Practical

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Step-by-Step Guide to be Audience-Centric

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Templates for Audience-Centric Planning

Version 1.1 (October 2026)

Practical

Audience Development in Action

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Getting Started

Set up a group and make a plan

Starting an Audience Development process need not be complex. It can be as simple as trying out new and different ways to connect with various audiences, and over time, nurture them to grow. Whether you are an artist running a small project or part of a larger institution, it helps to write down which audiences you would like to grow, what you would like to improve, why it matters, and how you will track your progress.

Design for different personas

This Playbook focuses on designing and delivering experiences for distinct personas as a foundation for strategic planning.

Maintain continuous data collection

Audience development should be based on knowledge of your audiences and information about how they are responding to your initiatives. Take every opportunity to obtain feedback and collect data about your audiences during the whole process and adapt your process accordingly.

Be flexible and adaptable

Conduct regular planning reviews and adjust strategies based on audience insight and performance data.

Do it your way

There is no single way of undertaking audience development, as each organisation must engage specific audiences with unique objectives. Success depends on developing strategies that reflect organisational scale, resources, identity and mission.

The process outlined here provides a logical progression for your audience development journey. However, occasionally you may benefit from going back a step or moving at a different pace through the stages.

Getting Started

Principles checklist:

Audience-centric
Are you considering the needs of different personas?
Are you obtaining knowledge and feedback from audiences?

Evidence-based
Is your strategy data-driven, going beyond anecdotal ideas about your organisation and target audiences?

Long-term
What are the consequences for your future audience relationships?
How will you sustain and embed your achievements in the longer term?
How will you review your plan?

Organisation-wide
Have you shared the plan? Does everyone know their role?
Is everyone on board with the aims of the plan?
If in a bigger organisation, how will you share the plan with the wider group?

Audience Development Cycle

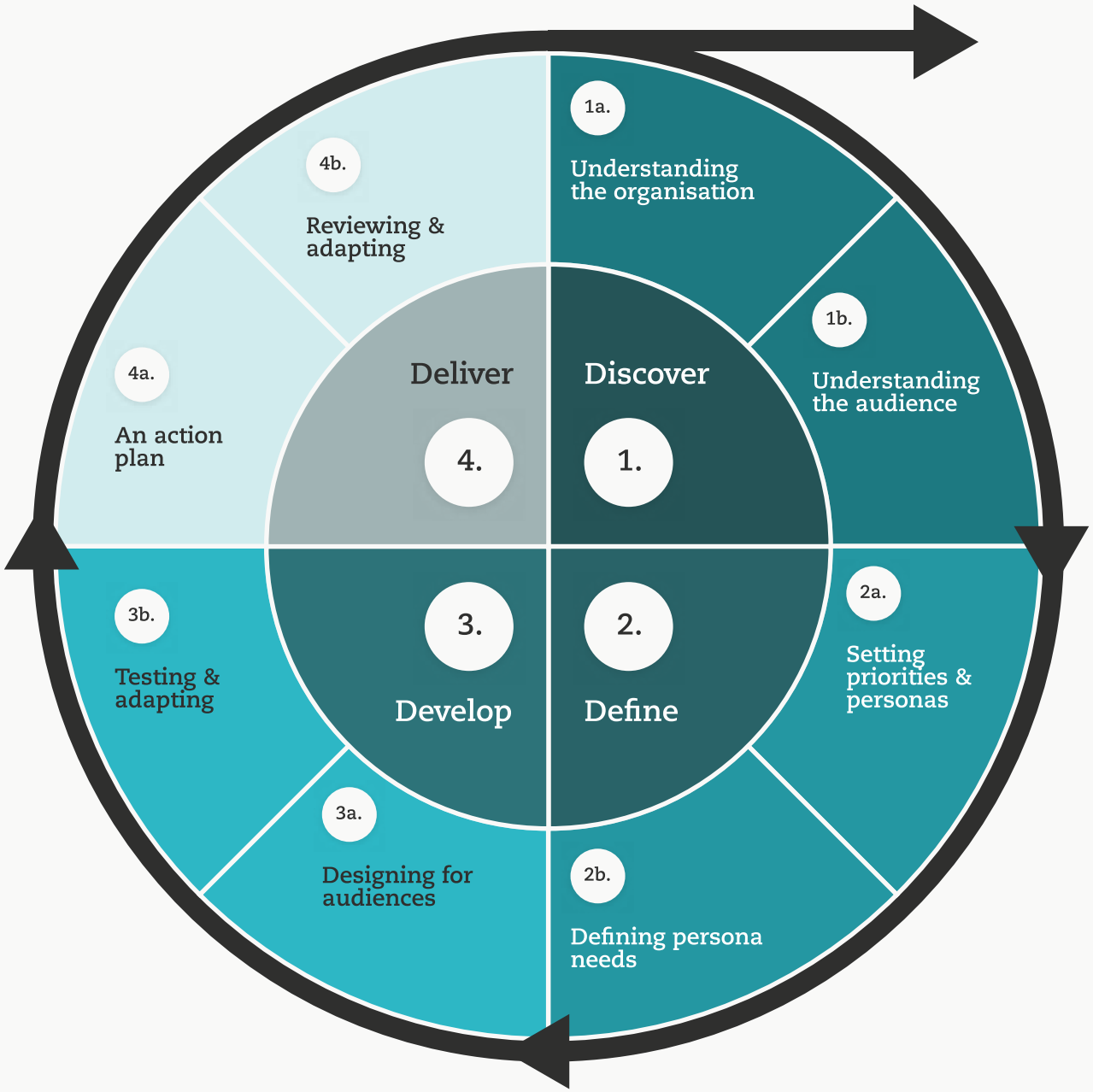
The following 4-step process outlines the development of an audience development plan, incorporating personas and portraits detailed in the About Audiences section.

Audience development is about change. Whether you are a small project or big institution, writing down and sharing what you want to change, why and how will keep everything on track, and everyone involved.

Decide who will lead the process but make sure they have support from others. In a bigger organisation, it can be helpful to set up a dedicated audience development team or workgroup, including people from different teams or departments.

Working example: ABC Arts Centre

Throughout this section, we will illustrate how to use the tools and templates in this Playbook using ABC Arts Centre — a model mid-scale venue that presents performing and visual arts while supporting emerging artists through residencies. ABC's audience development strategy focuses on three key personas aligned with their organisational priorities: Young Explorers, Nostalgia Seekers and Pragmatic Parents.



Discover →

Explore your current situation, where it is you want to get to, who your audiences are and who you would like them to be.

Define →

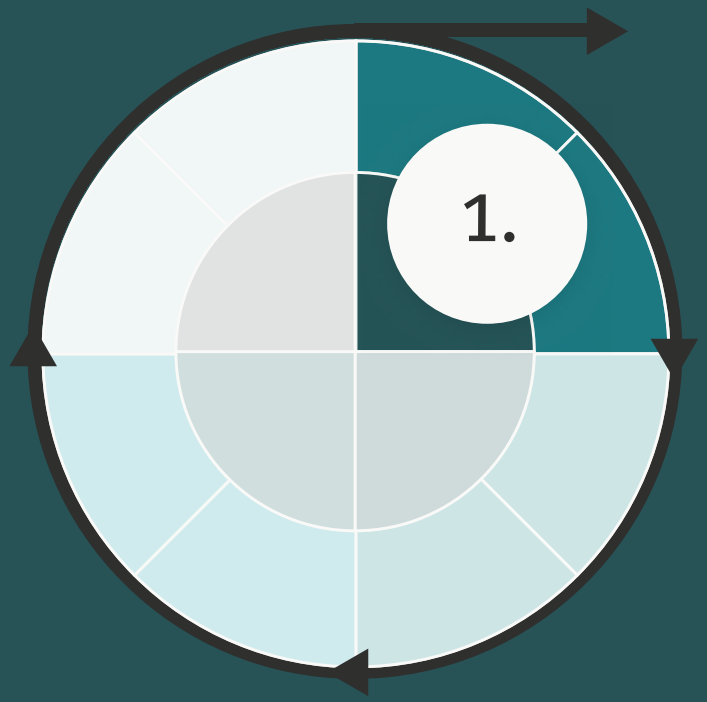
Make decisions, prioritise personas and define what they need.

