MA in Cultural Management
Estonian Academy of Music and Theatre

Audience Development
3 ects
Syllabus

Lecturer:
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University of Deusto (Bilbao, Spain)
**Aim of the subject**

Although concern for widening access to culture is not new, it seems to remain a challenge. For instance, one of the main findings of the 2013 European survey on cultural access and participation is that there has been a small overall decline in participation in cultural activities since the 2007 survey. Thus, interest in audience development has risen dramatically in recent years. Evidence of this interest includes the fact that the European Commission has not hesitated to include it in their Creative Europe Programme for the period 2014-2020.

This course is designed to introduce participants to the principles and practice of developing audiences. The need of analyzing the audience will be emphasized by presenting different audience research methodologies. Through case studies and analysis of projects the student will gain an understanding of the different ways that engagement with the arts occurs.

**Course content**

1. Importance of Audience Development
2. Concept of Audience Development
3. Setting the strategic plan on Audience Development
4. Analyzing the Audience – Audience Research Methodologies
5. Audience segmentation
6. Audience development strategies
7. Setting audience development objectives
8. Audience development tools: product, place, price, promotion, people and partnerships
9. Evaluating Audience Development initiatives
10. Putting it all together in an action plan

**Learning outcomes**

By the end of this course, participants should be able to:

- Develop an Audience Development plan
- Benchmark best practices on Audience Development
- Select an appropriate Audience Research Methodology to conduct an audience analysis
- Understand various audience development concepts and strategies for cultural participation
Assessment

The assessment will be mainly teamwork based (70%). After selecting a cultural organization in Estonia, each team will have to develop an audience development plan for it, putting into practice all the different concepts learned throughout the course. Every day, some time will be dedicated to the completion of this project.

There will also be individual assessment (30%) based on the individual contributions and the pre-work. The students will get detailed instructions for the pre-work assignment.

Assessment criteria

The assessment criteria are defined as follows:

<table>
<thead>
<tr>
<th>Type of assessment</th>
<th>Activity</th>
<th>%</th>
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<tbody>
<tr>
<td>Individual</td>
<td>Pre-work: reading + desktop research to look for 2 audience development best practices in Estonia</td>
<td>10%</td>
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<tr>
<td></td>
<td>Participation in class</td>
<td>20%</td>
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<tr>
<td>Teamwork assessment</td>
<td>Pre-work: conducting at least 1 interview with a selected cultural organisation</td>
<td>10%</td>
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<td>Final presentation of the audience development plan for the selected cultural organisation (oral presentation)</td>
<td>30%</td>
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<td>Audience development plan for the selected cultural organisation (written document)</td>
<td>30%</td>
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<td></td>
<td>TOTAL</td>
<td>100%</td>
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Course reading material

Mandatory reading for the pre-work:

Additional references that could be explored by the students:


