



Are many heads better than one? Working together to engage audiences

Insight 2010, 10 March, RIBA

Penny Mills
Anwen Cooper
Audiences London

Outline of session

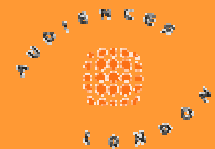
- ◆ What's in a relationship?
- ◆ Types of collaboration
- ◆ Why collaborate?
- ◆ Examples of collaboration in practice
- ◆ Risks and success factors
- ◆ How do you evaluate against benefits?



Question...

What's in a relationship?

- **Three features of a good relationship**
- **An example of one which went wrong and why**



Working relationships

- ◆ Networking
- ◆ Sharing knowledge and experience
- ◆ Pooling resources
- ◆ Strategic fusion of functions/organisations

◆ **What types of working relationships do you have?**

➤ **Give examples**

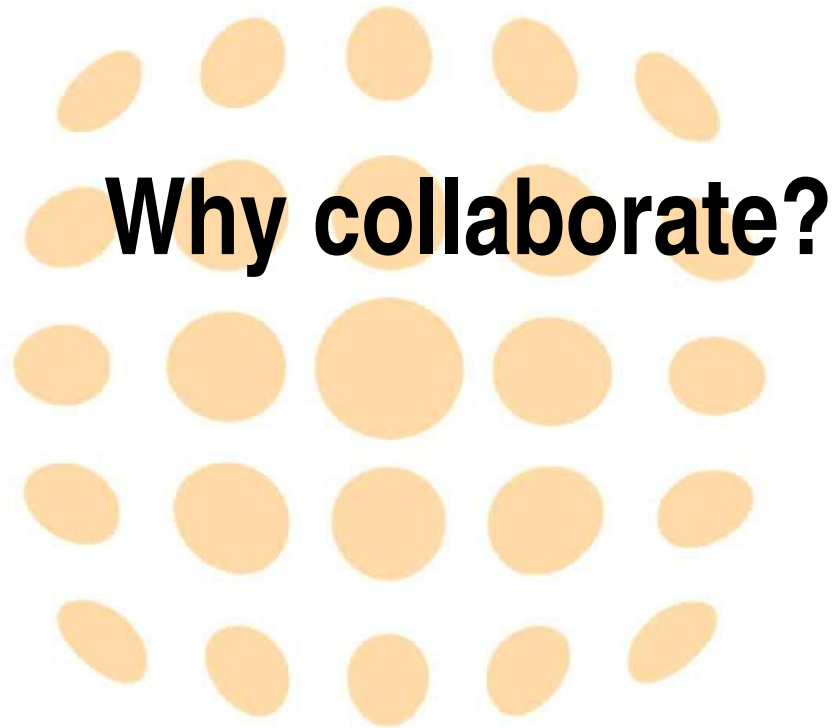


Levels of engagement

Type	Needs	Egs
Joint Benefit	Co-operation, give and gain, reciprocity.	Learning and sharing networks, list swaps.
Joint Project	Common objectives, trust, good will, honesty, openness.	Joint campaigns, co-production, touring.
Joint Management	Clear rules of engagement, risks shared, outcomes beyond resources of one organisation.	Joint box office, sharing staff, strategic project.
Joint Strategic Developments	Brings together some destiny of organisations, longer term, clear governance, contributes to visions.	Shared buildings, festival/company/venue collaboration



Taken from: Merging Interests by Bill Mather for the Baring Foundation 2000



Beginnings...looking for opportunities...

- ◆ Mutual friendship
- ◆ Money available or in the offing...
- ◆ A compelling case
- ◆ Catalysing external agency

- ◆ Or a combination?



A collaborative environment...

"...all charities should consider seriously and imaginatively whether there are ways in which they could do more and better for their users by working together."

Charity Commission, Collaborative Working and Mergers (RS4) 2003

'Our vision depends on arts organisations continuing to innovate, collaborate and evolve to sustain the excellence of their work. Success will involve: greater collaboration among arts organizations, and new efficiencies, including collaboration and partnerships'