Develop →

Design and test new experiences for chosen personas.

Deliver →

Put ideas into practice, reviewing and optimising or changing your approach based on outcomes and feedback.



Audience Development Cycle

Discover

Exploring what audiences mean to the organisation or project, examining who the audiences are and who they could be.

1a. Understanding the organisation 177

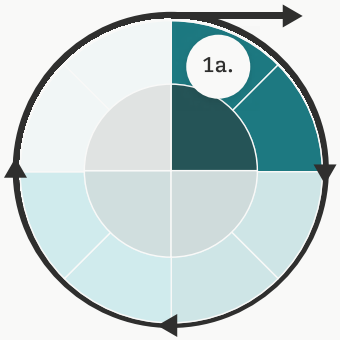
1b. Understanding the audiences 179

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1a.

Discover

Understanding the organisation



This stage is about ensuring the audience development plan serves the organisation well. The plan should link to vision, mission and aims. Audience development is about change. What do you want to change?

Review the organisation's aims: they might be financial, social, cultural or reputational. What do they mean for audiences?

What does the future hold? Who could your audiences be? What journey do you want to take audiences on? What opportunities and threats do you anticipate in relation to your audiences? What are the needs and ambitions of the different parts of the organisation?

Use the **Our Organisation & Audiences template** as a guide.

What do we want to change?

This may include:

- Develop a specific target audience
- Increase loyalty of a key audience
- Increase our income
- Increase our social impact
- Build relationship with a new community
- Get whole organisation to "think audience"
- Be more innovative
- Develop our brand
- Encourage all our staff to have good ideas
- Develop staff skills and confidence

Example 1a. Understanding the organisation ABC Arts Centre Example

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The Organisation & Audiences

Why do we need to develop audiences? Work with colleagues to complete these statements.

Mission

Audiences are important in our mission because...

- We exist to serve this neighbourhood. Local audiences are therefore a priority.
- We support emerging artists. We need audiences to recognise, support and recommend those artists.

Social reasons

Our social purpose and values mean that our audience priorities include...

- Increasing the wellbeing of people in our neighbourhood
- Attracting those who are not normally engaged in the arts.

Future opportunities

Opportunities for audience development are...

- An increasing student population in our neighbourhood provides new potential audiences. We currently attract some students and we are looking to grow this group of audiences even more.

Financial reasons

We do/do not need audiences to help us grow our income, by...

- Buying tickets
- Making donations
- Recognising our sponsors
- Making a case for our funding

Other reasons

We do/do not need audiences because....

- Good audience numbers and an informed audience help us to attract the best artists

Future risks

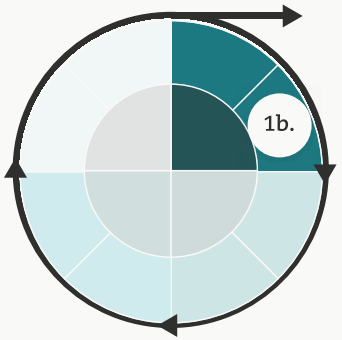
The audience risks we need to manage are...

- Our neighbourhood also has an ageing population
- Audiences for theatre have been declining

1b.

Discover

Understanding the audiences



As well as thinking about the organisation's needs, it is important to understand your current and potential audiences. This will help you to make decisions on which persona(s) you should concentrate on, and what are their characteristics and needs.

There are two dimensions to this:

(a) Understanding who currently attends or engages and why. Use the prompts in the **Our Audiences template** to help you.

(b) Identifying your future audiences. Use the prompts in the **Potential Audiences template** to help you.

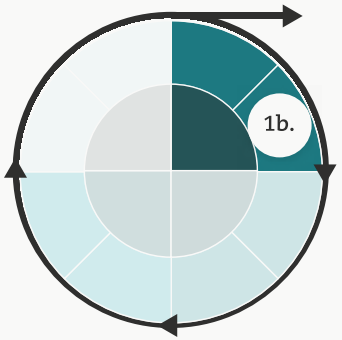
Key questions about current audiences

- How many people attend?
- What are they like?
- Where do they live?
- What are they interested in?
- What do they think about our work?
- How are they changing?

Key questions about potential audiences

- Who lives in our community/area?
- What arts might be of interest to them?
- What do they think about us?
- Which people might be interested in our work?

1b. Understanding the audiences



Sources of information & research methods

Use any existing data you can access, and fill in gaps by carrying out some research.

Finding out about current audiences may include:

- Data from your ticketing system (or mailing list)
- Information from ticketing agents
- Footfall/head count
- Visitor book
- Feedback forms
- Audience survey — on site, through mailing list, via social media
- Interviews or discussion groups with audience members
- Social media interaction
- Web and social media analytics

Finding out about the wider community

Consider where the potential for new or extended audiences lies. This may mean finding more of the same sort of people. Who likes your work and what do they like about it — can you find more of them? On the other hand, which types of audience are you currently missing and why do you think this is? Who else could you attract by doing different things?

- From where do you draw your audiences? Have a look at the locations visited by the different personas. How does this match your audience?
- If you are a venue, who frequents the area?
- Use the segmentation tools to help you understand which groups you currently attract and who else you might attract.
- Research local contexts to fill in gaps in your knowledge
- To build your knowledge, talk to representatives in local organisations, businesses and associations.
- If you are confident with statistics, you can find detailed information on the population at **https://go.gov.sg/ad-playbook-worksheet-singstat**

Example 1b. Understanding the audiences ABC Arts Centre Example

View blank printable version →

Potential Audiences

To consider potential audiences, it is important to use what you know about your current audience combined with knowledge of the potential communities that you could have access to.

Your current audiences

Which personas do you currently attract?

- Most of our audiences are Young Explorers and Culture Seekers, with some Nostalgia Seekers for some types of programme
- 60% of our audience come from the immediate area, a distance of about 2 km.

Who lives/works in your local area or other communities?

Which potential audiences do you have access to?

- The biggest groups that live here are Pragmatic Parents and Nostalgia Seekers
- A high number of Young Explorers study here
- There are a lot of office workers a short walk away

Which personas offer potential for your current programme?

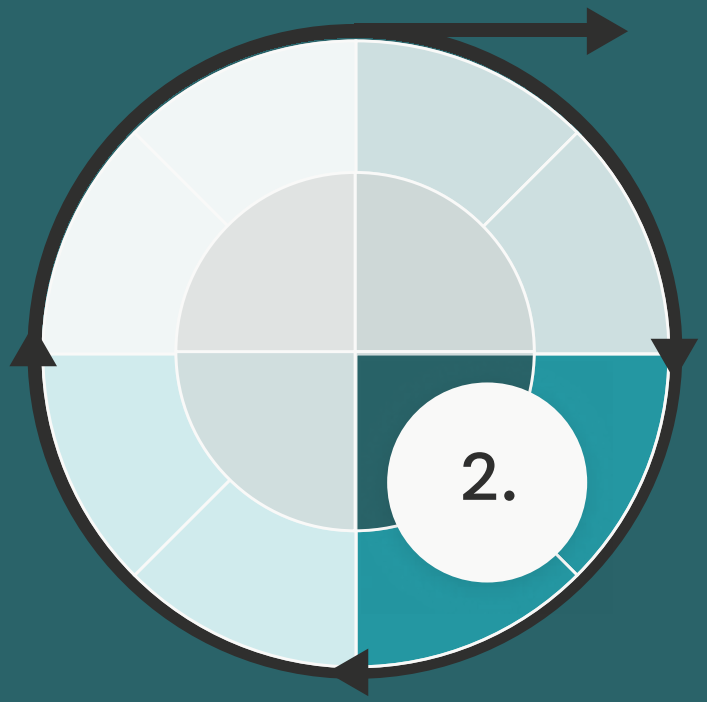
Which personas could you grow and why? They are likely to be similar to your current audiences.

- Young Explorers: there is potential to attract more students
- Nostalgia Seekers: there are a lot in our local area
- Culture Seekers: there may be more among office-workers who are willing to travel

Which personas are important enough to consider developing a new offer?

Which potential personas could you grow if you develop new programmes or experiences for them?

- The biggest group close to ABC is Pragmatic Parents but they do not visit. We could develop some activities for them.



