



Audience development and marketing, and Grants for the Arts

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1 Grants for the Arts

Grants for the Arts (GFTA) is our Lottery-funded grant programme for individuals, arts organisations and other people who use the arts in their work. Grants are available for activities carried out over a set period and which engage people in England in arts activities and help artists and arts organisations in England carry out their work.

Activities we support must be clearly related to the arts and must be project-based, up to a maximum of three years in length. Grants normally range from £1,000 to £100,000 and we can fund up to 90 per cent of the cost of an activity.

All applicants must also read the '[How to apply guidance](#)'. Download it from our website or contact us for a copy.

2 Audience development and marketing, and Grants for the Arts

This information sheet explains what Audience development and marketing, and how to approach them in a Grants for the Arts application.

2.1 What is public engagement?

Arts Council England's mission is to enable everyone to experience arts that enrich their lives. We believe that great art inspires us, brings us together and teaches us about ourselves, and the world around us. In short, it makes life better. We want as many people as possible to engage with the arts.

There are different ways that people can engage with an activity. They might include:

- as active participants (for example, in a workshop)
- as audience members
- as readers (for example, of a publication)
- as participants in research or public consultation and decision making (such as helping to plan an activity)



2.2 What is marketing?

Marketing is the process of communicating the value of your work to potential audiences, visitors and participants. A good marketing plan will allow you to meet your goals and the needs of audiences. It encourages you to consider the audience perspective as you plan your activity. You should look at things like choice of activity, where and when the activity will take place, possible costs for the audience, and methods of involving and communicating with potential audiences and participants.

2.3 What is audience development?

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

What do we mean by 'audience'?

We include all physical and digital attendees, visitors, readers, listeners, viewers, participants, learners and people who purchase works of art.

3 Why are audience development and marketing important?

If you want others to know about the work you are doing, and if you want people to take part in or attend your activity, then marketing and audience development will be important.

A good audience development and marketing plan will help you:

- understand the needs and preferences of audiences
- to focus on who you want to reach and how you will reach them
- build deeper relationships with existing audiences, visitors or participants – encouraging them to try new experiences or supporting them to get more about their experiences

- make sure you reach out to new audiences, visitors and participants – and think in particular about people or communities that you may not currently be reaching
- could also involve supporting the public in decision making (around the kinds of issues they wish to address through arts and culture and the kinds of opportunities they wish to see locally). You may also be supporting people to create their own arts and cultural opportunities
- supporting the public to make informed choices about the kinds of arts and cultural activities they wish to attend, visit or participate in
- to identify how much it will cost to put your plans into action

4 Writing your audience plan

Within the plan you can develop ways of serving existing audiences, finding new ones, earning income and seeking new opportunities and partnerships. Your plan should reflect the overall nature of your work or the work of your organisation. Your plan should link back to your organisations mission. It should help you to match your programme with your potential audiences. A plan does not have to be complicated or lengthy.

4.1 Some questions to get you started

Before writing your plan you could begin by asking yourself some questions. The answers to these questions can be developed into sections of your audience plan. Be as specific as you can and base your thinking on as much evidence as possible.

- Do you have an audience already and if so who are your present audience, attendees or participants?
- Have you asked for the views of your existing customers? If so what did you find out?
- What do they think of your work? What do they enjoy about it?
- Do you have new activities you want to do? Who do you want to reach with these new activities? Who could the audience be?
- What is the right way to communicate with your target audience/s? What kinds of information might they need (before, during or after their experience)?

- What are the real selling points or benefits you have to offer them?
- What is the right price for them¹?
- What is the best location and environment?
- What are your audience objectives? This might include attendances, attenders, ticket income, secondary sales, particular audiences (eg. new audiences, from a specific area or community). Do you have tactics in place to meet each of these?
- How do you find out what's important to local communities or people you may hope to reach for the first time with this activity?
- How will your plan build on your previous successes?
- Are there other people you could learn from, for example people who have experience of doing similar things or reaching similar audiences?
- Do you have an adequate marketing or audience development budget?
- How will you evaluate your audience plan and get audience feedback?
- What are your strengths, weaknesses, opportunities and threats? (This is known as a SWOT analysis)

Put the activities you intend to carry out into a timetabled activity plan. It should be a live document that guides you throughout your project, it may form part of your business plan.

