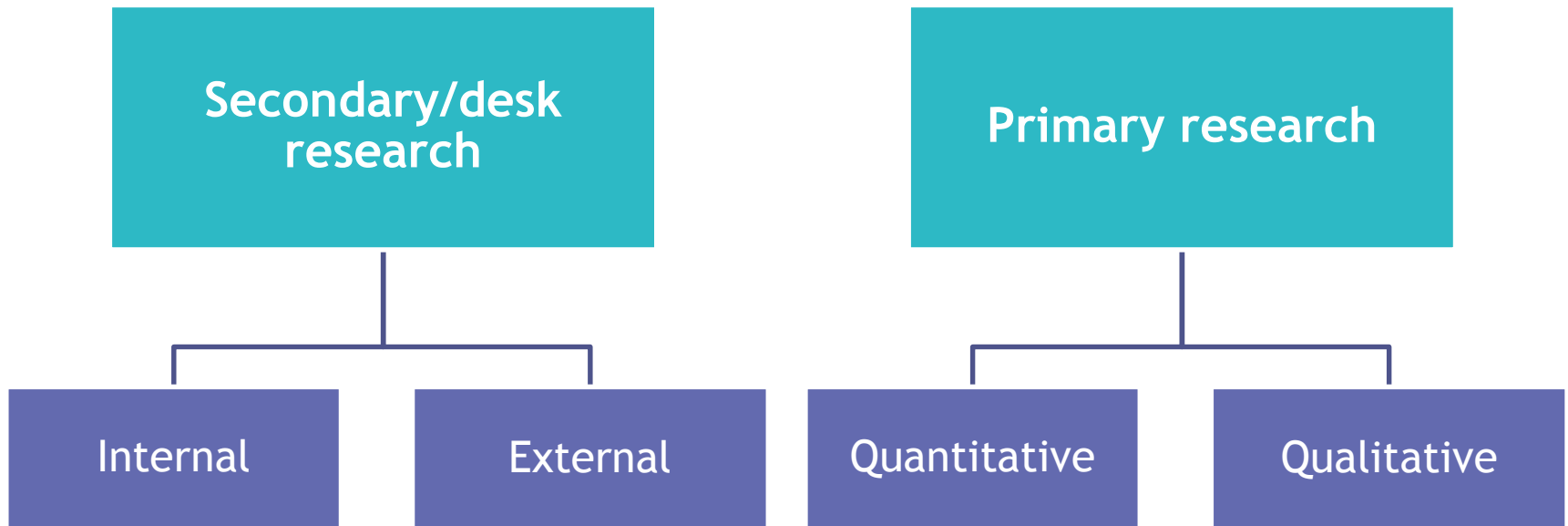


# Marketing Audit

- What offer do we make to our audiences?
  - What do we know about our audiences?
  - How do our audiences respond?
  - How do we communicate with them?
  - What resources do we use to engage them?
  - Do we know if it is working?
- 
- What do we know, what don't we know?



# How to find out about your audiences



# SWOT and TOWS

Positive

Strengths

Negative

Weaknesses

Internal

Opportunities

Threats

External



# Identifying strategies



# The planning process



# It all starts with the mission

The mission clarifies what the organisation is and isn't for  
- insiders and outsiders

What this then enables you to do is:

- Create a sense of purpose from which strategy can follow
- Provide the organisation with a long term perspective
- Create unity around common vision and identity

(Source: Stephen Cashman)



# Brand

Your brand is more than your name, logo or strapline - it relies on the following range of factors:

- Values
- Quality of past offerings and provision
- Performance record/reputation
- Customer service
- Price

(Source: Stephen Cashman)

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# The planning process





# Setting SMART objectives

- ✓ **S**pecific - Objectives should specify what they want to achieve
- ✓ **M**easurable - You should be able to measure whether you are meeting the objectives or not
- ✓ **A**greed - Do the objectives have buy-in from all involved?
- ✓ **R**ealistic - Can you realistically achieve the objectives with the resources you have?
- ✓ **T**imed - When do you want to achieve the set objectives by?



# Creating SMART objectives

## Non SMART:

Get young people to come back for a repeat visit

## Made SMART:

Over the next 2 years, increase the proportion of people aged 16 - 24 who have attended once previously by 10%



# The planning process



# Strategic approach

**Strategies**

= Strategic approach  
+  
Identify and understand  
target audiences  
+  
Audience development  
approaches

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# Strategic approach: Ansoff matrix

	Programme	
	Existing	New
Audiences	Existing	<b>Product development</b>  Aim: increase audience cross-over by extending types of programme offered to existing audiences
	New	<b>Diversification</b>  Aim: develop new types of programme offers to respond to the specific needs of new audiences

# Identifying and understanding audiences

**Strategies**

=

Strategic approach

+

Identify and understand  
target audiences

+

Audience development  
approaches

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# Segmentation

Segmentation: *“the process of splitting customers, or potential customers, within a market into different groups, or segments, within which customers have the same, or similar requirements satisfied by a distinct marketing mix.”*

McDonald & Dunbar (1998)