Audience Development Cycle

Define

Based on your initial discovery and findings, define and prioritise your audience development goals.

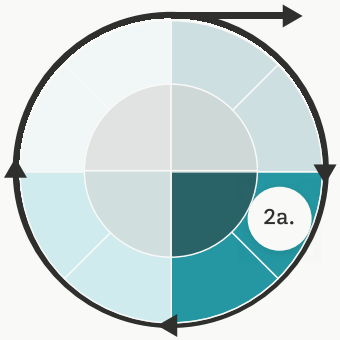
2a. Setting priorities & personas 183

2b. Defining persona needs 187

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2a. Define

Setting priorities & personas



Audience Development priorities

You have discussed your aims and ambitions for audiences and what you want to change. Now decide:

- Which are the priorities?
- Are financial, social and/or artistic goals the most important at the moment? In the future?
- What will success look like?
- Over what period of time?
- Are these achievable?

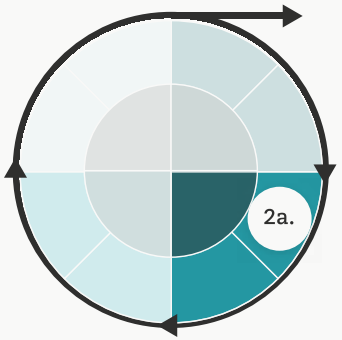
List the priorities in order of importance. Try to limit the list to a few key priorities.

Selecting target personas

To deliver on these priorities, which persona(s) will you focus on? Ideally, you will select a small number, especially if they are new to your organisation.

Use the **Priorities & Personas template** to match priorities to personas.

2a. Setting priorities & personas



Defining the strategy

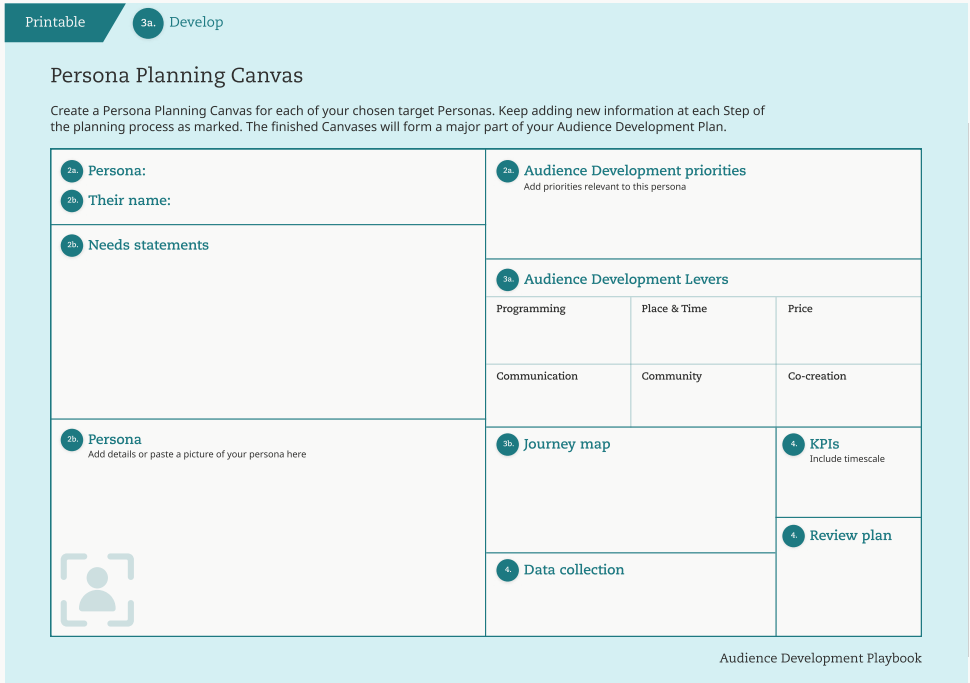
Use the **Audience Development Matrix template** to refine the strategy for each persona. Decide whether you need to:

- Increase engagement of current audiences
- Introduce current audiences to new offers or experiences
- Find new audiences like your current ones
- Develop new audiences for a new offers or experiences

You can focus on one, some or all areas. But be aware that working on all at the same time can be challenging and resource intensive. You might want to spread out audience development plans over time.

The Persona Planning Canvas

Once you have decided which personas to focus on, complete a Persona Planning Canvas for each one. Continue adding new information throughout each step of the planning process. The steps are marked on the **Persona Planning Canvas template**.


Printable 3a. Develop

Persona Planning Canvas

Create a Persona Planning Canvas for each of your chosen target Personas. Keep adding new information at each Step of the planning process as marked. The finished Canvases will form a major part of your Audience Development Plan.

2a. Persona:
2b. Their name:

2b. Needs statements

2b. Persona
Add details or paste a picture of your persona here

2a. Audience Development priorities
Add priorities relevant to this persona

3a. Audience Development Levers

Programming	Place & Time	Price
Communication	Community	Co-creation

3b. Journey map

4. KPIs
Include timescale

4. Review plan

4. Data collection

Audience Development Playbook

Example | 2a. Setting priorities & personas | ABC Arts Centre Example | View blank printable version →

Priorities & Personas

Audience Development Priorities

Decide the priorities for your audience development plan. List them in order of importance. What does success look like?

Target Audience

Which persona(s) will help you address these priorities?

Timescale Over the next 1 - 3 years

Priority 1

To engage our local community (within 2km), more equally especially Neutral and Passive audiences. Success will include developing an ongoing regular audience from these new personas.

→ Pragmatic Parents

Priority 2 To build our audience of young people - to help continue their arts habits into their adult lives, and build the confidence and profile of our emerging artists.
Success includes developing a pipeline of new students and engaging them beyond education.

→ Young Explorers

Priority 3

To maximise income, especially through ticket sales and café takings.

Success includes a 10% increase in sales, year on year.

