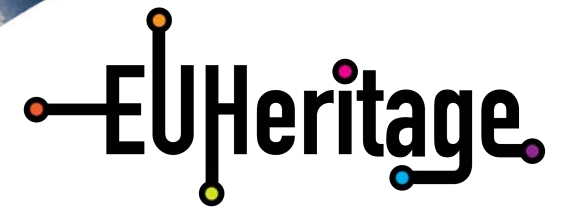


MODULE 2

S.U.2.2.2. – Mission, Vision & Audience Ambitions to Create Meaningful & Engaging Experiences



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Aim & Objectives

In this presentation, we shall explore

- methods of how audiences are key players in the mission, vision and strategy of an organization.
- information that will help us understand how to assess organizational limitations, using evidence to assess situations, audience potential and understand audience barriers and needs.
- salient features that influence effective audience development planning.



Learning outcomes

At the end of this presentation, you will be able to:

- LOut1 Evaluate the role of cultural institutions in context
- LOut2 Categorise audience trends and apply effective audience development strategies
- LOut3 Understand the various components of an audience development plan.
- LOut4 Identify those qualities that define an effective plan.
- LOut5 Communicate a complex idea/project effectively
- LOut6 Assess own intellectual and professional development progress



Writing an Audience Development Plan Strategy

As emphasised in the previous sub unit, cultural heritage managers are encouraged to adopt audience-centred experiences to generate more meaningful experiences.

Within the context of strategic planning, this means that:

1. The audience is not an after-thought but rather the driver that defines your project – who are they, what are their likes, needs or aspirations?
2. Link your plans to your audience through their interests.
3. Ensure that the physical space is accessible and welcoming – conducive for memorable experiences.
4. Ensure that provocation works best when the cultural heritage site speaks the same language as its audience.
5. Listen to your audience – follow up on the experience and understand both those that engaged and those that disengaged with your experience.



Writing an Audience Development Plan Strategy

Therefore, you and your organization need to agree on some of the pointers below before starting any strategic planning.

1. Not an isolated event – relationships with your audience can only be maintained through sustained engagement.
2. Not just a marketing ploy – engage current audiences to re-visit but also attract new visitors.
3. Not an exercise to replace current audiences with new ones. Current and new audiences are likewise important.
4. Not an attempt to increase visitors through the gate after that you have launched your project.



Writing an Audience Development Plan Strategy

Before writing a plan your organization you should also aspire to meet the following basic criteria:

- Everyone has contributed.
- Clear links to other plans and strategies.
- Direction based on real evidence of current and potential audiences.
- Considerate of how to serve the needs of different audience groups/segments.
- Easy for everyone to understand and relate to.
- Practical – not too complex to communicate or resource-intensive to deliver.
- Aspirational – do not set yourself for failure - not so ambitious as to be unrealistic, no so unambitious it will fail to make an impact.



Writing an Audience Development Plan Strategy

Your audience development plan need to broadly cover the following these four sections:

1. an assessment of your organization's position;
2. a description of the goals of the audience development process and why they are important to the organisation;
3. a strategy for how you are going to achieve those goals; and
4. a description of how you are going to measuring your progress towards achieving those goals.



Writing an Audience Development Plan Strategy

Before you start writing your strategy plan needs to follow a planning process:

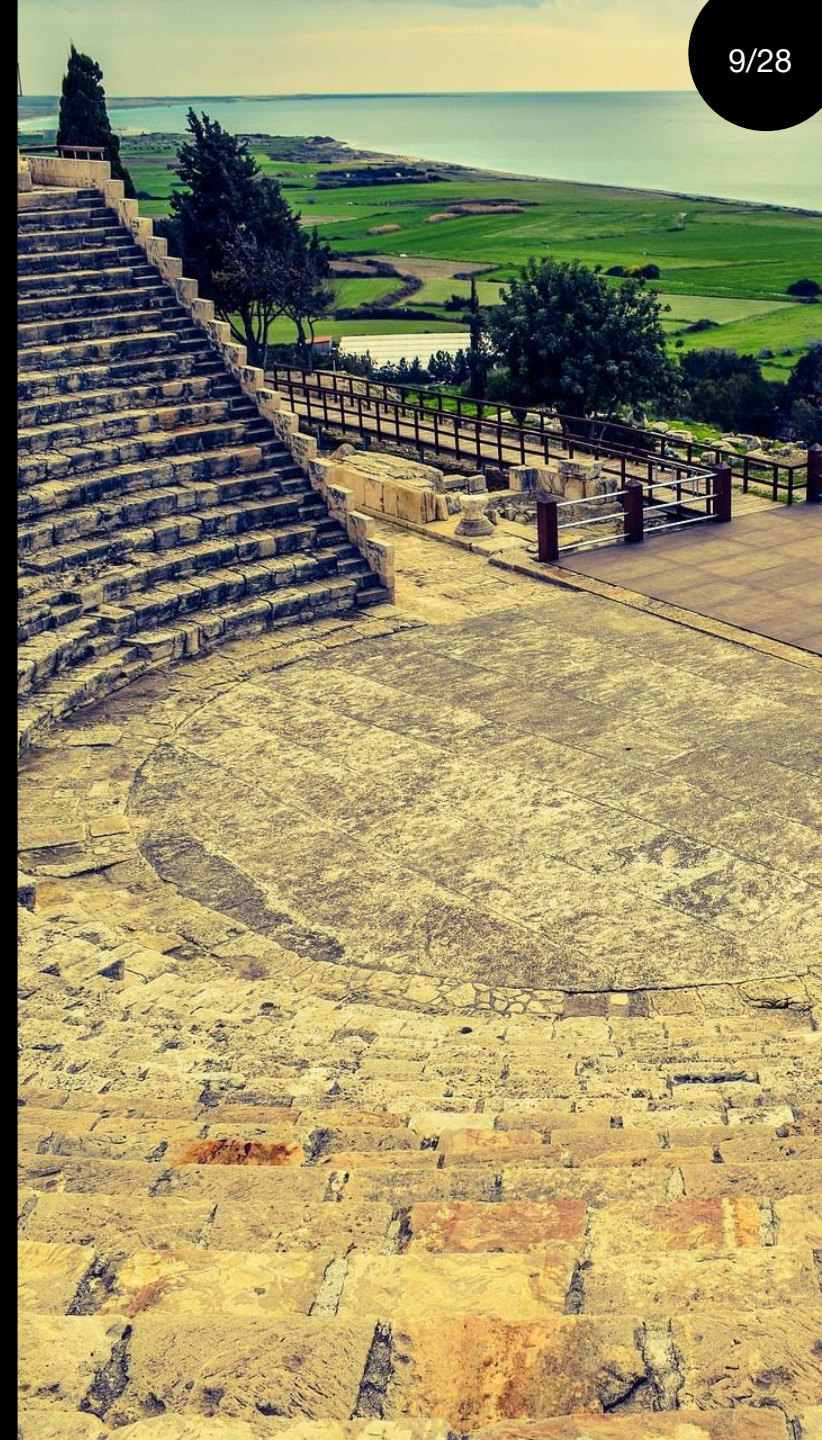
1. Identify Your Purpose
2. Gather Data and Insights
3. Identify Your Target Audiences
4. Set Objectives
5. Outline Actions
6. Review and Refine