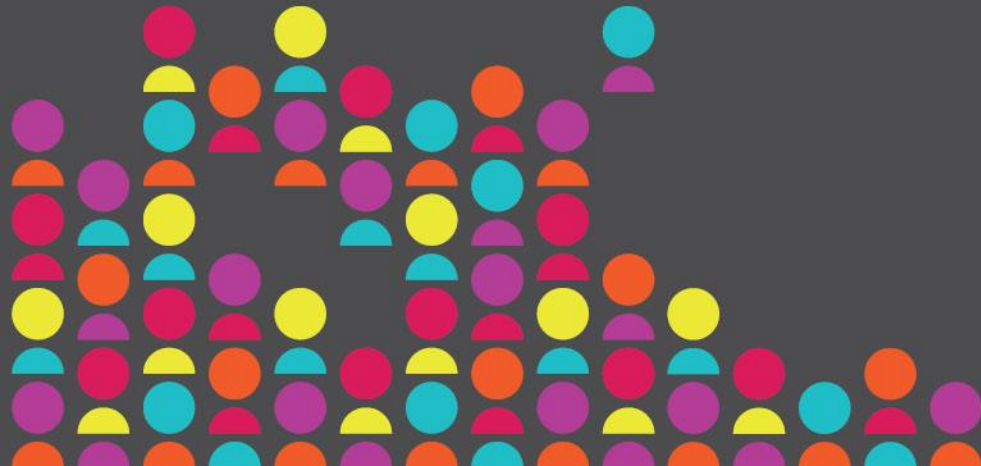
# You can segment audiences by...

Segmentation approach	What it covers
Demographics	Age Life stage Social grade Family circumstances Ethnicity
Geography	Where people live Where people work
Behaviour	What people have done in the past
Attitudes	Values and beliefs



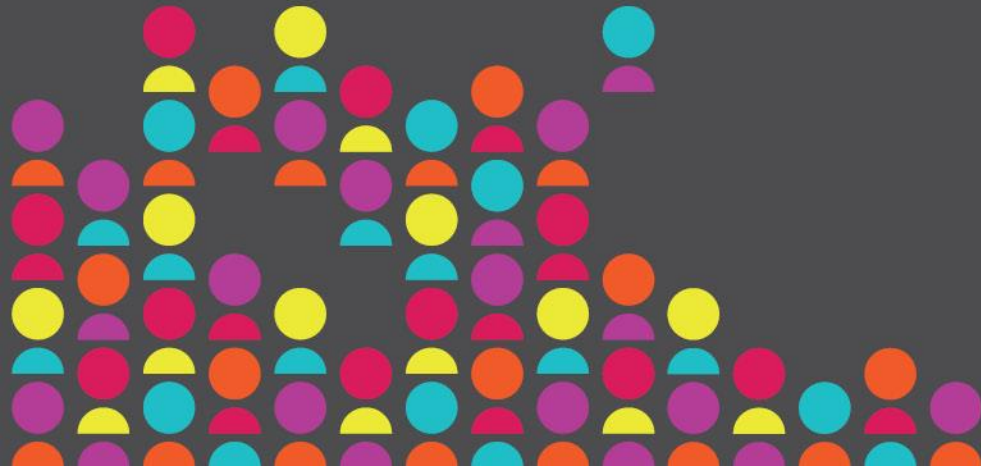


# Irish Chamber Orchestra National Chamber Choir





# Implementing the plan



# The planning process



# 4Ps

- Product
  - Place
  - Price
  - Promotion
- 
- People
  - Processes



# Match the offer to your audiences segments

Segment	Benefits	Messages	Offer
Local families			
Students			
Core / loyal / regular			

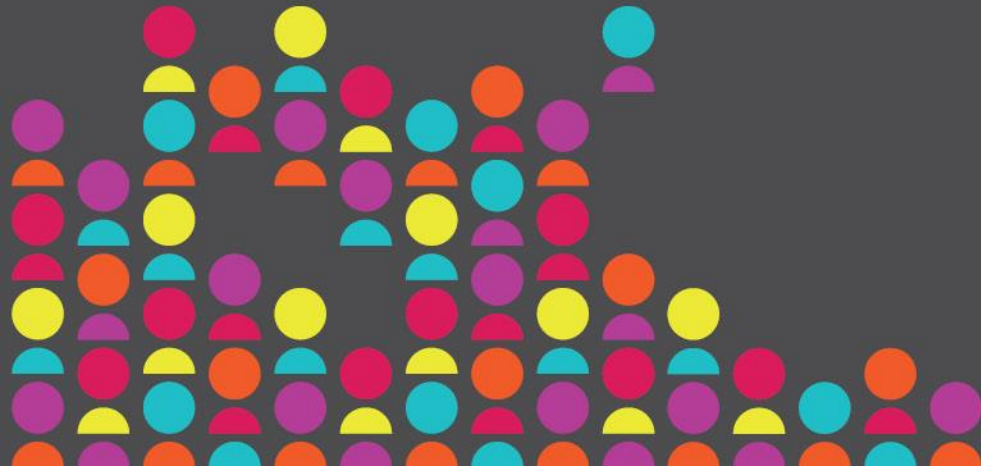


# Match the relevant tools to your audiences

Segment	Local press ads	E-bulletin	Facebook competition	Posters
Local families	✓			
Students			✓	✓
Etc				



# Irish Chamber Orchestra National Chamber Choir





# The planning process



# Monitoring and evaluation

- **Monitoring** is about regularly measuring specific success criteria
- **Evaluation** is about assessing whether (and how) your audience development activity achieved its intended aims



## Evaluation criteria

Did you achieve your SMART objectives ?

For example:

- Did you reach the right people?
- Did you reach enough of them?
- Did they behave how you hoped?
- Was the experience of high enough quality?
- Did you choose the right approach and tools?



# Evaluation plan

Project aim	Measure of success	Information/ evidence needed	From whom/where	How



# Thank you and goodbye

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Aurora Orchestra