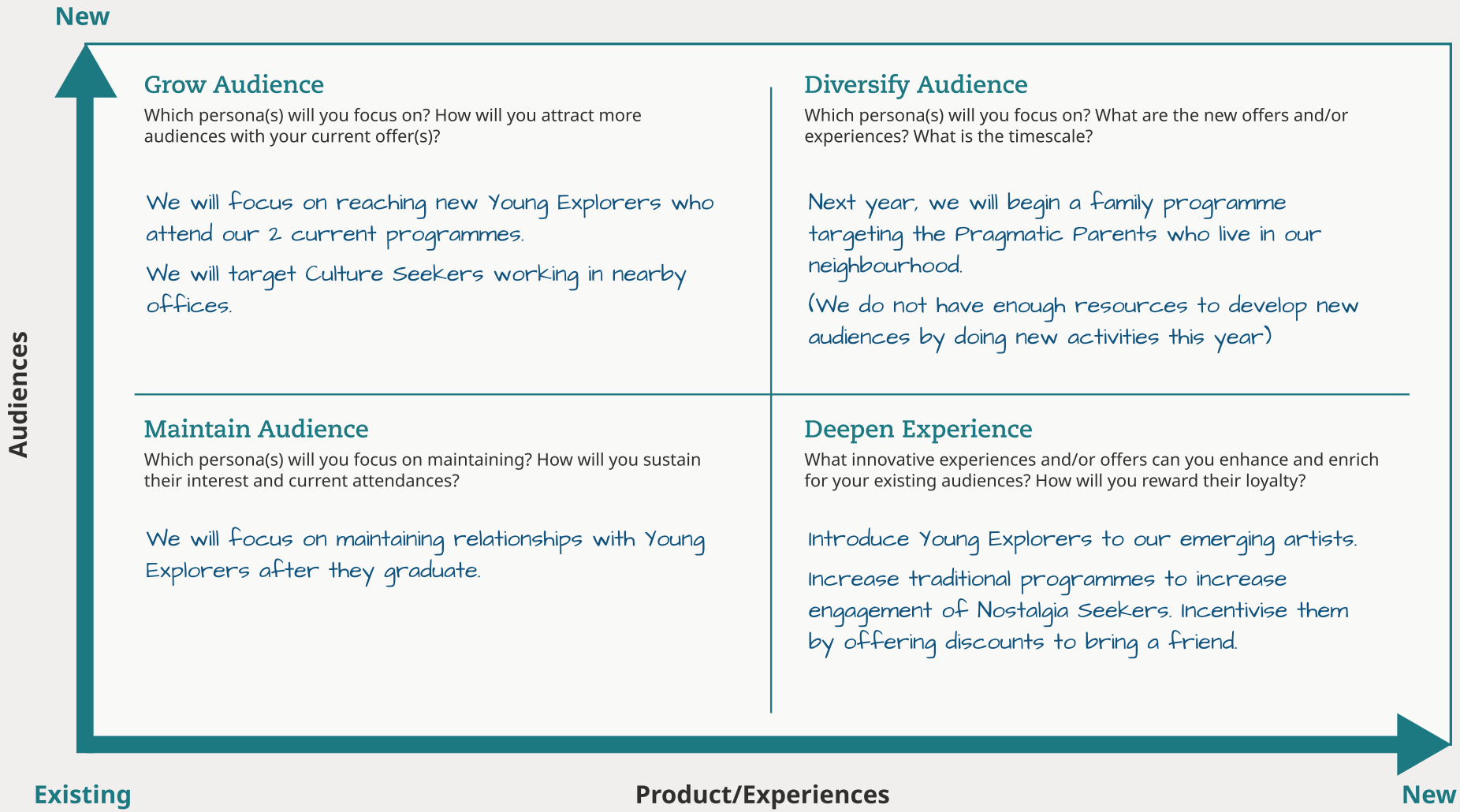
→ Culture Seekers
Young Explorers

Example 2a. Setting priorities & personas ABC Arts Centre Example

View blank printable version →

The Audience Development Matrix

Which type(s) of audience development do you need to focus on? Which personas fit where?



Grow Audience

Which persona(s) will you focus on? How will you attract more audiences with your current offer(s)?

We will focus on reaching new Young Explorers who attend our 2 current programmes.

We will target Culture Seekers working in nearby offices.

Diversify Audience

Which persona(s) will you focus on? What are the new offers and/or experiences? What is the timescale?

Next year, we will begin a family programme targeting the Pragmatic Parents who live in our neighbourhood.

(We do not have enough resources to develop new audiences by doing new activities this year)

Maintain Audience

Which persona(s) will you focus on maintaining? How will you sustain their interest and current attendances?

We will focus on maintaining relationships with Young Explorers after they graduate.

Deepen Experience

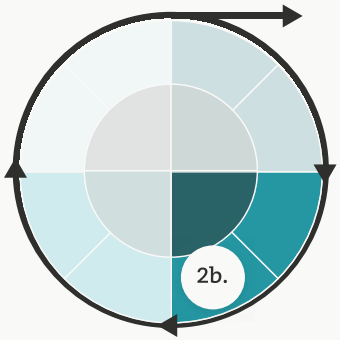
What innovative experiences and/or offers can you enhance and enrich for your existing audiences? How will you reward their loyalty?

Introduce Young Explorers to our emerging artists.

Increase traditional programmes to increase engagement of Nostalgia Seekers. Incentivise them by offering discounts to bring a friend.

2b. Define

Defining audience needs



Having identified your organisation's audience objectives in Step 2a, now consider what your audiences need from you.

Once you have selected your target personas, 'bring them to life' and define what they need from you by using the pen portraits. How will these target personas relate to your organisation? What aspects of your offerings resonate with your audiences, and how do your services, programmes and offers meet their needs?

Here are some exercises to help bring the personas to life.

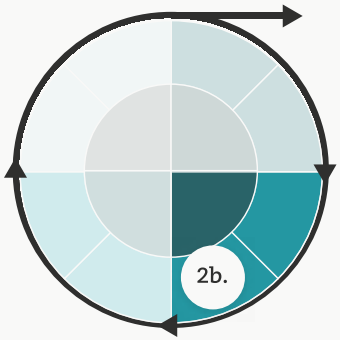
Create a persona

Working in a group if you can, take time to imagine a full 'persona' based on the relevant portrait(s), that you recognise in your audience.

- Give them a name and a backstory
- Use images/words/stories to describe lifestyle
- What do they like doing in their free time?
- How would they interact with your organisation?
- Be kind — this is about empathy not stereotyping
- Have fun!

Use the **Create a Persona template** and prompt questions

2b. Defining persona needs



Create a Needs Statement

Taking all the information in your persona, create a short, punchy "needs statement" to define what this audience needs from you.

Name (identify and insert key facts) **wants or needs to...** (use a verb)

because... (insert an insight about what really matters to this person).

Use the **Needs Statement template** and prompt questions.

Developing the Persona Planning Canvas

Finally, add this information to the Persona Planning Canvas for each of your chosen personas.

Example 2b. Defining persona needs ABC Arts Centre Example 1 View blank printable version →

Needs Statement

Again, working in a group if you can, think about this persona and decide which needs you will try to address and why.



Persona: Pragmatic Parents
Their name: Sabine
Important facts: A busy, multitasking mother of 2 young children

Needs to...
Start with a verb and describe what they need to do

She needs to find some fun and stimulating activities for her children, especially during the weekends.

Because...
Explain what is driving your persona's need

She is worried about how much time her kids spend looking at their screens, and she does not have the time to entertain them herself.

Complete statement:

Sabine *needs to* find some fun, stimulating activities for her kids *because* her kids are addicted to screens.

Add this to the Persona Planning Canvas for the relevant target persona

Example 2b. Defining persona needs ABC Arts Centre Example 2 View blank printable version →

Needs Statement

Working in a group if possible, think about this persona and decide which needs you will try to address and why.



Persona: Nostalgia Seekers
Their name: Ken

Important facts: Recently retired, his wife still works and children have moved out. He is looking forward to follow his interest in history.

Needs to...
Start with a verb and describe what they need to do

He needs to join a history-based club and access a regular programme of activities in a welcoming, local space.

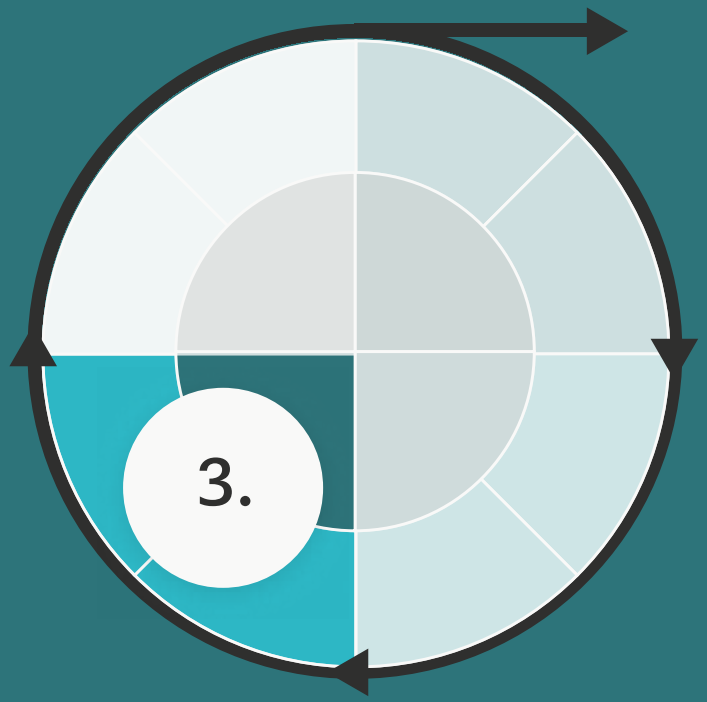
Because...
Explain what is driving your persona's need

He is concerned about his wellbeing and is looking to restart his social life now that he is not working.

Complete statement:

Ken *needs to* join a history-based club *because* he wants to re-start a social life.

Add this to the Persona Planning Canvas for the relevant target persona



Audience Development Cycle

Develop

Designing and testing to meet the needs of your chosen persona(s).

3a. Designing for audiences 192

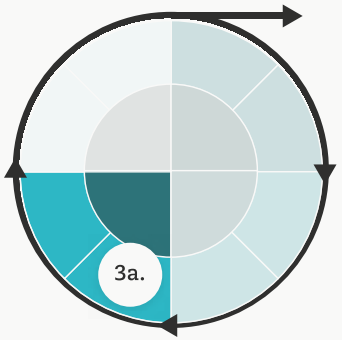
3b. Testing & adapting 195

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3a.

