

This AMA retreat – executive will follow a format that includes:

- formal learning from high quality guest speakers and trainers
- discussion and debates with your peers and with guest contributors from innovative arts organisations
- experiential learning designed to help you put into practice some of the marketing campaign planning tools, analysis techniques, and management skills that we will be covering during the programme
- reflection sets bringing together marketing officers from a broad range of organisations and art forms, who will support one another to draw out key learning from their programme for the development of their marketing campaigns

Before you arrive you will be asked to complete a training needs analysis which will help to draft a personal development plan to form the basis for your work throughout the programme. The AMA will be using the analysis to tailor the programme to meet the needs of the cohort.

Day one: develop, review and improve your marketing, public engagement and audience development campaigns

Day two: develop a more strategic approach to your work – researching, planning, budgeting, segmenting, targeting, branding, and communicating effectively

Day three: the role of marketing management – developing the managerial skills required to take on more responsibility / seniority within your organisation

The AMA reserves the right to make changes to the timetable and programme detail. Speakers and trainers will be announced as we confirm them along with updated programme information

PROGRAMME

TUESDAY 3rd May 2011

5.30pm – Registration and check in to your room at the Moller Centre

6.30pm - WELCOME ADDRESS:

Pim Baxter, Communications and Development Director / Deputy Director, National Portrait Gallery

Pim Baxter, the Chair for this *AMA retreat*, will be providing the welcome address and inviting delegates to consider their current and future approach to marketing and audience development within their organisations.

Pim will kick-start our thinking in terms of how marketing managers can become more effective in their current role as they take a lead in balancing the needs of organisational development with the needs, expectations and changing behaviour patterns of their audiences, visitors and participants.

7.00pm – Opening social – dinner at the Moller Centre

WEDNESDAY 4th MAY 2011

9.00am – KEYNOTE PRESENTATION

Reset, Refocus, Restart

Peter Fisk, Founder of the Genius Works

There are big changes occurring in the world of the arts – influences as diverse as politics, the economy, funding shortages, digital technology advances, and changing audience and visitor behaviours, are leading to many new challenges and opportunities for arts marketers.

The programme will kick-off with a keynote presentation designed to inspire each participant to review their strategic approach. It will help us to explore the key drivers for change and to start to unpick the implications of these for our marketing strategies and approaches.

Business author Peter Fisk will share insights of both world-changing and game-changing trends and will be encouraging participants to consider how these might influence the development or refocusing of their marketing and audience development plans.

Peter will provide a sneak preview into the secrets of some of the world's most inspirational marketing leaders. While the economy remains uncertain, now is the time for arts marketing entrepreneurs to drive innovation, and to reshape the relationship the public has with the arts.

10.20am – Refreshments

10.45am – MODULE ONE

Situational analysis 1

Kate Farmery, Head of Services, Manchester City Galleries

This workshop will help delegates to review their current marketing plan. Whether you are about to embark on a new plan, just joined an organisation and want to review the existing marketing plan, or want to update your existing strategies to remain relevant and meaningful to audiences and visitors in a fast-changing world, this session will provide you with a broad range of tools and techniques to help you produce, refresh, or update the first stage of your plan – the situational analysis.

It will set participants on the journey to devising and creating the right marketing planning approach for their organisation, for their artistic policies, and for their audiences, visitors and participants.

Participants will review a range of analytical tools and techniques which could form part of their organisations marketing audit

This will include an overview of:

- The strategic planning framework
- Some of the key internal analysis tools covering the artistic programme offering, audience / visitor / participant behaviour patterns and trends, income data and trends, pricing, etc. An audit of the marketing resources available, and a review of marketing activities and approaches including the ROI for these.
- Some of the key external analysis tools and techniques that you might carry out yourself. It will include insights into how to gather this information e.g. via primary research techniques, and via secondary sources of information.