Identifying the Organization's Purpose – Mission & Vision

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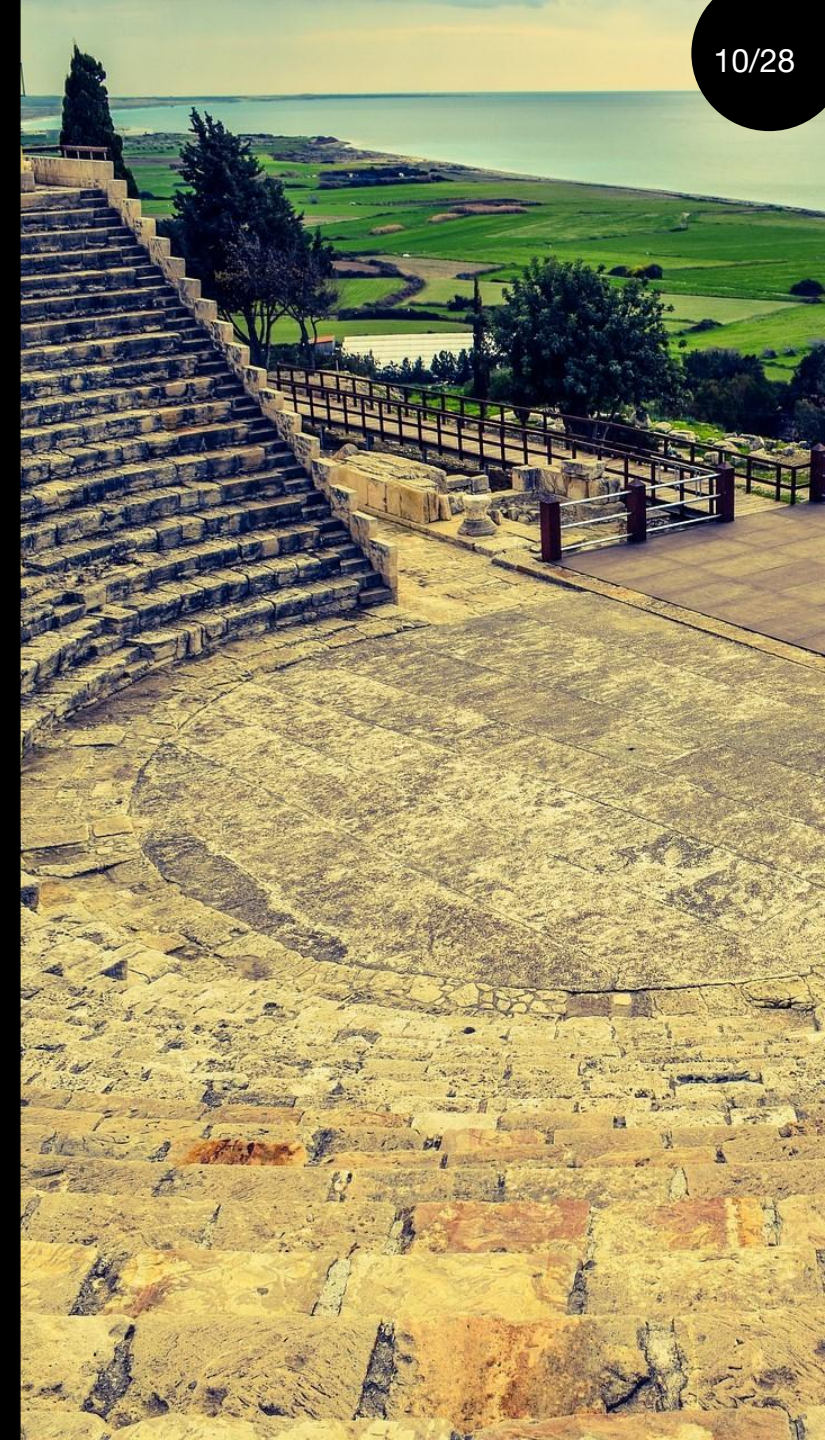


Identifying the Organization's Purpose – Mission & Vision

An audience development strategy should:

1. reflect the organisation's purpose.
2. link or be part of the organization's strategic plan.
3. identify the difference the organization has set out to accomplish.
4. define clearly how the strategy is driven by research around the audience.
5. assist with the identification of financial needs and financial support.