Develop

Designing for audiences



How Might We Engage Them?

This step is all about the 'how'. Thinking about the needs you have identified, ask what you might need to change or develop for your personas:

- Programming: events, exhibitions, participatory activities etc
- Place and time: how to create the right conditions – from getting tickets to the café, the right dates, days and times
- Price: reducing barriers or optimising income, free or paid, discounts and incentives
- Communication: channels, style, messaging, timing
- Community: making relevant links through and with community groups or partnerships
- Co-creation: if and how to involve people in your organisation, or to participate in creation

Use the **How Might We? template** as a guide.

Selecting the best ideas to take forward

When you have lots of ideas, you need to select the best. This means ideas which:

- Will best meet this persona's needs
- Are compatible with your organisation's aims, values and strengths
- Are feasible within your resources
- Can be tested before making a full commitment

Do not select too many new ideas. The things you do may already work as they are, or with a little adaptation.

To help you with this process, use the **Selecting Ideas template** and complete the **Audience Development Levers template**. When you have finished, add a summary to the Persona Planning Canvas.

Example 3a. Designing for audiences ABC Arts Centre Example View blank printable version →

Audience Development Levers

Add final ideas to take forward here — note those that will need to be developed. Attach to or summarise on the relevant Persona Planning Canvas.

Persona: Nostalgia Seekers
Their name: Ken



Main needs: Opportunities to be social and boost wellbeing, post-retirement. Interest in history and traditions.

Programming

More traditional aspects of existing programme

Needs testing/development:

History & Heritage Club

Place & Time

As usual - day time - preferably afternoons

Needs testing/development:

Café offers, timing for Club

Price

Seniors discount

Needs testing/development:

Club free or subscription (income through café)?

Communication

Curated content. Mailing list, Facebook.

Needs testing/development:

Club Newsletter/FB Group?

Community

None

Needs testing/development:

None at present

Co-creation

None

Needs testing/development:

Participant-led approach to the Club

Example 3a. Designing for audiences ABC Arts Centre Example View blank printable version →

Persona Planning Canvas

Create a Persona Planning Canvas for each of your chosen target personas. Keep adding new information at each step of the planning process as marked. The finished canvases will form a major part of your Audience Development Plan.

2a. Persona: Nostalgia Seekers

2b. Their name: Ken

2b. Needs statement(s)

Ken is recently retired, his wife still works and children have moved out. He is looking forward to following his interest in history. He needs to join a history-based club and access a regular programme of activities in a welcoming, local space.

2b. Persona

Add details or paste a picture of your persona here



2a. Audience Development priorities

Add priorities relevant to this persona

To engage more equally our local community (within 2km), especially Neutral audiences. Success includes developing a regular audience.

3a. Audience Development Levers

Programming Traditional programme (increase?), History Club (in development)	**Place & Time** Cosy café, matinees	**Price** Seniors frequent discount
Communication Facebook/Mailing list	**Community** None	**Co-creation** Co-deliver History Club (in development)

3b. Journey map

4. KPIs

Include timescale

Year 1: 30 Club members, 10% increase Nostalgia Seekers

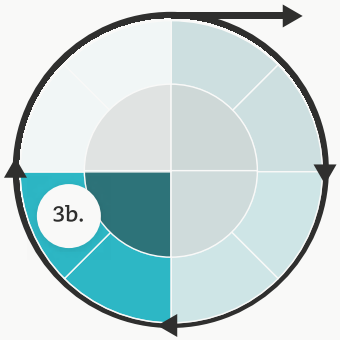
4. Review plan

After every season and annually; Executive in seasonal review; Annual all-staff presentation

4. Data collection

Baseline mailed survey, Mailed survey annual, History Club feedback

3b. Develop
Testing & adapting



Some aspects of the Audience Development Plan you have identified are probably new ideas that will need to be developed. Prototyping is a great way of testing things, in the field, and with audiences. Read on to find out more.

What is a prototype?

A prototype is a minimal version of a possible service or experience. The main purpose is to learn more about its desirability, deliverability — and profitability — in a scaled version.

It needs to be enough like the big idea to be relevant but small enough to mitigate risks and enable you to carry it out easily. It is important to involve users and to get their feedback about the prototype.

A prototype can start as a "paper prototype" — a sketch or mock-up to be discussed, before going to the next stage. In the arts, this sometimes means doing small scale, "scratch" versions of an event.

Prototyping is a useful skill to develop for organisations who want to be more audience-centric.

Develop a prototype

If some of the aspects you have included in the Audience Development Plan for different personas are new ideas, you can use the **Prototyping template** to design and plan how to test these ideas. You can use the **Selecting Ideas template** (also used in Step 3a) to decide if you should take the idea forward to full delivery, change it or drop it.

Printable 3b. Testing & adapting 4a. An action plan ABC Arts Centre Example View blank printable version →

Prototyping template

Follow these steps to design a prototype. When you have finished the design, add an operational plan. Who will organise this and when, with what budget? How will audiences be recruited, and how will feedback be collected?

In order to...

[Understand/try out/change]

Engage Ken in stimulating, social activities which match his interests; We want to test out our idea to offer a history club, loosely linked to our collection.

We are going to...

[Describe method/what it is that you are going to do]

Hold a one-off, free history talk with afternoon tea and coffee, inviting people from the immediate neighbourhood. Recruited through residents' committee.

And the feedback we need is...

[Describe the feedback you need and the way you will obtain it]

A feedback discussion is integral to the event. Involve customer staff to test out feasibility.

What are we testing?

Desirability: features, benefits, alternatives for audiences

Deliverability: logistics, costs, marketing, staffing etc.

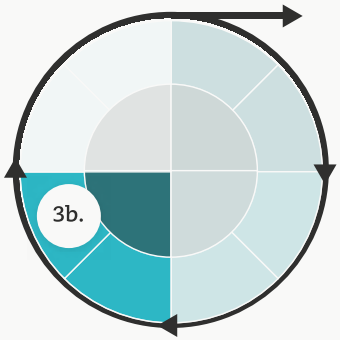
Desirability: content, format, timings, benefits, barriers, competition, pricing

Deliverability: staff capacity, marketing overhead

3b.

Testing & adapting

Audience Journey Mapping



Journey mapping is a way of describing and planning the audience's experience. It is an optional step in the Audience Development Cycle.

- Think about the way your audiences interact with you in a chronological way — from their interaction with you, through attendance to the way they leave and reflect afterwards.
- Plot the 'touchpoints' especially when they are in direct contact with you. Check how well they work and if they need to be improved.
- This should be done from the point of view of each chosen persona (because different personas have different journeys).

Use the **Audience Journey Mapping template** as a guide. When you have finished, add a summary to the Persona Planning Canvas.

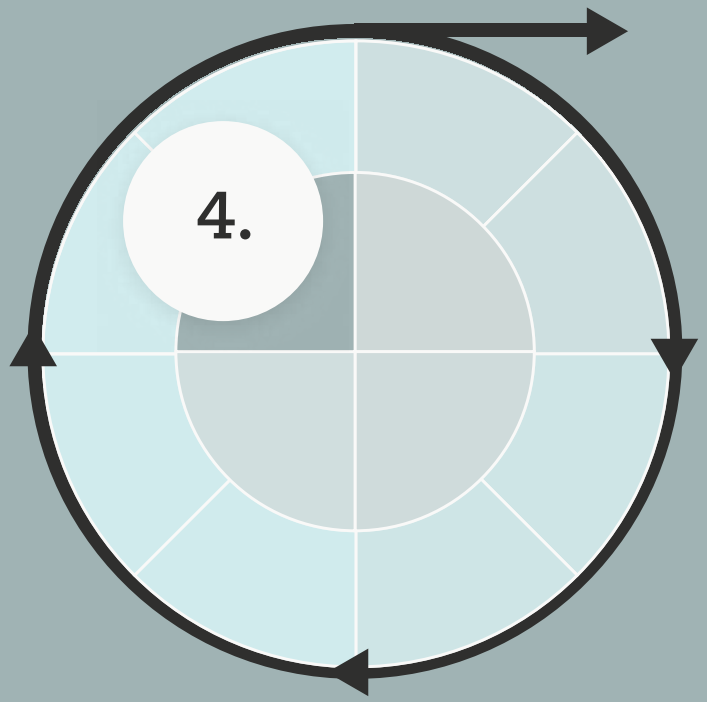
Example 3b. Testing & adapting ABC Arts Centre Example 2 View blank printable version →

Audience Journey Mapping

What does the journey look like for your users?