12.15pm – Lunch

12.45pm – MODULE TWO

Situational analysis 2 (digital)

Vicki Allpress-Hill, Consultant, The Audience Connection

This session will provide an overview of how to assess / review your current digital marketing approach. It will include an insight into the range of analytical tools that can be used to review:

- audience / visitor behaviour online (web analytics)
- audience / visitor satisfaction (attitudes and brand impact)
- marketing and audience development outcomes in terms of conversion to offline visits (data collected, ticket sales, offline visits / engagement as a result, and eCRM results)
- marketing and audience development outcomes in terms of interaction / engagement with the arts online (quantitative and qualitative outcomes)

2.15pm – WORKING GROUPS

An introduction to the marketing planning working groups

Kate Farmery, Head of Services, Manchester City Galleries

Delegates will remain in the same room for a brief introduction to the marketing planning working groups. Our trainer/s will outline the aim of this exercise and provide insight into the characteristics of a good decision-making process.

2.30pm – WORKING GROUPS

Marketing planning

Kate Farmery, Head of Services, Manchester City Galleries

The marketing planning exercise will involve delegates working together, collaborating with peers from across a range of different art forms, to solve real-life marketing planning challenges. Each group will be given a marketing planning case study from an arts organisation operating today.

In this first working group session, the groups will be given their case organisation and invited to plan out how they will work as a team to analyse the information provided. The team will need to select from the analytical frameworks provided in the earlier workshop sessions, and / or can use their own creative ideas and approaches to exploring the current position of the organisation.

The working groups will be asked to put their marketing planning skills to the test by outlining what needs to change or develop within the case organisation in order to remain relevant and meaningful to their target market, engage and develop audiences, and support artistic, social and financial objectives.

4.30pm – REFLECTION SETS

Each day the participants will be allocated time to spend within their 'reflection sets'. The purpose of these sets is to provide time and peer-support to reflect on and explore how to improve their own marketing activity and how to overcome any audience development challenges facing the participants. Each set will provide a safe learning environment for participants to review the strategic options and future directions open to them.

The first session will include a 5 minute introduction from the AMA team about how these groups will work, followed by a 30 minute session from Helen MacKintosh, a management consultant and accredited coach, who will introduce delegates to techniques that they can use to help question and support one another.

Helen will also be available for one-to-one coaching sessions with participants during the programme. If you would like to explore your professional development, future career plans, or challenges / opportunities that you face within your current role, then don't miss this valuable opportunity to work

with an accredited coach. Coaching sessions will be allocated on a first-come, first-served basis and will last approximately 30 – 45 minutes, depending on the topic you would like to discuss.

THURSDAY 5TH MAY 2011

9.00am – MODULE THREE

Positioning strategy

Pim Baxter, Communications and Development Director & Deputy Director, National Portrait Gallery

Reconsidering your positioning strategy can breath new life, vibrancy and meaning into your organisation, motivating staff, audiences, visitors and other stakeholders behind the vision and future direction for your organisation. Studies have also shown that as a result of the company becoming a more exciting or relevant organisation to interact with, this process can also lead to broader audiences / visitors, and deeper public engagement. Positioning is therefore a key part of strategic marketing planning and is a process which needs to involve the whole organisation to ensure that everyone is pulling in the same direction.

This interactive workshop session will explore the concept of positioning, introducing delegates to a range of key factors to consider when trying to explore how the organisation is currently positioned or perceived in the minds of its audiences / visitors, as well as providing some insight from other arts organisations about how a brand might go about changing these perceptions.

10.30am – Refreshments

11.00am – MODULE FOUR

Making and selecting strategies

Kate Farmery, Head of Services, Manchester City Galleries

Carrying out a marketing audit, as outlined in the first day, will provide you and your organisation with a wealth of information to give you a comprehensive view of where you are, what the environment is like that you're currently working within, and the current patterns of audience / visitor behaviour. This will provide hugely valuable insights to inform your marketing, audience development, and public engagement strategies. But it's what you do with this information that really counts!

This next module explores how to identify strategic choices in order to inform your future marketing strategies. It will introduce a range of:

- matrix-based tools to assist strategy selection such as SFV analysis
- TOWS analysis to combine the internal and external SWOT factors in a grid to generate potential strategic directions

The session will also get participants thinking about the impact of the strategic choices they make and how strategy, public engagement, and finance all link together.

It will explore not only how to plan and deliver intended strategies, but also how to harness emergent strategies and changing external environments – crucial in today's fast-moving environment.