These general observations should fully define the objectives of your audience development plan.



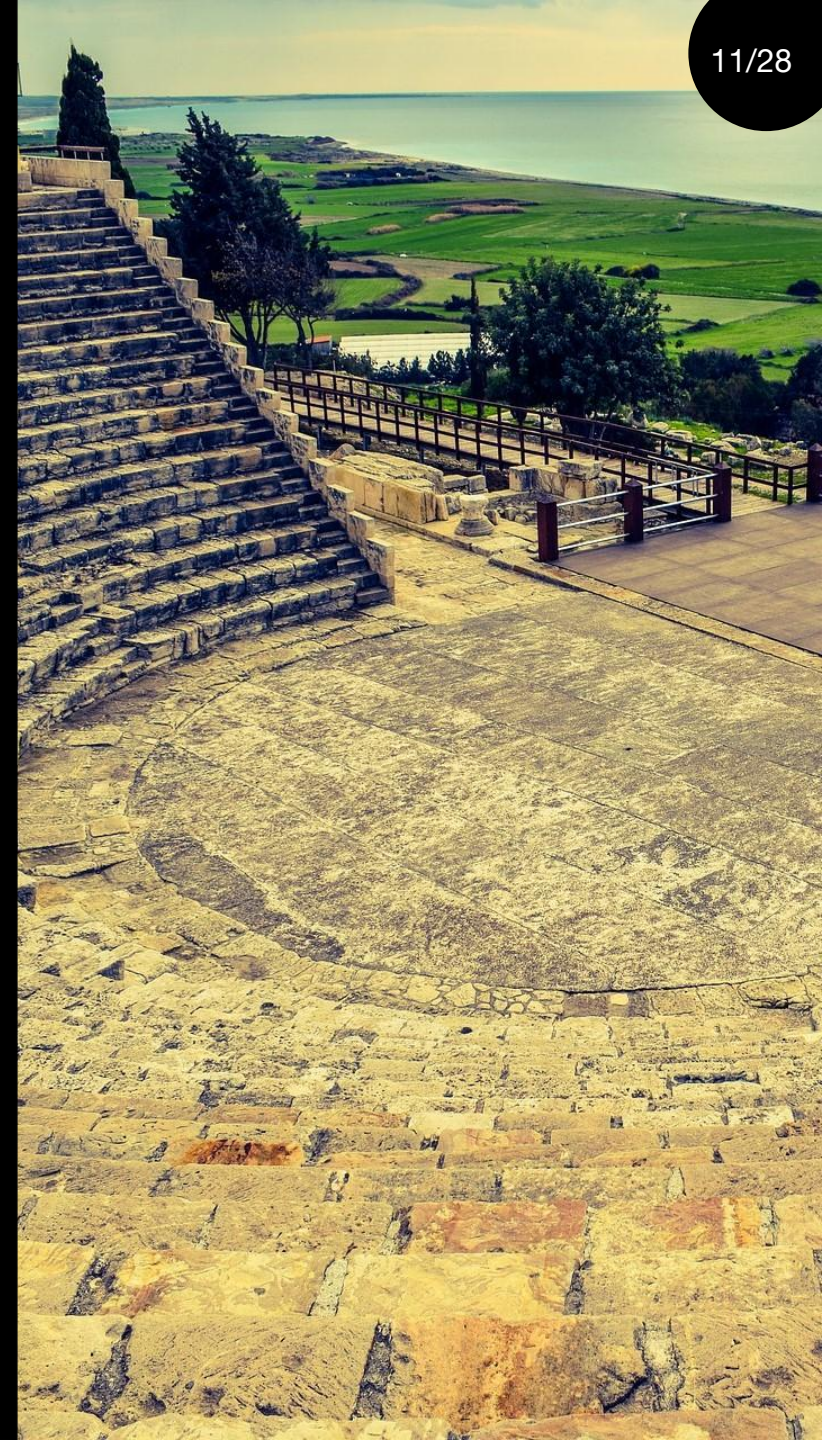
Identifying the Organization's Purpose – Mission & Vision

i. Where we are now:

- A summary of your organisation – history, purpose, values, aims
- Aspirations for the future
- Detailed information about your current audience:
- Who they are, what they do, want and need, as well as visitor numbers and, if applicable, any change in the number of visits over the last five to ten years.

ii. Mission and Vision

- As a result of this Strategy, what visible difference will there be to your venue/ organisation?