4.2 Structuring your plan

There are no set rules about what you should include in your audience plan, or how long it should be. The length and level of detail will depend on how ambitious your plans are and how much they will cost. This section provides information on the main headings you should include in your plan. Remember your plan should link back to your organisation's mission.

Background information on you and your current activities

Briefly describe what you currently do, and explain why you have decided that you need to do the audience development and marketing activity that you are asking us to fund

• ¹ A resource that maybe helpful to you is ['Call it a tenner'](#)

Your (audience) objectives

Clearly set out the objectives and targets for your audience development or marketing activities. Make them smart (SMART) – specific, measurable, achievable, relevant and timely. For example; increase audience aged 55 – 65 for Jazz performance by 5% before October next year. Look for evidence that these are realistic

The details of your activity

Describe the target audience or participants for the activity (be specific, identify each 'audience type', for example students aged 18–24). Provide details of how many people you are hoping to involve (be specific and break this down by each 'audience type'). Describe the benefits and why it would appeal to them. Describe what is unique or different about your activity and plans

Demand for your activity

Describe how you know that there is demand for your activity from your target audience, and provide details of any research you have carried out

Audience development and marketing methods

Describe the tools, approaches and methods you plan to use to reach your target group

Timetable

Provide details of the timetable for your activities, give exact dates if possible

Budget

Provide details of the income and expenditure for your audience development and marketing plan, and remember to include the costs of evaluating your plans. Where possible break down the figures to show the detail of the budget. For example, If you were engaging a freelance marketing advisor for 4 days work and they charged £250 per day, you would express this as: 4 days @ £250 per day = £1000.

Evaluation

Describe how you will evaluate the success of your plan against your objectives and targets. For example, how you will find out if you have reached the people you wanted to reach. Include information on when you will do this and who will be involved. Remember to reflect, review and evaluate to inform future work.

5 Public engagement in the arts

We estimate that around two-thirds of people in England currently attend or participate in the arts (You can read more about levels of arts attendance and participation on our website: www.takingpartinthearts.com)

However, most people do so infrequently, and for a variety of reasons such as lack of time, poor health, cost, or lack of interest, some groups are less likely to engage than others, particularly:

- people with little or no formal education
- people in a lower socio-economic position (for example people in routine or manual occupations)
- people from Black and minority ethnic groups
- people in poor health and/or with a limiting long-term illness or disability
- people on low incomes
- people who live in social housing

6 Further information

6.1 Further reading and resources

Read our [advice on promoting your activity](#)

Culture Hive is an on line web resource for marketing and audience development
www.culturehive.co.uk

Audience Finder provides lots of useful information about potential audiences
www.theaudienceagency.org/audiencefinder

Audience Spectrum can tell you more about the cultural behaviour, profile and opinions of different groups in England
<http://www.theaudienceagency.org/audiencespectrum>

Information on segmentation and how to segment your audiences
[Bringing data segmentation to life A case study by Arts Council England 2012](#)

6.2 Marketing and audience development agencies

The agencies offer audience insight and development advice at a local, regional and national level. They are committed to working closely with other arts organisations, particularly on strategic planning for audience development.

The Audience Agency (England-wide)

www.theaudienceagency.org

&Co

www.andco.uk.com

Audiences Northern Ireland

www.audiencesni.com (Yorkshire)

CultureRepublic (in Scotland)

www.culturerepublic.co.uk

Arts Marketing Association

www.a-m-a.co.uk

The professional development body for those promoting the arts and cultural industries

The Chartered Institute of Marketing

<http://www.cim.co.uk/Home.aspx>

The professional development body for those working in the marketing industry

Econsultancy

www.econsultancy.com/uk

6.3 Other useful contacts

Voluntary Arts Network

www.voluntaryarts.org

Voluntary Arts Network aims to promote participation in the arts and crafts across the UK and the Republic of Ireland, and increasingly in Europe

Museums Association

www.museumsassociation.org

Public libraries

Libraries are well placed as the hub of many communities, meeting the needs of people of all ages and walks of life. They are well placed to work with artists and arts organisations in reaching new people and places. Please see our website for further information (What we do – Supporting libraries). See also the Society of Chief Librarians website (www.goscl.com)

Reading Agencies

There are a number of reading agencies across England that might be able to help if you are a literature based organisation

7 Contact us

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Textphone: 0161 934 4428
Email: enquiries@artscouncil.org.uk
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Post: Arts Council England - Grants for the Arts,
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