12.45pm – Lunch

1.30pm – MODULE FIVE

the digital marketing strategy

Vicki Allpress-Hill, Consultant, The Audience Connection

This session will take the information from the auditing process and will bring this into a digital marketing planning framework to help each participant to create / update / fine-tune their multi-channel digital strategy. This will cover:

- Strategies to attracting new audiences and visitors to the website and digital presence (including SEO, online PR, affiliates / links, offline communications, viral marketing, opt-in campaigns, interactive adverts, and social media)
- Strategies to engage those visitors online and convert them from online visits to offline attendance / participation (including content, usability, online copy, building trust, establishing authenticity, getting the tone right in social media, translating the brand effectively, etc.), and
- Strategies to attract deeper levels of engagement via digital technology (eCRM)

3.00pm – WORKING GROUPS

Marketing planning

Delegates will rejoin their working groups from yesterday to continue their project work.

We will be providing an update to each case study – a digital marketing strategy template to be linked to their previous marketing plans. In addition to the work started on the day before, delegates will be asked to work in their groups to agree the core digital marketing objectives and to map out the plan to deliver this effectively.

5.00pm – REFLECTION SETS

The second round of the reflection sets exploring how the theory relates to participants' own marketing activity will take place.

6.30pm – Time to reflect and refresh for the evening

7.30pm – Dinner will be served in the restaurant at the Moller Centre.

8.30pm – Participants are invited to continue to work on / discuss their business planning case studies

FRIDAY 6th MAY 2011

9.00am – MODULE SIX

Leading strategy and change as a key part of the senior management team

Alasdair Cant, trainer and personal effectiveness coach, Alasdair Cant & Associates Ltd

This session will explore the skills you require in order to lead or influence others in your organisation. Achieving your vision and effectively implementing your new or revised marketing strategies will require successful management of your team as well as effectively influencing your colleagues in other departments.

This workshop will provide insight into how to develop a culture that is open to change, that is agile and able to adapt and respond positively to changing external factors. It will help you to plan how to put your revised strategies into place within your own organisation, adapting your own leadership style to influence effectively in different scenarios and to help you overcome resistance to the benefit of your organisation.

10.20am – Refreshment break

10.45am – ROUND TABLE DISCUSSIONS

The role of the marketer within the senior management team

Facilitated by Pim Baxter, Communications and Development Director and Deputy Director, National Portrait Gallery

The arts are increasingly working in a more open, interactive way with audiences and visitors – from co-curated exhibitions, to crowd-sourced performances, to online discussion, and user-generated marketing – the divide between the public and the arts organisation is increasing being dissolved. Who is the 'director', who is the 'marketer', who is the 'audience'? As these three role (and others) merge within the world of connected world of co-creation, what does this mean for the very nature of leadership? This connected way of working requires agile, flexible organisations that are ready to respond to the views of a broad range of partners and stakeholders and it therefore requires agile, flexible leadership to thrive in this connected world.

Participants will be given the opportunity to quiz a number of guest marketing leaders (marketing directors / heads of department) from a range of innovative arts organisations. These guests will act as round table hosts, providing you with the rare opportunity to chat to them in a small group context. Hear first-hand how some of the leading marketing thinkers in the arts today made their break through to the senior management table and the techniques they adopt to ensure that their organisations remain mission-led, and audience-focused.

12.10pm - Lunch

12.45pm - REFLECTION SETS

The final reflection sets exploring how the theory relates to participants' own marketing activity.

2.00pm - WORKING GROUPS

Marketing planning

This is a time to finalise your marketing planning updates and notes and to prepare your group presentations for the final session.

3.30pm - FINAL PRESENTATIONS AND DISCUSSION

Marketing planning presentations and peer discussions

Facilitated by: Pim Baxter (Retreat chair)

Panellists: Kate Farmery, Vicky Allpress Hill, Helen MacKintosh, plus one TBC

Each group will present their recommendations and plans to the rest of the cohort. Each group has a maximum of 5 minutes for their presentations and there follows a discussion on the key themes and ideas arising from the presentations facilitated by Pim.

5.25pm – Closing remarks from Pim Baxter