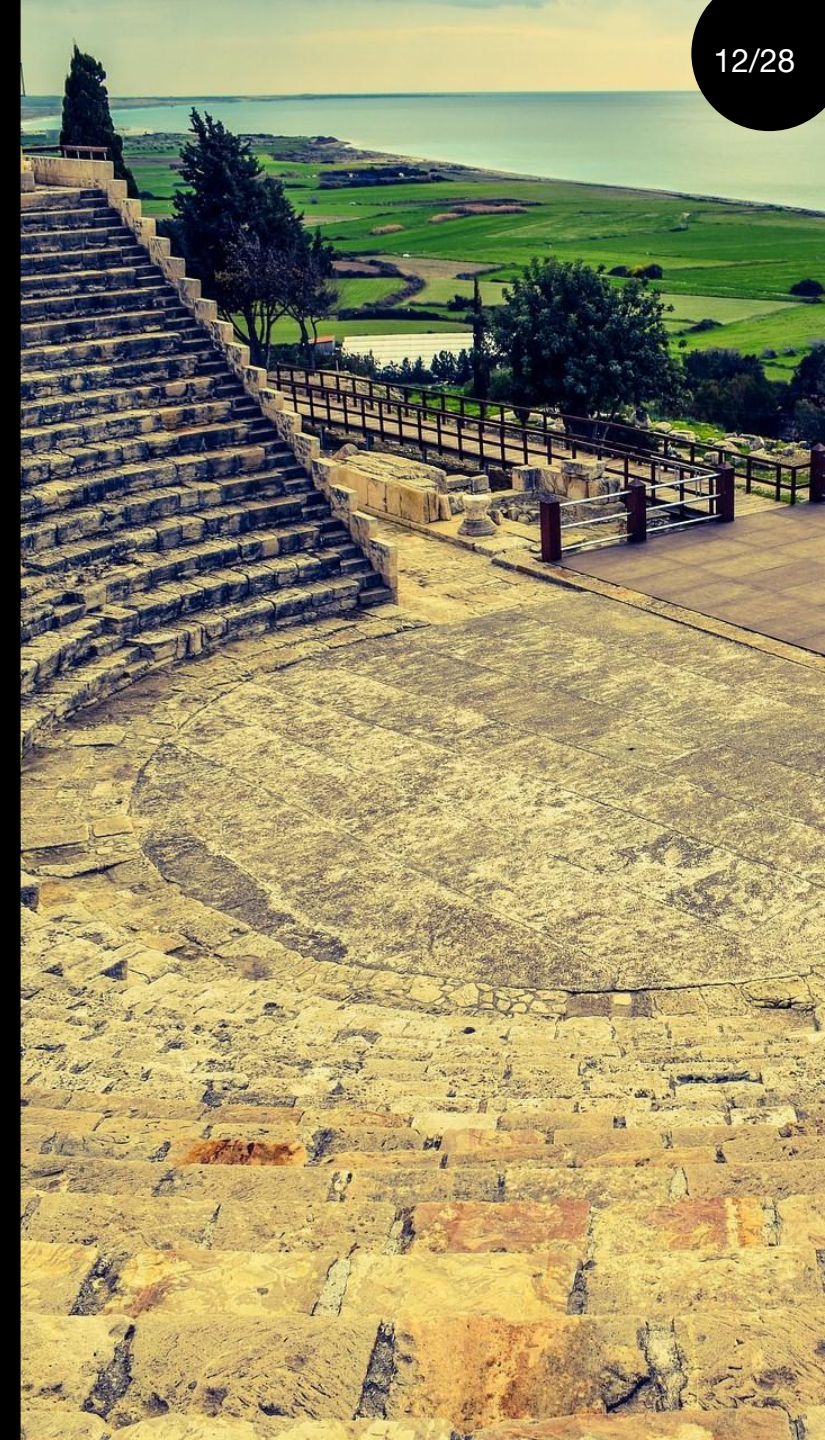


Identifying the Organization's Purpose – Mission & Vision

Before you continue building your audience development plan, it might be beneficial to take a step back and take a fresh look at your organization's mission and vision.

- Are the mission and the vision understood and shared across the organization?
- Reflect on your organization's mission and vision:
- What is your vision for your organization?
- What is your mission for your organization?

Your mission should articulate why you exist and what difference you want to make.