ACE Consultation

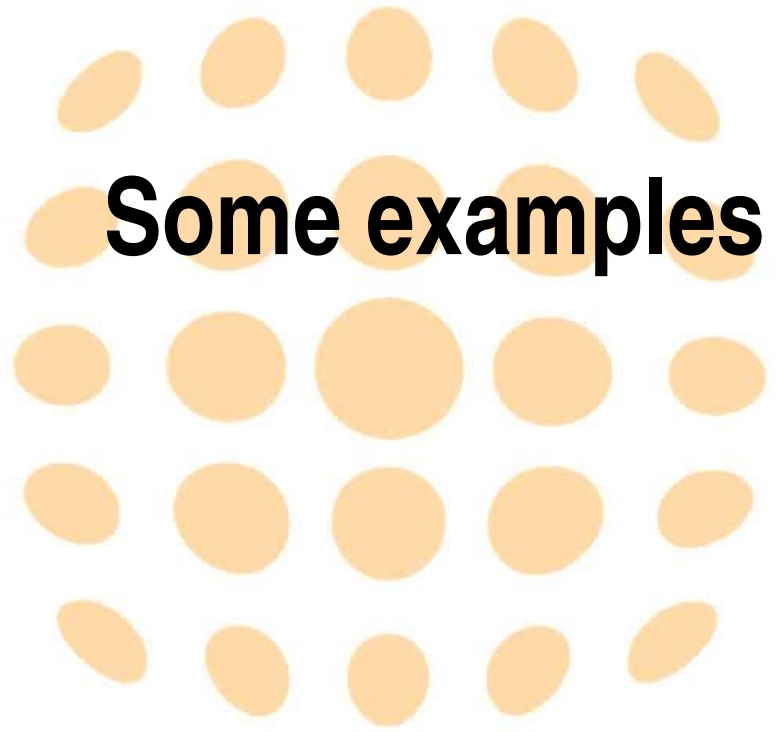
'the audience is taking the stage... which is pretty confusing ... We- Think could provide a different organizational base for society, one that encourages us to share more, to be more collaborative and participative and in the process extends democracy, equality and freedom...'

Charles Leadbetter, We Think

'Innovation in the sector is increasingly dependent on new forms of collaboration and connectivity.'

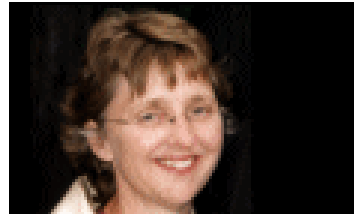
Mayor of London's draft Cultural Strategy, 2012 and Beyond





Consortium for orchestral music in London

A Joint project



Karen Cardy

Marketing & LSO St Lukes Centre Director

- Benchmarking and bigger picture of marketplace
- Membership fee to cover costs
- Challenging to find time
- Supportive network for sharing
- Agreeing limits and keeping focussed



Consortium for orchestral music in London

Moving from ad hoc to strategic objectives...

Karen says...

'It is very time consuming getting 12 partners together!'

'We were not used to working in a very collaborative way because it's a very competitive marketplace for orchestras in London, historically we're not used to sharing information, although underneath there's always been this support group of fellow marketers willing to help each other out or advise or answer questions on what works or what doesn't work. We've never had anything as strategic as this before, or as open...'



Consortium for orchestral music in London

Building in milestones...

Karen says...

'It was good to give ourselves a target of going to speak at the ABO conference because marketers are really good at talking! We could just spent 2 hours every other month just chatting to each other... but actually we want to get some interesting understanding and real fact out of this research'

'It is on top of what we're already doing, so it's a big ask'



Consortium for orchestral music in London

Communication is key...

Karen says...

'I do a lot of rallying round and I think AL do too!'

'One of the best things is not feeling alone'



Audiences for Visual Arts

Joint project



Sangeeta Sathe
Marketing and Communications
Manager, South London Gallery

- Investigated what and how audience data is collected by 19 of London's contemporary visual arts organisations.
- Developed a framework for sharing information: the data hub, based on a set of shared survey questions.



Audiences for Visual Arts

Benefits of working together...

'To be involved with other people collecting data was actually quite appealing – as a smaller organisation it's quite nice to know that you're on the right tracks, you're doing it the way other people are doing it.'

The process of working together...

'It's been a long time coming – a core group have been quite committed, but some who haven't been able to devote so much time.'

'It's a learning process to discover what we could get out of it – it's developed as we've gone along.'



Audiences for Visual Arts

Caught the collaboration bug...

‘Because it took such a long time to get going – we discussed that for future ideas, such as digital benchmarking, maybe it’s better to start with a few organisations and just get going – it doesn’t have to be lead by an external organisation, we can start small and see where it goes.’



