

culturehive[®]
digital marketing academy

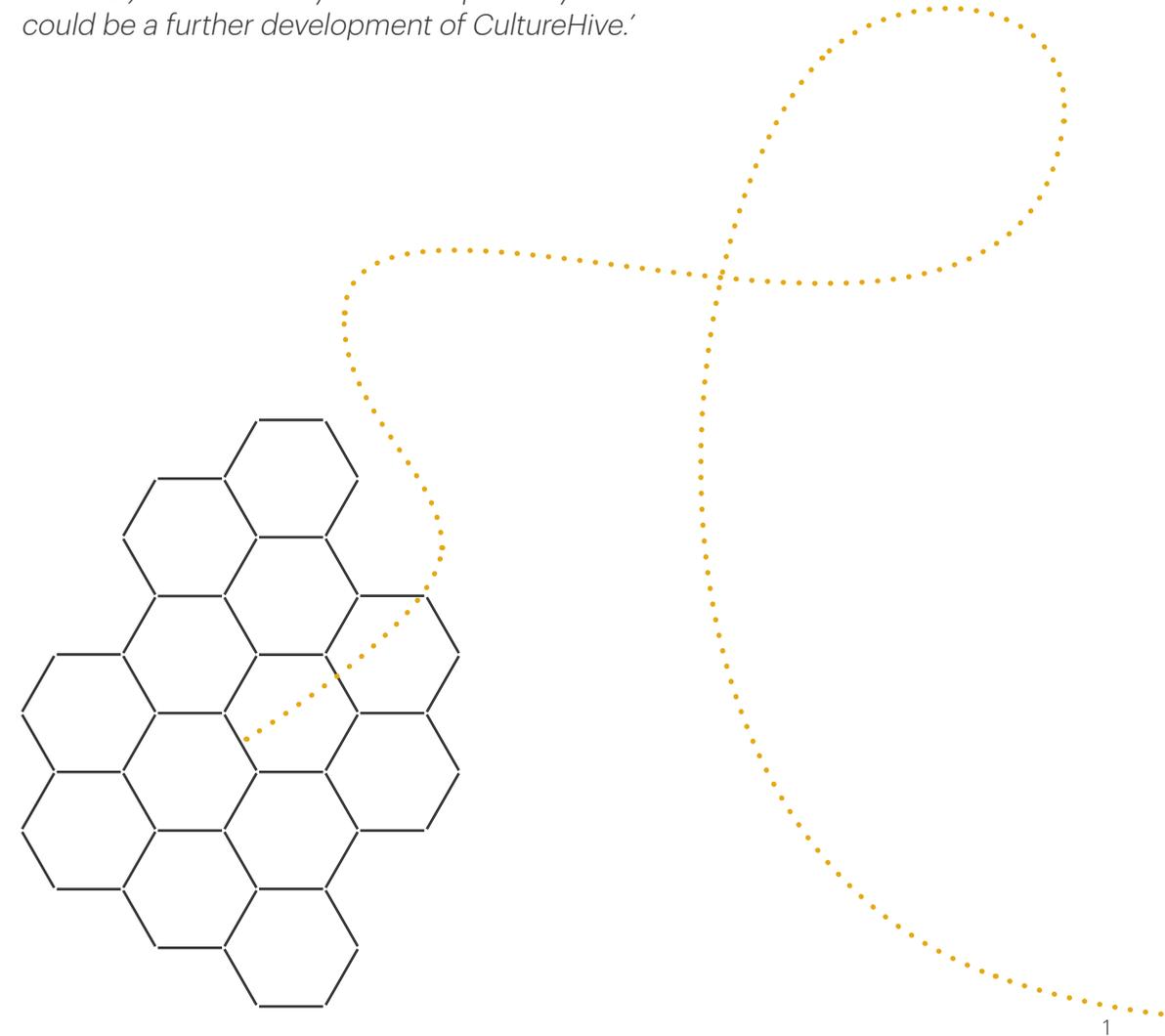
'When we [Thoughtsmith] recommended to the Arts Council that they should fund the Digital Marketing Academy programme, our overarching criterion was that the programme should be 'lean' with 'rapid iteration' allowing 'innovative ideas to be tested cheaply with real audiences'. We think the AMA has done this well.'

Dominic Tinley
Thoughtsmith

Sir Peter Bazalgette, Chair of Arts Council England, launched the Digital Marketing Academy in June 2014 after Thoughtsmith's recommendation that:

'ACE should establish a centre of excellence for 'lean marketing' by arts organisations to capitalise on their creative strengths.