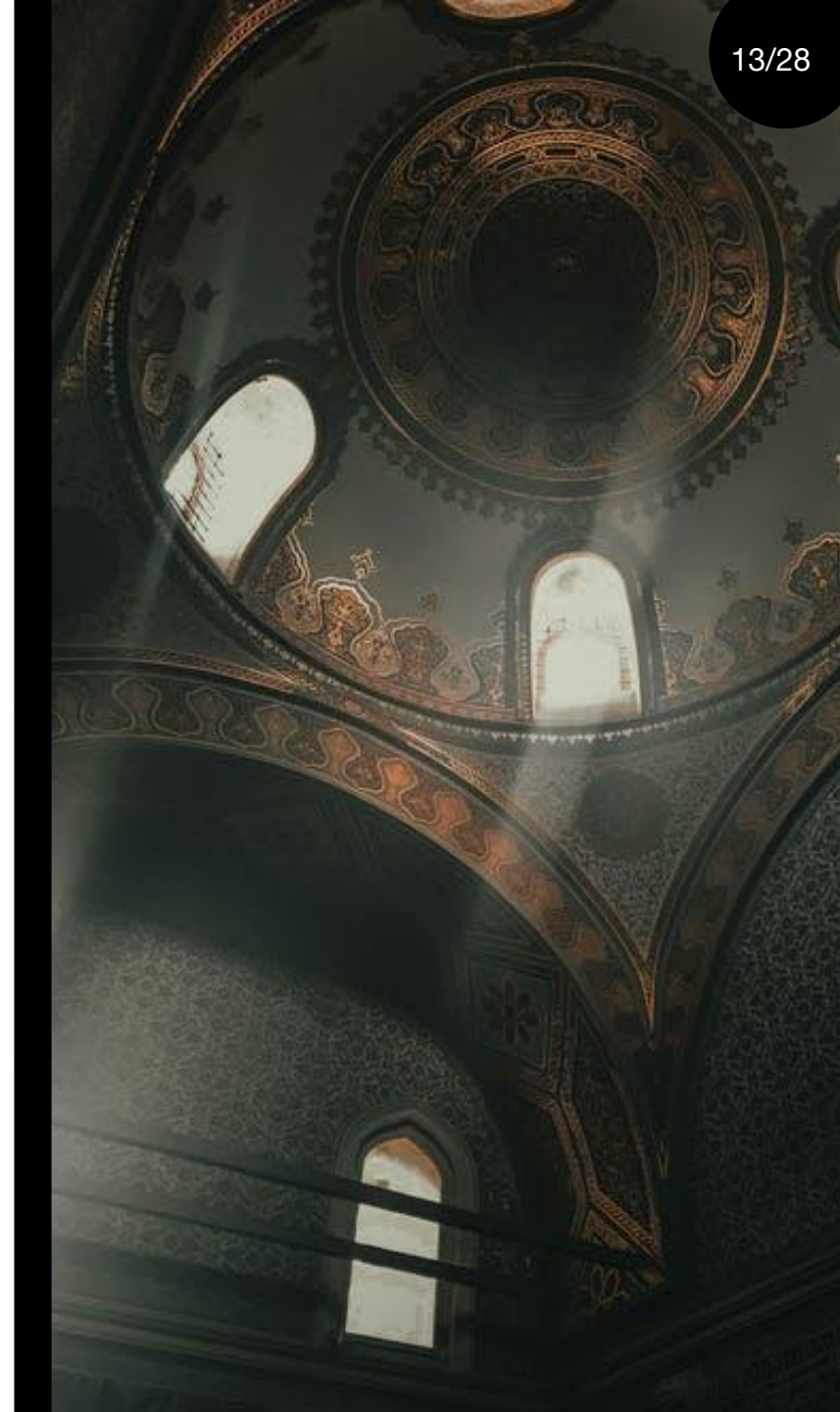
Mission & Vision

Reflective Activity:

Are you able to answer each of these questions?

Don't worry about writing comprehensive answers – note down a few bullet points for each question.

- Has your organisation previously defined a set of values?
- Did you already know them?
- Are they reflected in your organisation's work?
- Do they reflect the work you do?
- What would you suggest as your organisation's set of values?
- Research the mission and values of other museums in your city or sector.

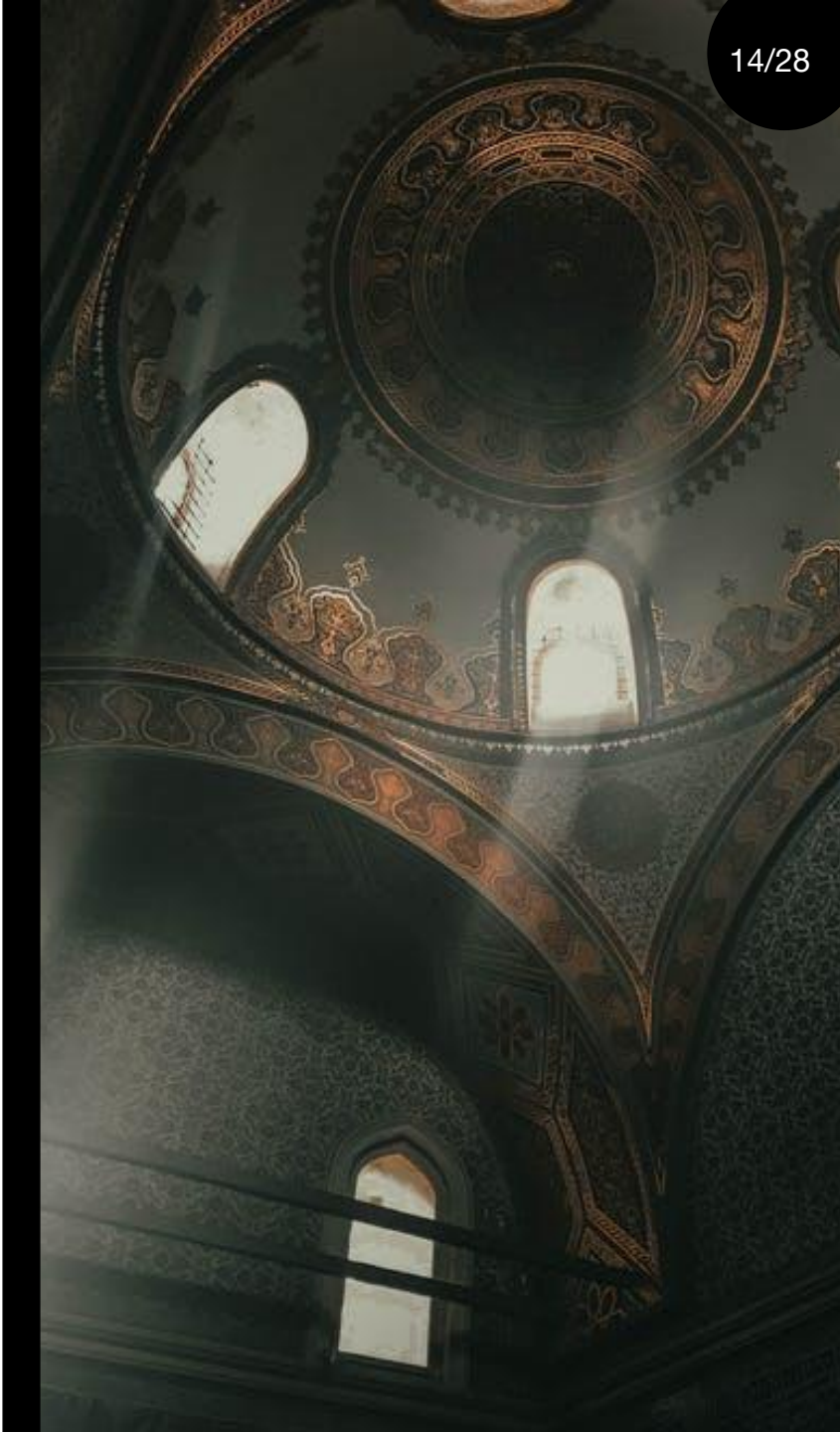


Mission & Vision

Reflective Activity:

Following the self-reflection exercise about your organization's mission and vision, do you think that you can:

- Manage the long-term goals of your organization by considering the value of your mission?
- Create unity around a common vision and identity?
- Make it clear to internal and external stakeholders what your organization is (and isn't) about?
- Create an overall sense of purpose, strategy and action?