Festivals Edinburgh

Joint Strategic Developments

Bank Of Scotland Imagine Festival
Edinburgh's Hogmanay & New Year Party
Edinburgh International Film Festival
Edinburgh Mela

Edinburgh Art Festival
Edinburgh International Book Festival
Edinburgh International Science Festival
Edinburgh Military Tattoo

Edinburgh Festival Fringe
Edinburgh International Festival
Edinburgh Jazz And Blues Festival
Scottish International Storytelling Festival

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Martin Reynolds, Head of Marketing
Festivals Edinburgh

A new organisation working with 12 major festivals in Edinburgh

- Research and consultancy inspired work that Edinburgh needed to do to remain the world's festival capital and maintain its competitive advantage.
- Executive directors decided that the key themes were best met through collaboration.



Festivals Edinburgh

Ambition realised through investment...

‘An interesting challenge is the scale of the ambition... it goes way beyond previous tactical efforts of working together. This is enabled by the creation of the strategic body of Festivals Edinburgh and a marketing strategy backed up by research.’

‘So, there’s a considerable investment of time by festivals, the creation of a strategic body such as Festivals Edinburgh doesn’t really relieve the time of the festivals – in fact it’s gone the other way – the individual festivals now have a major need to invest in the strategy. They can’t sit back – it’s now a lot harder for a collaborator to sit back from a strategy that’s all about them.’



Festivals Edinburgh

Using the evidence to enable working...

‘A useful tool is the research, it means that the marketing group never operates like a committee... Research backs up the collective ambition – with information on attitudes towards the Edinburgh Festivals. So now with robust qualitative audience data on appeal, awareness, key drivers and markets – we rarely have difficult tactical discussions about taste or internal perspectives. We can use the research to resolve difficult issues around collaboration.’



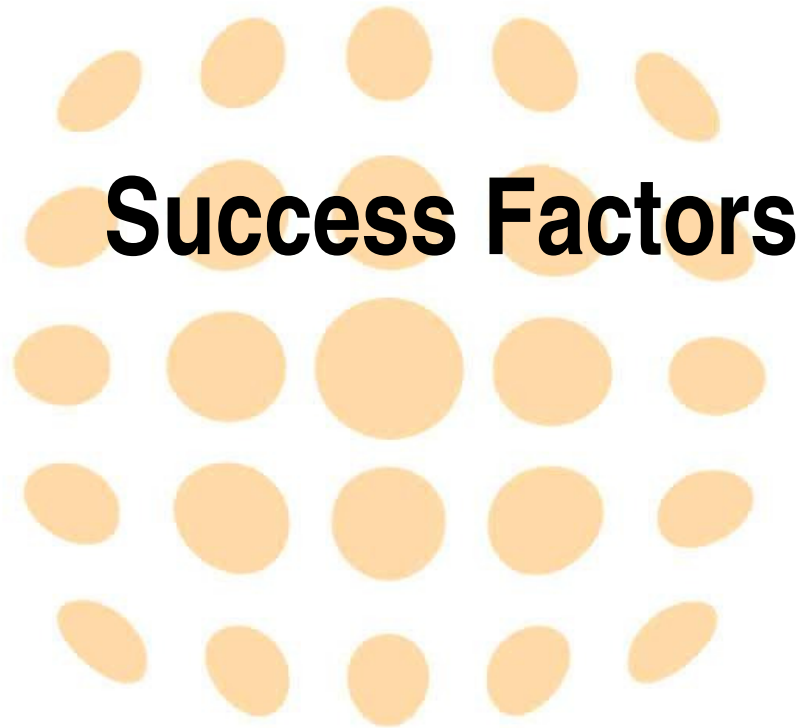
Festivals Edinburgh

On being a good collaborator...

'A participant in a collaborative group needs to come with a clear understanding of their own organisations' involvement and objectives – a clear understanding of what's in it for me. But also a clear understanding of the bigger picture, which may be different to the individual response – because individuals might need to change or withdraw from a particular activity.'

'All built around trust, sensitivity and constant communication.'





Can you achieve together what you can't achieve alone?

- ◆ Shared values
- ◆ Trust
- ◆ Clarity of objectives
- ◆ Clarity of roles and responsibilities
- ◆ Communications
- ◆ Learn as you go
- ◆ Recognise achievements/quick wins/milestones



Joint Benefits or evaluating the opportunity??

- ◆ Mutual support, share common issues
- ◆ Increase capacity, reduce costs, share resources
- ◆ Wider understanding and context
- ◆ Share risks, experiment together
- ◆ Greater impact





Thank you...

penny@audienceslondon.org

anwen@audienceslondon.org