This would promote an experimental, evidence-based approach to digital marketing. It would itself be developed through a 'lean' methodology (and hence low cost). The Academy would be primarily virtual and could be a further development of CultureHive.'



The Programme

The Digital Marketing Academy, managed by the Arts Marketing Association, encourages agile working through digital experiments on real audiences in real arts organisations.

DMA 1.0 addressed issues arising in many arts and cultural organisations, including but not limited to: unclear priorities on digital projects, low digital capability amongst staff, lack of internal understanding and buy-in on delivering in a digital way, teams operating in a silo culture, and current processes not suited to digital delivery.

Fellows were offered robust and continued support with Mentoring sessions, online workshops and Action Learning Sets. The issues the Fellows were facing were addressed with tactical and strategic advice, expert knowledge and peer-to-peer support.

Online workshops provided learning opportunities in the following areas:

- Managing Digital Transformation
- From Digital Toolkit to Smart Insights
- Adapting Agile Planning for Your Project
- How to Build a Successful Always-On Digital Engagement Campaign

The Action Learning Sets were led by experienced marketer Carol Jones; they allowed Fellows time to present their learning, reflect with their peers and provided a safe learning environment for idea generation, creative thinking and innovation.

Using lean or agile techniques the Academy introduces new ways of working based on experimentation, rapid iteration and continual testing that involves audiences and users at every stage of the process. The Academy is a central point for knowledge exchange — Fellows share their learning with each other and across the sector.

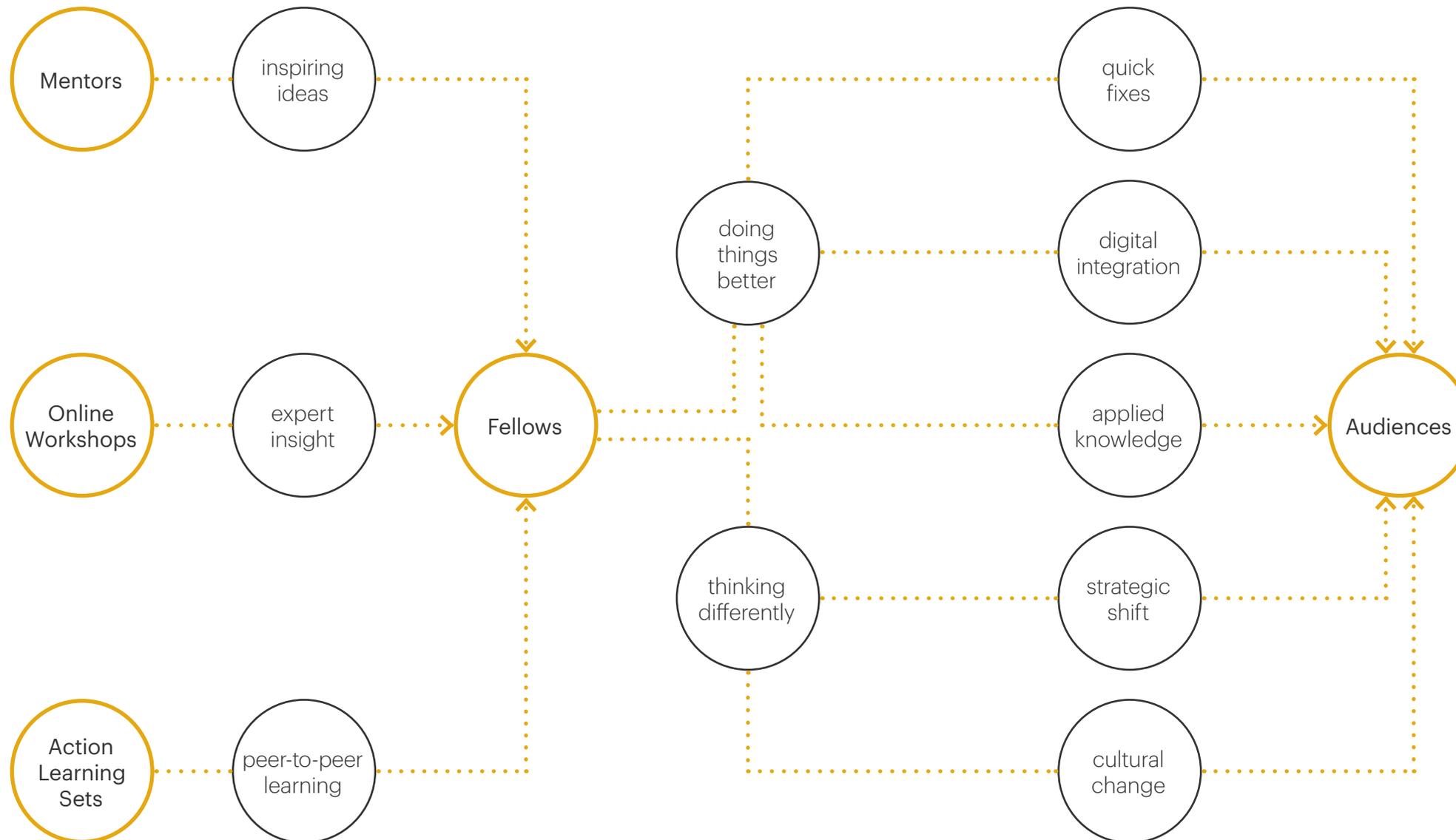
There are many advantages to delivering a programme entirely online: the reduced costs and time of travel to Fellows taking part; the Mentors are of an international calibre; and an online environment often feels safer and encourages Fellows to open up.