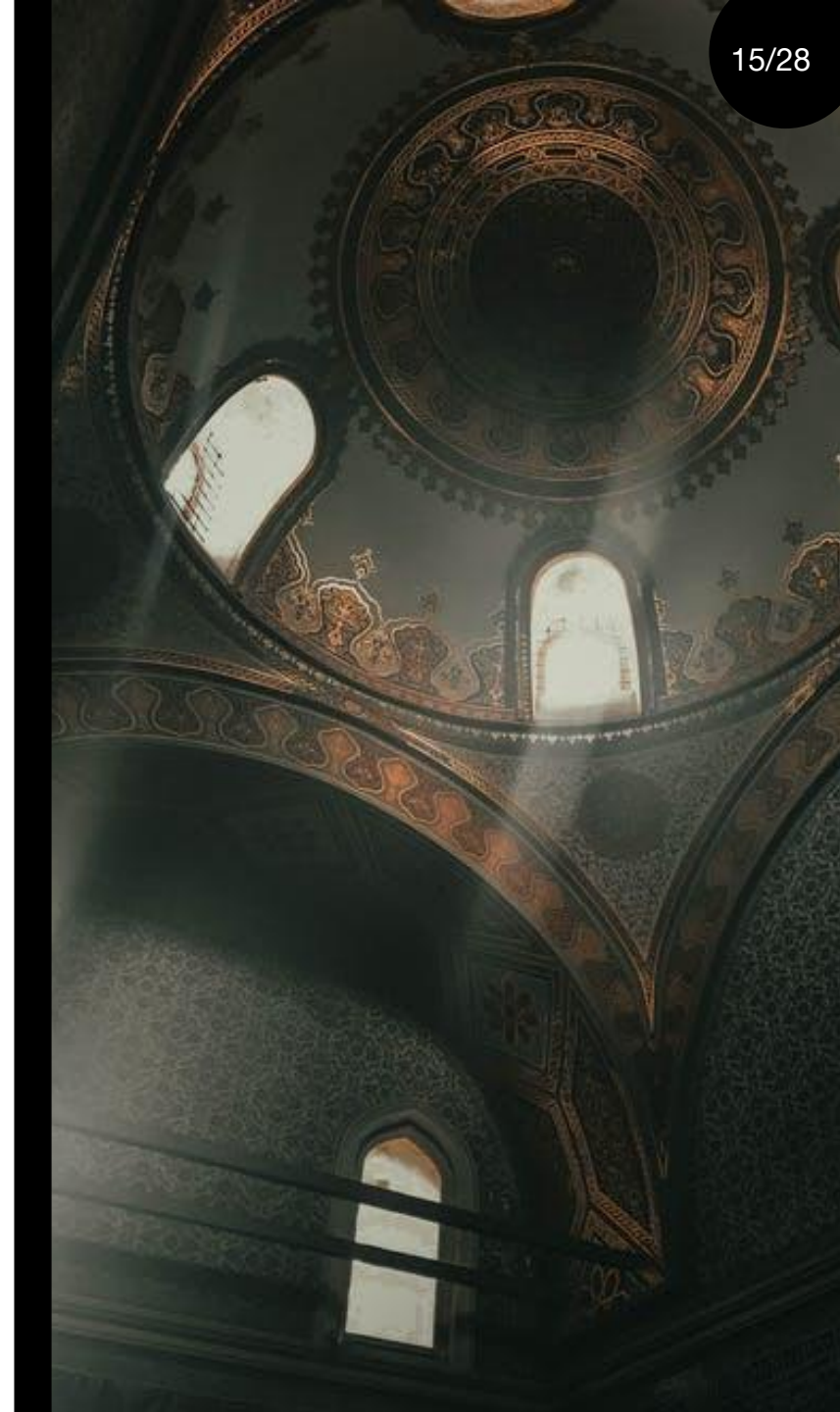


Mission & Vision

Reflective Activity:

Based on your answer, consider:

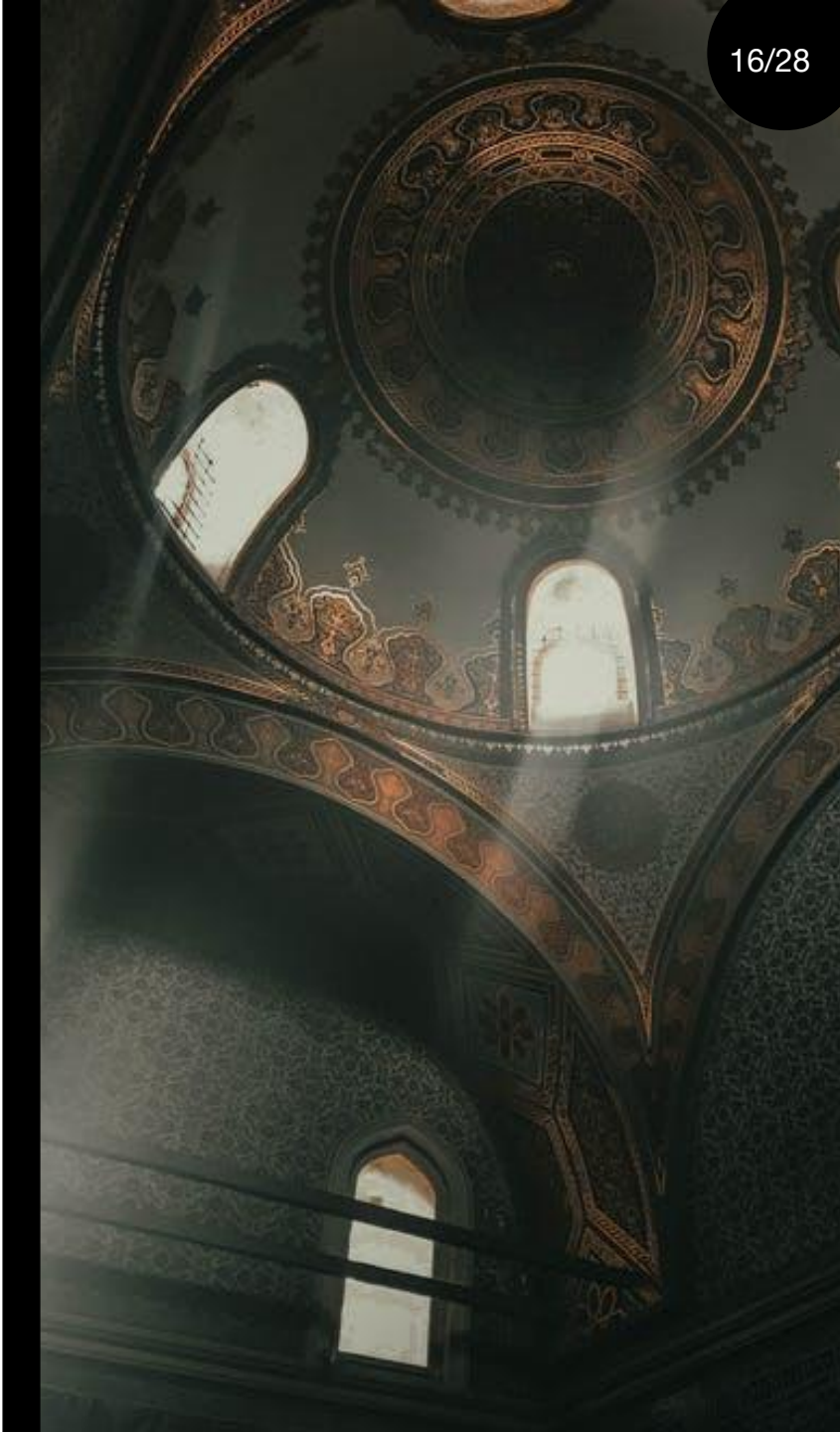
- What would you suggest as your organisation's set of beliefs and values?
- Research the mission and values of other museums to grasp a better idea on current mindsets but also to identify gaps to define your uniqueness.



Mission & Vision

Tool: Service Wheel

It is important that you are able to answer these questions to clarify where you and your organization stand. This tool can be first adopted by the various individuals in your team and then brought together to align the answers in a manner to develop a common identity.