Persona:	Nostalgia Seekers
Event/Activity:	History club

	Awareness	Preparation	Participation	Leaving	Afterwards
What happens — what are the important touchpoints on the journey?					
How can you improve the experience?					



Audience Development Cycle

Deliver

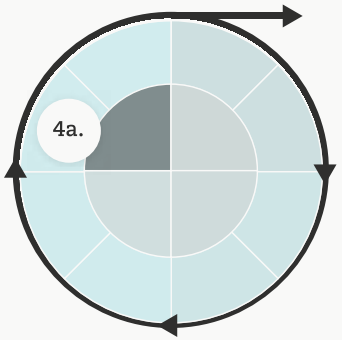
Putting plans into action, reviewing and adapting.

4a. An action plan	200
4b. Reviewing & adapting	201

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4a. Deliver

An action plan



Now, translate all the groundwork you put in — from the planning templates into a concrete action plan.

- Choose a relevant timeframe — such as a three-year activity outline with a detailed annual or seasonal plan
- Set some indicators for each persona and part of your audience development strategy
- Make costs and income estimates
- Make a timeline with key milestones
- Write a capacity plan: who will do what, who is responsible for particular the different actions? Which partners or collaborators are needed? Any new staff or skills required?
- Outline a communication plan: who needs to know about what and when?
- Develop an evaluation and review plan (see **Step 4b**)

Use the **Audience Development Canvas template** to get all the key facts on one page. Get the whole organisation behind the plan, so everyone understands the aims and their role.

Tip: This makes the whole process sound very simple — it will not be, so do not worry if it takes time to come together!

Persona indicators

Could include:

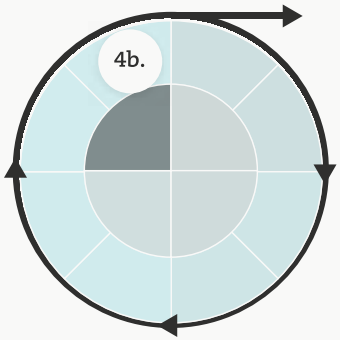
- Increase in numbers
- Increase in engagement or frequency
- Increase in satisfaction or willingness to recommend
- Progress in meeting needs as identified
- Health or wellbeing impacts
- Other social impacts
- Learning impacts
- Engagement with digital

Organisational indicators

- Increase of income
- Other financial impacts
- Increase in artist engagement/profile
- Improvement of staff satisfaction
- Return on investment
- Increase in visibility/reputation (media)
- Better risk management

4b. Deliver

Reviewing & adapting



As you implement your audience development action plan, integrate continuous monitoring and regular reviews into your operational rhythm.

Success requires ongoing measurement and adaptation. Monitor your progress, deepen your understanding of target audiences, and refine your approach based on what you have learnt. This continuous cycle of assessment and improvement ensures your audience development strategy remains effective and relevant.

- Build regular testing and adjusting aspects of the audience development plan in an agile and responsive way.
- Decide what data will help you — how and when you will collect data and feedback — and who is responsible.
- Think — who should be involved in the review process? And who you will share the results with. Can you find ways of involving members of your audience?
- Decide how often you will review activity — even if you plan an annual review, you can review some aspects of the strategy week-by-week or event-by-event.
- Use the **Audience Development Canvas Template** and each of the **Persona Planning Canvas Templates** as a guide — updating them regularly.
- Redraft your action plan regularly, at least annually.

Review questions

- What have we learnt?
- Should we change our priorities or indicators?
- Should we focus on new personas or a new strategy?
- How well have we understood the needs of target audiences?
- What new information do we have about our audiences since we rolled out the new action plan?
- How well have we met their needs?
- What do they need us to change or adapt?

Review questions from the audience perspective

- How well have we understood the needs of target audiences?
- What new information do we have about them?
- How well have we met their needs?
- What do they need us to change or adapt?

Example | 4b. Reviewing & adapting | ABC Arts Centre Example | View blank printable version →

Audience Development Canvas

Date: 1/1/2026 Version: 1.0

Strategy & KPIs

Grow Audience

Add Target Persona(s), indicators and timescales to each section

Young Explorers

20% increase in student attenders

Culture Seekers

10% increase in audiences from local businesses

10% increase in ticket income

Diversify Audience

Pragmatic Parents

Build weekend family offer

No KPI in year 1

Develop ideas and approach

Maintain Audience

Young Explorers

Retained after leaving school

No KPI in year 1

Nostalgia Seekers

Increase frequency from average 1 per year to 2

Deepen Experience

Young Explorers

Retained after leaving school

No KPI in year 1

Nostalgia Seekers

Develop day-time participation for at least 50 seniors

Main strategy by persona

Outline the approach for each target persona

Young Explorers: School partnerships, content, creative competition, meet the artists events

Nostalgia Seekers: Promote traditional programme, History Club

Pragmatic Parents: Weekend family programming

Evidence

What data will be collected to track progress

Ticketing

Targeted survey

Face-to-face interviews

Who does what

E.g. Programme Lead, Task group members, Programme development, Visitor experience, Communication, Data collection, External partners

Lead etc.

Partnerships: colleges, local history society

Costs

E.g. Programming, Staffing, Marcomms, Incentives

Marketing and recruitment

Competition, Meet the Artists

History Club

Family programme

Extra front of house staff

Income opportunities

E.g. Ticket sales, Donations, Funding, Food & Beverage, Shop, Volunteering

Food & Beverage

Ticket sales

Sponsorship (Family programme)

Timeline & Milestones

Indicate timeline for major milestones, such as launches, marketing, special programming, reviews

Start date

End date

Practical

Tools & Resources

Introduction 204

Printable Templates 205

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Introducing the tools

This section brings together all the templates and tools mentioned in the Audience Development in Action section, so you can print them as a complete set.

Working in a group

As we have noted, developing an audience development plan is best done with a small group that represents the wider organisation or in the case of a small organisation it might include everyone. Most of the templates are designed for such group exercises. Ideally, you will need some big sheets of paper, pens, post-its to work together on most exercises.

Putting the plan together

Feel free to take photos and/or notes as you go, and include them here if you are using these templates as a complete workbook. There are two key templates to help you summarise your work and lay the foundation for your Audience Development Plan:

- **The Persona Planning Canvas template:** By Step 4 you should have completed a canvas for each of your target personas, which can be updated and developed as you learn more.
- **The Audience Development Canvas template:** The whole plan on a page.

The Organisation & Audiences

Why do we need to develop audiences? Work with colleagues to complete these statements.

Mission

Audiences are important in our mission because...

Social reasons

Our social purpose and values mean that our audience priorities include...

Future opportunities

Opportunities for audience development are...

Financial reasons

We do/do not need audiences to help us grow our income, by...

Other reasons

We do/do not need audiences to help us by....

Future risks

The audience risks we need to manage are...

The Audiences

What can you find out about your audiences? Here are some prompts. Do not worry if you cannot answer all these questions yet, or can only answer partially or with an educated guess. You can develop knowledge over time.

Numbers

How many visits?

How many people attend?

For what activities?

How much income do they bring?

Behaviours

How often do people visit?

When do they book?

How do they do their research? What information channels do they use?

How much do they spend?

Who comes to what?

What are their main motivations?

Sentiments

What do people think about the organisation?

What do they think about the programme?

What are the most and least popular aspects?

Profiles

Where do most audiences come from?

What age-group(s) are they?

Children at home/not?

Other important demographics?

What is their lifestyle?

What kind of work/hobbies do they do?

What else can you find out?

Personas

Take a look at **The Personas** (see page 25) — which ones do you recognise in your audience?

Channels & Influences

How do people find out about your organisation?

What channels do they use?

Whose opinions influence them?