‘Each little experiment has had ongoing use in both predictable and unpredictable ways but the biggest impact has been the idea of working in an experimental way at all.’

Jessica Ziebland
DMA Fellow
National Centre for Circus Arts

The Academy

This diagram demonstrates how the Academy works; the people involved, the flow of knowledge and the Fellows at the centre. All of the inputs provide the Fellows with the tools to achieve the learning outcomes of 'doing things better' and 'thinking differently'. This ultimately leads to a positive impact on audiences across the arts and cultural sector.



The Experiments

Experiments conducted by the Fellows in DMA 1.0 answered questions like:

- How do we create content that will deepen audience engagement?
- How can we improve our customers' user journey?
- How can we use data to tell stories and share this to create internal buy-in and understanding?
- How can we create an online social space that encourages risk-taking and draws our audience closer to us on and offline?
- How can we use digital to engage with young people and to develop loyalty?
- How can we use gamification to collect data and aid segmentation from our non-ticketed audiences?
- How can we be confident that we're growing our audience online and not just preaching to the converted?
- How can we benchmark our social media activity in more effective ways and share this across the organisation?
- What place does digital have within our integrated communications strategy?
- How can we segment our digital audiences to develop tastemakers and encourage loyalty and risk taking?

'One of the most interesting aspects of the Digital Marketing Academy so far has been watching how our DMA organisations implement their experiments. Interestingly, the experiment design phase was a snap for my Fellows. Where it often can get sticky is finding the time to implement experiments in everyday life.'

Ron Evans
DMA Mentor
Group of Minds

The Fellows

20 places were available on the programme and applicants could choose from two types of Fellowship: a Single Fellowship aimed at senior marketers with an existing understanding of digital practice and a Joint Fellowship open to CEOs, Artistic Directors and Senior Technologists working with a marketing colleague and also Senior Digital Marketers working with a programmer or technologist. Both needed to be passionate about using digital technology to develop audiences.

At its core the DMA wanted to bring together the best people who wanted to work with peers to drive new ways of thinking, doing and sharing digital marketing and experimentation.

The Fellows at DMA 1.0 came from a range of organisations including theatres, multi-disciplinary arts centres, dance companies and a national charity for new music. They were located across England with full access to all elements of the programme as it was delivered entirely online.

Fellows taking part in DMA 2.0 also come from an impressive range of arts organisations across England. Their details can be found on the DMA website:

academy.culturehive.co.uk/fellows-2.0



Justine Watkins & Lara Coffey
Motionhouse



Sally Goldsmith & Trina Keane
Theatre Royal Stratford East



Jessica Ziebland
National Centre for Circus Arts



Steve Woodward
A New Direction



Sara Lock
Salisbury Arts Centre



Holly Conneely & Dawn James
Tricycle Theatre



Jen Chapman
FACT



Jamie Wooldridge & Jamie Eastman
Live at LICA



Amy Rushby
RSC



Laraine Penson
Northern Ballet



Laura Arends
Stagetext



Chris Scott
Tyneside Cinemas



Kealy Cozens
Sound and Music



JoJo Tyhurst
Artichoke



Kelly France
ARC



Ruth Catlow
Furtherfield

The Mentors

The AMA sought digital and audience engagement experts to take on Mentoring roles within the Academy. Their international expertise and experience provided the high level digital knowledge needed to make the Academy a success.