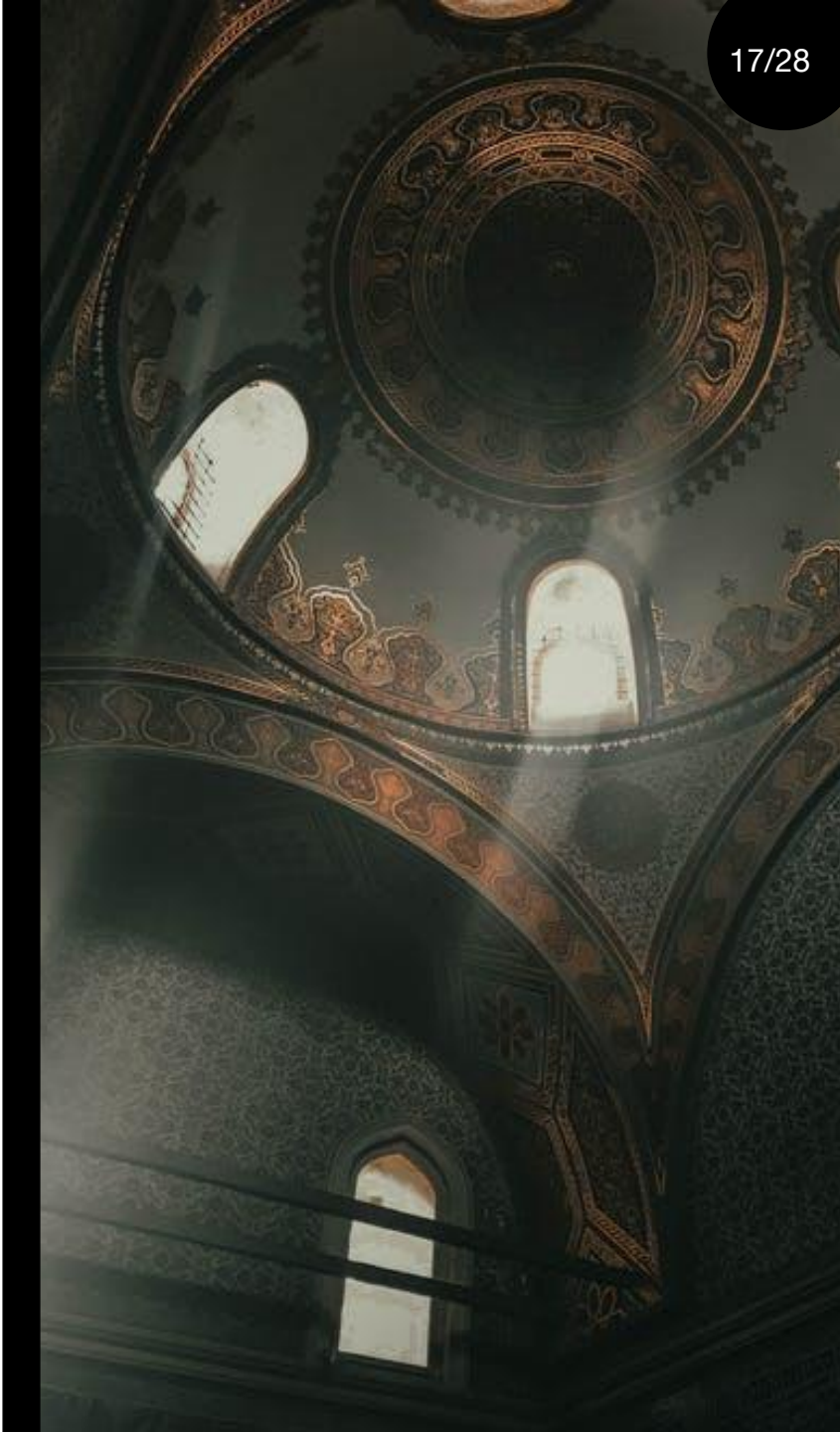


Mission & Vision

Tool: Checklist

Complete this checklist with your team as a self-evaluation tool to ensure an effective AD plan.

- Board, staff and funders are clear about our audience development priorities.
- The desire to understand, communicate and engage with our audience is at the heart of our business.
- Audience development is a continual, actively managed process within our organisation.
- The needs, attitudes and motivations of our audience guide decision making across the organisation.
- We believe that it is through deeper audience engagement that our own artistic, financial and social objectives will be met.
- We have a marketing and audience development strategy.
- Our marketing budget and strategy are directly linked to business plan objectives.
- We monitor and track the effectiveness of all our marketing activity.
- We use research and market intelligence to gain insight into our current and potential customers.
- We continually refine our marketing processes based on their efficiency and effectiveness.
- We undertake training and CPD in relation to audience development.



Mission & Vision

A good mission statement is:

- Unique and different
- Inspires and motivates
- Focused
- Comprehensive
- Convincing and believable
- Cohesive and does not contradict the organization's vision
- Adequate to the organisation's aspirations and values
- Not just a marketing ploy.

The alignment of vision, mission and audience development plan are explained in case-study from Australia in the video on the next slide – just watch the first 3min just to get an idea of how some museums have such alignment as central to their philosophy and practise.





Identifying the Organization's Purpose – Aim & Objectives

The Aim is an overview of what you want the Strategy to achieve.

Example:

To establish a plan for developing audiences at [name of your organization], which is both measured and achievable, and which will be reviewed [state the period].



Identifying the Organization's Purpose – Aim & Objectives

The Objectives define the specific results you need to achieve to fulfil the Aim.

Example:

- a) Identify existing audiences.
- b) Identify the needs and expectations of existing audiences.
- c) Identify the needs and expectations of non-users.
- d) Identify target audiences.
- e) Identify barriers.
- f) Suggest ways those barriers may be removed.
- g) Suggest ways to increase the number of people visiting.
- h) Suggest ways to improve the quality of the experience.



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A more detailed approach to objectives will be tackled in sub-unit 2.2.3.



Identifying the Organization's Purpose – Gathering data & insights

- These can range from simple and no-cost resources that any organisation can use, to more expensive data gathering sources that could include digital platforms.
- Data gathering in a scientific manner allows to develop strategies that are not based on perceptions or unfounded assumptions.
- Different organizations have different methods of how to gather information to gain insights about their audiences. Identifying the methods possible within time and budget limitations is necessary.
- Irrespective how simple, evidence provides accurate information that should drive an audience-centred plan.

A more detailed approach to research will be discussed in sub-unit 2.3.



Identifying the Organization's Purpose – Conclusion

1. Who the audience for this document will be,
 2. What they need to be reminded of, what will need to be explained to them,
 3. What evidence and supporting data they will need to see and what actions they are being asked to sign-off.
 4. You need to know how this plan once completed is going to be used e.g. to help raise extra funding, to plan future programmes of exhibitions and events, to guide the development of new marketing and publicity or some combination of these.
 5. Above all else this document must be of practical use to your colleagues.
 6. The entire organization is still adopting an audience-centred mentality.
- It is important to note that there is no *'one size fits all'* solution.
 - Scale and detail will depend on the size of your organization.



KNOW YOURSELF BEFORE YOU START TO LEARN ABOUT OTHERS

Tool: Your development plan should include:

<p>The bigger picture:</p>	<p>Why are we doing this? Does it fit with our organisational purpose and aims? What are your beliefs?</p>
<p>Where we are now:</p>	<p>What do we already know about our visitors? Who is missing? How can we evaluate how our current offer engages audiences? What is working well and not so well?</p>
<p>Where we want to get to:</p>	<p>What will success look like? What are our objectives?</p>
<p>Who we want to reach:</p>	<p>Who are the intended audiences? What do they want? What is motivating them? What is stopping them from visiting us?</p>
<p>How might we engage them:</p>	<p>What will we offer? What methods and style of communications shall we use? Which partners should we work with?</p>
<p>Action plan, timetable and budget:</p>	<p>Who will be doing what and when?</p>
<p>How we will know it's worked:</p>	<p>What are the evaluation measures we will use?</p>

List of references

- For a basic reference see [http://www.capabilitybrown.org/sites/default/files/appendix c - audience development and activities ideas.pdf](http://www.capabilitybrown.org/sites/default/files/appendix_c_-_audience_development_and_activities_ideas.pdf)
- https://ec.europa.eu/programmes/creative-europe/news/20170421-new-study-audience-development_en
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- <https://op.europa.eu/en/publication-detail/-/publication/15a78b0c-19c6-11e7-808e-01aa75ed71a1>
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