Potential Audiences

The key here is to understand who already likes your work: can you find more of them? And to think about who else you could attract by doing different things.

Your current audiences

Which personas do you currently attract?

Who lives/works in your local area or other relevant communities?

Which potential audiences do you have access to?

Which personas offer potential for your current programme?

Which personas could you grow and why? They are likely to be similar to your current audiences.

Which personas are important enough to consider developing a new offer?

Which potential personas could you grow if you developed new programmes or experiences for them?

Priorities & Personas

Audience Development Priorities

Decide the priorities for your audience development plan. List them in order of importance. What does success look like?

Target Audience

Which persona(s) will help you address these priorities?

Timescale

Priority 1



Priority 2

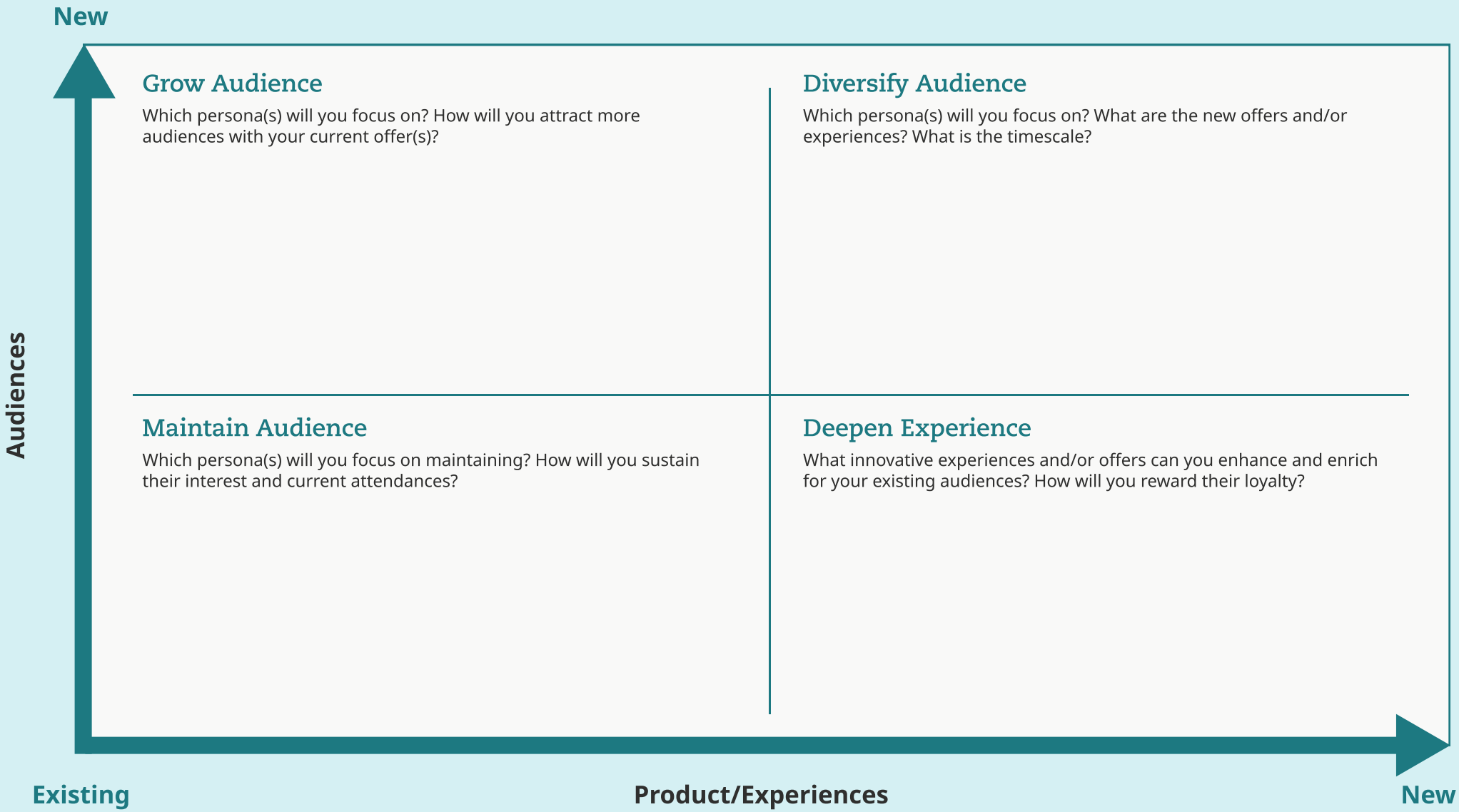


Priority 3



The Audience Development Matrix

Which type(s) of audience development do you need to focus on? Which personas fit where?



Persona Planning Canvas

Create a Persona Planning Canvas for each of your chosen target personas. Keep adding new information at each step of the planning process as marked. The finished canvases will form a major part of your Audience Development Plan.

2a. Persona:

2b. Their name:

2b. Needs statements

2b. Persona

Add details or paste a picture of your persona here

2a. Audience Development priorities

Add priorities relevant to this persona

3a. Audience Development Levers

Programming	Place & Time	Price
Communication	Community	Co-creation

3b. Journey map

4. Data collection

4. KPIs

Include timescale

4. Review plan

Create a persona: bringing personas to life workshop

Create a persona for each of your chosen personas

Working in a group if possible, take 1 – 2 hours to imagine a full persona based on the relevant persona portrait that you could recognise among your audience. Give them a name and a back story. Use images and words. Take photos of your finished work. Use the prompt questions below:

What is his/her name?

Who is this person?

- How old are they?
- Where does s/he live? (area, and what type of residence)
- What is his/her occupation?
- Who does s/he live with?
- Does s/he have children? What age/ school?
- How does this affect his/her lifestyle?
- How much formal education does s/he have?
- What are his/her interests and passions?
- How comfortable is s/he financially?
- Where does s/he get their news and information?
- Is s/he a member of any clubs, voluntary groups etc?
- What causes does s/he support?
- Who influences him/her?



What role does arts/culture/ heritage play in his/her life?

- Does s/he consider themselves 'arty' or 'outdoorsy'?
- What does s/he love or loathe?
- What venue/s do you see him/her visiting or supporting?
- What are his/her creative/leisure hobbies?
- How does s/he like to spend Saturday nights, Sunday afternoons?
- Who does s/he visit with and why?

What do we have to offer him/her?

- What might s/he like about our programme or venue?
- Why does s/he like coming?
- What "pains" can we solve? E.g. what to do with the kids after exams or for Mum's birthday?
- What "gains" can we offer? E.g. some "me time", somewhere to gather with friends.
- What barriers can we remove? E.g. Unable to pre-book as too busy to organise friends.
- What incentives can we offer? E.g. group discounts.
- Think about the whole visitor experience or user-journey: from decision-making and booking, travel, price, promotion, environment, welcome, programme or other visitor experience, travel to follow-up and more.



Needs Statement

Working in a group if possible, think about this persona and decide which needs you will try to address and why.

Persona:

Their name:

Important facts:

Needs to...

Start with a verb and describe what they need to do

Because...

Explain what is driving your persona's need

Complete statement:

_____ *needs to* _____ *because* _____

Add this to the Persona Planning Canvas for the relevant target persona

“How Might We” Create the Right Audience Development Plan

Again, in a group, ask yourselves: how might we create a mix to meet the needs of this persona? Come up with as many ideas as you can, before moving on to select the best ones (see the template).

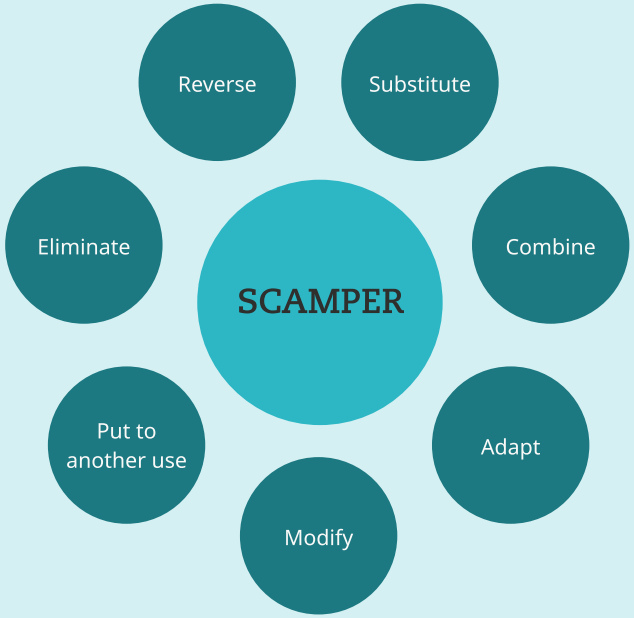
For inspiration, see the **case studies (page 220)**, or take a look at the **SCAMPER model (page 214)** for generating ideas.

