

TH210-15 Audience Development and Marketing

21/22

Department

SCAPVC - Theatre and Performance Studies

Level

Undergraduate Level 2

Module leader

Caroline Griffin

Credit value

15

Module duration

9 weeks

Assessment

100% coursework

Study location

University of Warwick main campus, Coventry

Description

Introductory description

N/A.

Module aims

This module will provide an overview of the theory and practice of strategic marketing and audience development for the arts, with a special emphasis on practical application. Over the course of the module we will look at general marketing theory, the use of market intelligence and data and the special challenges of marketing creative products. There will be an emphasis on exploring the concept of audience development as it is understood in the arts. We will also look at different organisational approaches to being audience focused, and associated implications for programming, resource management, internal communications and business planning. Other specific areas to be covered will include creating marketing materials, using social media, budgeting and evaluating marketing activity.

Outline syllabus

This is an indicative module outline only to give an indication of the sort of topics that may be

covered. Actual sessions held may differ.

Week 1

Introduction to the module and assessments.

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- Reading List overview.
- The principles of marketing and contextualisation of marketing in an arts context.
- The challenges of selling art experiences as products.
- Overview of the arts sector.

Week 2

Evidence-based decision making

- Overview - what we know about arts audiences?
- Market research from primary and secondary sources.
- Data sources and segmentation tools.
- Using an Area Profile Report and Audience Spectrum.

Week 3

Market Segmentation

Evidence-based audience engagement.

- Opportunity to focus on the skills and resources needed for the group assessment
- Review of use of APR data and preparation for the Group Presentation.

Week 4

- Key strategic concepts including mission, objectives and strategic direction.
- Different organisational approaches to audiences.
- Features of audience-focused organisations.
- What matters to audiences.
- Links with business planning.

Week 5

Marketing concepts

- Key strategic concepts for the arts, including database marketing and the box office.
- Relationship marketing and its contribution to audience retention.
- Building customer loyalty.
- Key concepts, eg churn, loyalty, incentives, customer care etc.
- Target audiences
- Benefits not features

Week 6

Reading Week

Week 7

Features of audience focused organisations.

EXERCISE: 'Try something new' – based on your experiences

- Organisational approaches to audiences
- Barriers and Drivers
- The whole organisational experience

Week 8

Assessment: Group presentations.

Week 9

The Marketing Mix

- Marketing tools and materials, including copywriting, print, photography, direct mail, advertising etc.
- Overview of all communications channels and how to integrate them all into an effective marketing campaign.
Also: Essay preparation

Week 10

Social Media

- Its use in direct communications and as part of an artistic product.
- Resource management
- 'Voice' and integration across an organisation's activity.

Learning outcomes

By the end of the module, students should be able to:

- By the end of the module, students will be able to understand a range of concepts of marketing and audience development and their application in arts organisations.
- By the end of the module, students will be able to understand the function and application of practical tools of theatre marketing and processes of strategic development, tactical planning and evaluation.
- By the end of the module, students will be able to evaluate the nature of arts audiences in the subsidised and commercial theatre sectors, and understand techniques for gathering and using information on consumer behaviour, economic trends and the funded environment.
- By the end of the module, students will be able to understand ethical considerations in handling data and liaising with particular clients and constituencies.
- By the end of the module, students will be able to understand the relationships between the needs of the market and artistic provision, within the framework of an arts organisation, and make critical and informed proposals accordingly.
- If in their third-year, students will demonstrate an advanced understanding of their work through the provision of an abstract that encapsulates the key arguments of their essay

Indicative reading list

Key Resources

Stephen Cashman (2003), (revised 2010) Thinking big!: A guide to strategic marketing planning for arts organisations Arts Marketing Association (Download at www.a-m-

a.co.uk/page.aspx?id=149&pb=134&source=146&counter=0)

Caroline Griffin (2007) This Way Up: a flatpack guide to marketing Arts Marketing Association
(Download at www.takingpartinthearts.com/download.php?document=756)

Sector publications

Arts Council England (2008) What people want from the Arts (Download at
www.artscouncil.org.uk/publication_archive/what-people-want-from-the-arts/)

Richard Ings (ed) (2007) Call it a tenner: the role of pricing in the arts Arts Council England
(Download at www.artscouncil.org.uk/advice-and-guidance/browse-advice-and-guidance/call-it-a-tenner-the-role-of-pricing-in-the-arts)

Heather Maitland (2000) The Marketing manual: Making sure the message gets across Arts
Marketing Association

Heather Maitland (2000) A Guide to audience development Arts Council England

Heather Maitland (2004) Marketing and touring. A practical guide to marketing an event on tour
Arts Council England (Download at

www.artscouncil.org.uk/media/uploads/downloads/toolkits/final_actouring_no_tabs_190704.pdf)

Morton Smyth (2004) Not for the likes of you: Document A How to reach a broader audience and
Document B Success Stories (Download at

www.takingpartinthearts.com/content.php?content=508)

Journal of Arts Marketing (JAM) published by the Arts Marketing Association (www.a-m-a.co.uk/page.aspx?id=157)

Marketing and Arts Marketing Textbooks

Kotler, P and Scheff, J (1997) Standing Room Only Harvard Press

Online Resources

Arts Marketing Association (AMA) - www.a-m-a.org.uk/index.asp

Arts Professional - www.artsprofessional.co.uk/

The Audience Agency - www.theaudienceagency.org/

CIM (Chartered Institute of Marketing) –www.cim.co.uk

Culturehive - culturehive.co.uk/

Market Information

Audience Finder www.audiencefinder.org/

Audience Spectrum www.theaudienceagency.org/audience-spectrum

Arts Council England Taking Part Survey (www.artscouncil.org.uk/what-we-do/research-and-data/arts-audiences/taking-part-survey/)

Arts Council England Target Group Index (TGI)(www.artscouncil.org.uk/what-we-do/research-and-data/arts-audiences/target-group-index-tgi/)

CACI The Acorn User Guide (acorn.caci.co.uk/downloads/Acorn-User-guide.pdf)

Experian Mosaic (www.experian.co.uk/marketing-services/products/mosaic/mosaic-in-detail.html)

Office for National Statistics - www.statistics.gov.uk/

Neighbourhood Statistics - www.neighbourhood.statistics.gov.uk

Subject specific skills

Theatre Marketing

Transferable skills

Problem solving

Communication (verbal and written)
Teamwork and working effectively with others
Information literacy (research skills)
ICT literacy
Citizenship (local and global)
Inter-cultural learning and diversity awareness
Professionalism
Organisational awareness

Study

Study time

Type	Required
Seminars	9 sessions of 2 hours (12%)
Tutorials	1 session of 1 hour (1%)
Private study	131 hours (87%)
Total	150 hours

Private study description

Class preparation
Assessment preparation

Costs

No further costs have been identified for this module.

Assessment

You must pass all assessment components to pass the module.

Assessment group A1

	Weighting	Study time
Assessed Seminar Presentation	50%	
A 20-minute presentation in response to the research task. Each presentation will be followed by a 5-minute Q&A.		
Essay	50%	
For third year, additionally provide a 300-word abstract of the essay		

Feedback on assessment

Students will receive written feedback on both of their assignments.

Availability

Courses

This module is Core for:

- Year 2 of UTHA-W422 Undergraduate Theatre and Performance Studies (with Intercalated Year)

This module is Optional for:

- Year 2 of UTHA-QW34 Undergraduate English and Theatre Studies
- Year 2 of ULPA-P301 Undergraduate Media and Creative Industries
- UTHA-W421 Undergraduate Theatre and Performance Studies
 - Year 2 of W421 Theatre and Performance Studies
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