Tom Beardshaw Founder and Partner NativeHQ

Tom is a founder and partner of the award-winning digital and social media company NativeHQ that helps people use social media intelligently and creatively.

He is a digital strategist with a background in anthropology, multi-platform production and social ethics and specialises in the human dimensions of online communications and community building.

DK Founder justadandak.com

DK strategically advises and speaks energetically on the potential of social media to improve business/ organisations.

He's New Zealand Webby Awards Ambassador and activation manager at BizDojo. He is the founder of justadandak.com and a sought-after speaker at national events including the National Digital Forum (NZ).

He produces the Defining Innovation Podcast series and is the license holder and curator of TEDxWellington.



Ron Evans Consumer Psychologist and Principal Consultant Group of Minds

Ron Evans is a consumer psychologist and principal consultant at Group of Minds Arts Marketing + Technology Consultants. He is a leading developer and researcher at the intersection of culture and technology.

His primary area of interest is in exploring emerging technology and its impact on consumer psychology/ customer decision-making, including the social influence of donation and ticket-purchasing behaviour.

Daniel Rowles Managing Director Target Internet

Daniel has helped organisations of all types to use digital marketing effectively, working with all sizes of business from SMEs through to clients like the BBC, Warner Bros and Boots. He is the voice of the Digital Marketing Podcast and Managing Director of TargetInternet.com.

His career has covered both the technical and business aspects of digital marketing, bridging the gap between the two and making best use of the tools and technology available.



The Mentors

Devon Smith Co-founder Measure

Devon recently co-founded Measure, a 2-person studio based in Portland, Oregon that helps non-profit organisations understand their audiences and become better digital storytellers.

She was formerly the director of social media and analytics at the digital agency Threespot, where her clients included BBC America, Bill and Melinda Gates Foundation, Business for Social Responsibility, Ford's Theatre, Harvard Business School, National Park Service, Pew Charitable Trusts, Planned Parenthood, and the Smithsonian.

Devon has presented at dozens of conferences across the US, UK, and Australia. She holds two bachelor's degrees from the University of Washington, as well as an MBA and MFA from Yale University.



'Mentoring for me is more about listening than it is about talking. This foundation provides a chance to move to a more active listening role...The combination of listening, consciously attempting empathy, then active listening, allows for pathways into potential resolutions, or maybe, just better questions. Again, sometimes it's not about having the answers, more so providing a connection to a shared experience and together working out the answer.'

Dominic Tinley Partner Thoughtsmith

Dominic is an interactive media specialist with extensive experience managing web, mobile and interactive TV services. Since 2008 he has worked as an independent consultant providing strategic advice on how new media technologies can be used to engage audiences.

Dominic is an external advisor to BBC Research and Development and BBC News providing guidance on agile project management. He is also a founding partner of Thoughtsmith.



DK
DMA Mentor
justadandak.com



Image courtesy of A New Direction (AND) © Simon Way

Case study #1

Steve Woodward
A New Direction (AND)

My experiment has centred around exploring new ways of connecting schools with arts and cultural organisations online. This has included the development and launch of a prototype platform called ANDtogether, which has been shaped by ongoing user feedback and consultation. With the support of my DMA Mentor, DK, I have also explored other ways to increase engagement through information and content sharing.

ANDtogether went live in October 2014 for an initial phase of testing with teachers. The site was introduced at our Annual Schools' conference at the British Library, where I engaged around 100 teachers in user testing and feedback. In order to build 'The Index' of organisations profiled within the site, I contacted all London NPOs and others in our wider cultural network, and launched with 630 arts and cultural organisations across the capital.



Steve Woodward
Fellow



DK
Mentor

Case study #1

Outcomes

- A tangible platform for AND to build on for future development and more public launch.
- AND has understood the value of working in an agile way and embraced the concept of producing projects in beta as an initiative.
- Further insights into what teachers need and want.
- Analytics and data to back-up existing research.
- AND is keen to seek out funding to further develop and promote the platform.
- My involvement in the Academy has enabled me to take a much more experimental approach to developing and implementing ideas, and this has resonated throughout the organisation.