Persona:	Main needs:
Their name:	

What programming would meet NAME’s needs	**How could we make the place and time right for NAME?**	**What prices, offers, discounts etc would meet NAME’s needs?**
How can we communicate effectively with NAME?	**How could we make links with and for NAME in the community?**	**How might we co-create with NAME?**

SCAMPER tool guide

Optional tool for ideation



Use the SCAMPER tools to help you with the HOW MIGHT WE DEVELOP the Audience Development Plan, if you are struggling to come up with good ideas.

SCAMPER is a structured approach to creative thinking that encourages individuals and teams to explore different perspectives and challenge assumptions by systematically applying the seven strategies represented by the acronym.

S - Substitute: What can be substituted to improve the process or idea?

C - Combine: Can you combine existing elements or ideas to create something new?

A - Adapt: How can you adapt an existing idea or product to a new context or purpose?

M - Modify: Can you modify or magnify an existing feature or element to improve it?

P - Put to another use: Can the idea be used for a different purpose?

E - Eliminate: What can be eliminated to simplify or improve the process, or idea?

R - Reverse: Can you reverse the process or idea to create a new perspective?

Example

S - Substitute: the word 'contemporary' in describing the exhibitions with something more modish from Instagram. You could describe the experience in different terms: Next-Gen Chic

C - Combine: Instead of having a preview where you invite VIPS, combine it with some chic performance art and clever modern matching food and invite people who have never been before

A - Adapt: Make the guides to the gallery more interesting — could they wear clothes that match the vibe of the exhibition

M - Modify: Modify the website so that pictures are there in advance and matched with something global of the moment

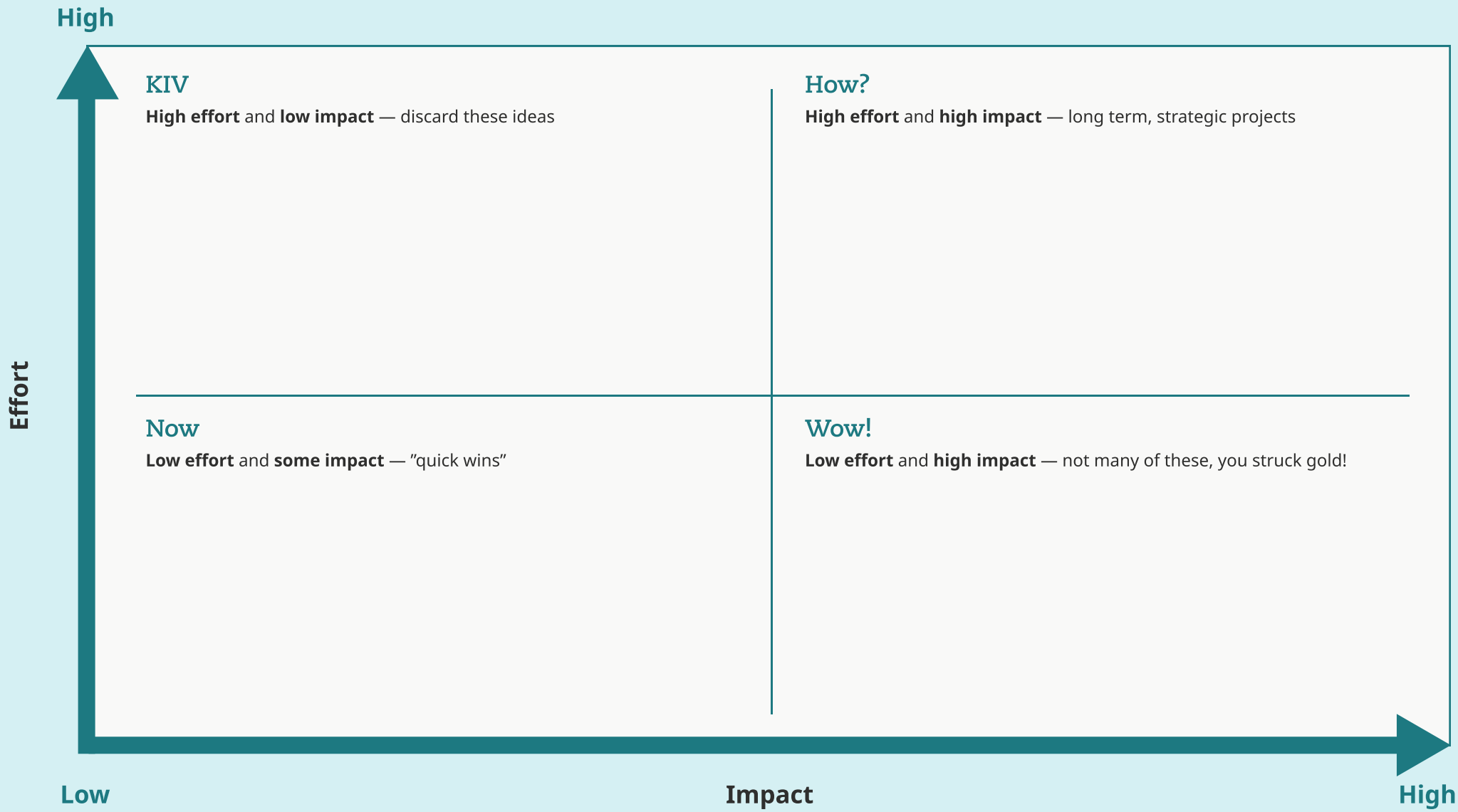
P - Put to another use: Use the idea with another persona group — the Sentimental Silvers

E - Eliminate: Eliminate the use of the word 'art'

R - Reverse: Turn the contemporary idea into something traditional or mainstream

Selecting Ideas

The matrix allow you to organise all your generated ideas into two axes: a Feasibility axis, and an Impact axis. That provides you with 4 categories:



Audience Development Levers to take forward

Add final ideas to take forward here — note those that will need to be developed. Attach to or summarise on the relevant Persona Planning Canvas.

Persona:
Their name:

Main needs:

Programming

Needs testing/development:

Place & Time

Needs testing/development:

Price

Needs testing/development:

Communication

Needs testing/development:

Community

Needs testing/development:

Co-creation

Needs testing/development:

Prototyping template

Follow these steps to design a prototype. When you have finished the design, add an operational plan. Who will organise this and when, with what budget? How will audiences be recruited, and how will feedback be collected?

In order to...

[Understand/try out/change]

We are going to...

[Describe method/what it is that you are going to do]

And the feedback we need is...

[Describe the feedback you need and the way you will obtain it]

What are we testing?

Desirability: features, benefits, alternatives for audiences

Deliverability: logistics, costs, marketing, staffing etc.

Audience Journey Mapping

What does the journey look like for your users?

Persona:

Event/Activity:

	Awareness	Preparation	Participation	Leaving	Afterwards
What happens — what are the important touchpoints on the journey?					
How can you improve the experience?					

Audience Development Canvas

Date: Version:

Strategy & KPIs

Grow Audience
Add Target Persona(s), indicators and timescale to each section

Diversify Audience

Maintain Audience

Deepen Experience

Main strategy by persona
Outline the approach for each target persona

Evidence
What data will be collected to track progress

Who does what
E.g. Programme Lead, Task group members, Programme development, Visitor experience, Communication, Data collection, External partners

Costs
E.g. Programming, Staffing, Marcomms, Incentives

Income opportunities
E.g. Ticket sales, Donations, Funding, Food & Beverage, Shop, Volunteering

Timeline & Milestones
Indicate timeline for major milestones, such as launches, marketing, special programming, reviews

Start date

End date