Steve Woodward
Fellow



DK
Mentor

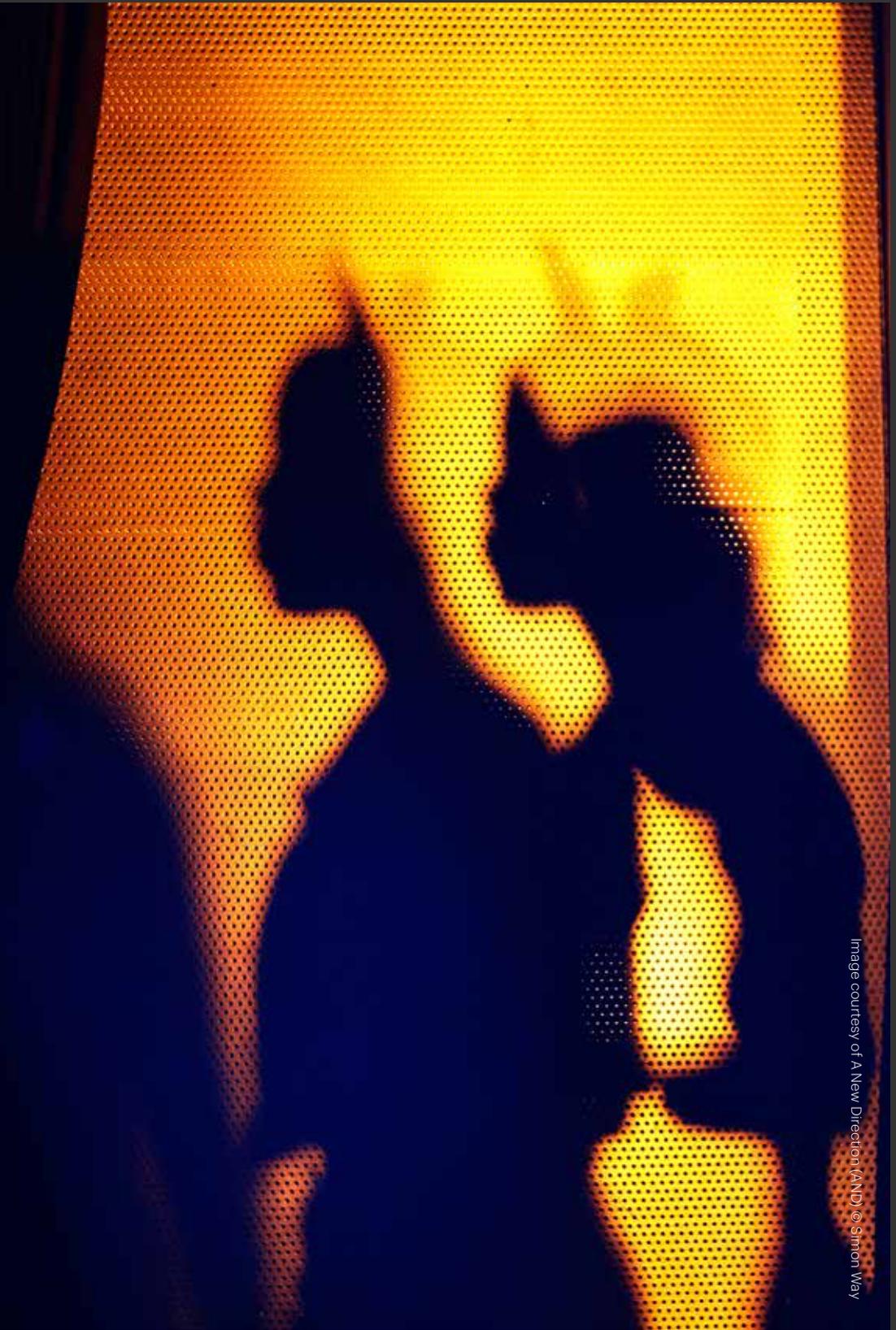




Image courtesy of FACT © Brian Slater
Volker Kuchelmeister, Jill Bennett, Dennis Del Favero, Ammasia Atlas, 2014, installation at FACT

Case study #2

Jen Chapman
FACT

Our key challenge: how do we break our audiences into new, bespoke segments — and even better, how do we use this to communicate more effectively and build better relationships? I hoped to explore this challenge at the Academy, not only because it offered a brilliant opportunity to share stories and ideas across the sector but also because it would encourage me to set aside the time to find a solution — or at least test a potential solution. With help from my Mentor, Daniel Rowles, we decided on an online quiz format that introduced an element of gamification and play.

I wanted to test a new, cost-effective and resource-light way of gathering audience data — including how risky they are in their arts attendance. I also wanted to put our new segmentation model into practice by dividing audiences into categories, and collecting their contact information so we could stay in touch; build better relationships with audiences by tailoring our future communications according to their segment; and further promote our Type Motion exhibition to audiences with an interest in typography.



Jen Chapman
Fellow



Daniel Rowles
Mentor

Case study #2

Outcomes

- After 8 weeks the quiz had received 550 views and had been completed by 70% of those individuals.
- I could see the percentage of people in each segment, and how each question fared. It was great to hear from my Mentor, Daniel, that these were some impressive numbers and confirmed that we were onto something — quizzes could very well be a good way forward for FACT.
- We all complete surveys with our visitors, but how often do you get to ask your audiences questions about who they really are, and how they perceive themselves? Have you ever had a survey that a visitor enjoyed so much that they shared with their friends? After this experiment, we are confident that this is something we should continue to develop.
- Making the process fun was a huge factor in encouraging staff to get on board with our idea, and ultimately led to an enjoyable quiz. It was great to work with the team to devise the questions, and next time we'll expand this further to involve more staff from other departments.
- The added benefit of the Academy is that it creates time to really think about our audiences and what makes them tick; encouraging everyone in the organisation to become familiar with our segmentation model. This has had real impact in the way the organisation thinks about audiences.



Jen Chapman
Fellow



Daniel Rowles
Mentor





Image courtesy of Live at LICA / Lancaster Arts at Lancaster University

Case study #3

Jamie Wooldridge and Jamie Eastman

Live at LICA / Lancaster Arts at Lancaster University

We were striving to increase our rich digital content but needed to be confident that we were growing our audience online and not just reaching the converted. Our experiment focused on how we could increase our online audiences without jeopardising our physical audience. How can we ensure live streaming grows an audience for our work without jeopardising ticket income?

We wanted to understand our range of audiences; poll our existing audiences to generate actionable insights; target new audiences via social media and monitor social media KPIs. We also looked at devising 'added value' packages to grow audiences and encourage visual arts audiences to become Supporters. We hoped we could also implement digital change across the organisation.



Jamie Wooldridge & Jamie Eastman
Joint Fellows



Tom Beardshaw
Mentor

Case study #3

Outcomes

- We realised that before we could become excellent digital marketers we would need to know our audiences better.
- Our online audiences are publishers and tastemakers in their own right and they can inform us just as much as we inform them.
- After researching expensive third party solutions we realised that the analytics provided via the social media platforms themselves were more than adequate. We are now in a position to access and interpret more meaningful engagement data from Facebook and Twitter. We monitor and benchmark ourselves on our engagement rate rather than solely on the number of followers or likes.
- We were aware of significant referrals from Weibo so investigated ways of building up our presence on the platform — we now have a team of volunteers interpreting our tweets and posting on the platform.
- We have seen cultural change within the organisation in adopting more positive attitudes towards digital marketing, this was helped through our Joint Fellowship (Marketing and Communications Manager and Director).



Jamie Wooldridge &
Jamie Eastman
Joint Fellows



Tom Beardshaw
Mentor



Image courtesy of Live at LICCA / Lancaster Arts at Lancaster University

Digital Marketing Academy 2.0

After the success of the first Digital Marketing Academy a second cohort of Fellows was selected to take part in this exciting and innovative programme. These individuals are enthusiastic drivers of change working in senior marketing positions across the arts and cultural sector, driving digital innovation to increase and engage audiences through their experiments at the Academy.

DMA 2.0 launched in April 2015 and has included experiments on social media advertising, online user journeys, virtual reality exploration, audience engagement on social media and building new websites.

Fellows are devising, testing and developing their work and benefit from the robust support established in DMA 1.0 — international Mentors, online workshops, Action Learning Sets and a peer network.

Find out more about the current work of DMA 2.0 Fellows on the website:

academy.culturehive.co.uk

Real experiments in real organisations on real audiences.

‘The main benefit to being part of the DMA programme has been the ‘excuse’ or impetus to put digital at the heart of our bOing! Festival communications and to make sure that we have the resources in place to make it work.’

Dave Yard
DMA 2.0 Fellow
Gulbenkian

‘The unique nature of the Digital Marketing Academy encourages and stimulates imaginative thinking and experimentation that continues to lead to significant new initiatives, reaching and engaging more people across the arts and cultural sector.’

Julie Aldridge
Executive Director
AMA

If you are interested in taking part in any future cohorts of the Digital Marketing Academy please register your interest at:
academy.culturehive.co.uk/signup

Take a look at the blog for more case studies and stories emerging from Digital Marketing Academy 2.0:
academy.culturehive.co.uk/blog2-0

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