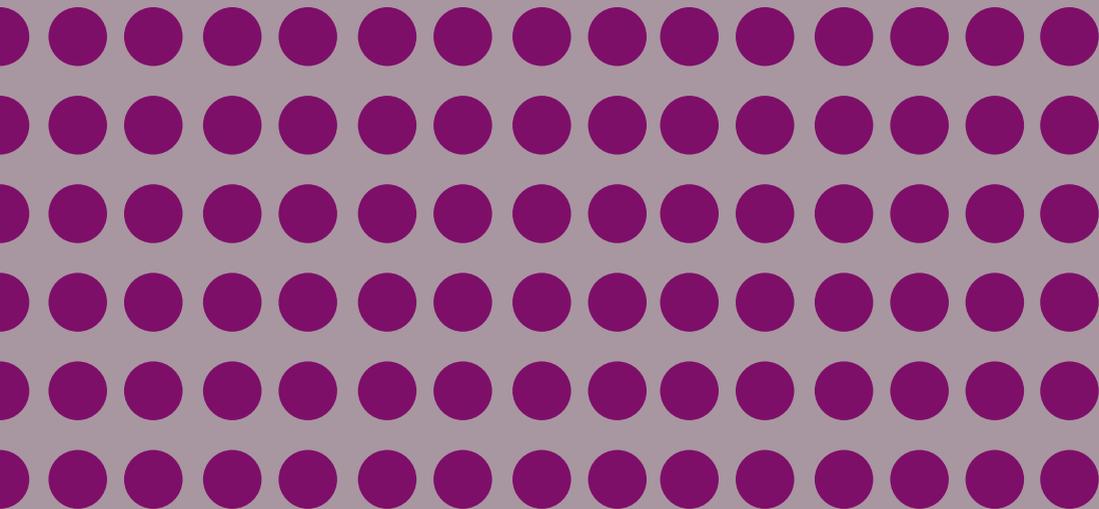


# Arts Marketing Standards

Marketer's toolkit



Arts Marketing  
Association



## ● Introduction

Everyone working in the arts and cultural sector is only too aware of the rapid pace of change in which we're now working.

It is therefore essential that arts professionals have the right skills and resources to make a real difference to their organisation and their audiences. It requires the whole organisation to operate to the highest professional standards.

The AMA (Arts Marketing Association) is committed to raising the standard of arts marketing across the sector. We have contextualised the marketing National Occupational Standards (NOS) for the arts and cultural sector and have created an online suite of training needs analysis tools. This means that for the first time the industry will have a set of standards which explains what skills and knowledge marketers should have at each stage of their marketing career.

These are intended as a tool for the arts sector to help us to work together to raise standards of marketing, management and audience development and to continue to improve our ability as a sector to bring art and audiences together.

### How the standards might be used by arts marketers

This booklet outlines how the standards might be used by those working in marketing, audience development, press and PR, digital marketing or related roles within cultural organisations across the UK to:

- Carry out a training needs analysis, building understanding of where your current strengths and skills are and gaining a clearer insight into your skills gaps.
- Plan your professional development and training over the coming months and year to help you to maximise your potential within your current role.
- Think about your training and development needs for the future in line with your career progression plans and ambitions.

The arts marketing standards have been produced with support from the following organisations:

Royal Albert Hall - © Chris Christodoulou





## ● Training needs analysis

The standards are intended as a tool for the arts and cultural sector, to help members to continue to improve their ability to bring art and audiences together.

You probably already take part in an appraisal system, but you might want to consider working through the AMA's training needs analysis questionnaire available on our website ([www.a-m-a.co.uk/tna](http://www.a-m-a.co.uk/tna)) to inform the appraisal and to think about your development in between these annual reviews. Please note, this is for AMA members only.

Those completing the questionnaire will receive an outline personal development plan online highlighting:

- key strengths that you have already and which you could build on over time to become an expert in a particular area/s of marketing,
- current training and development needs in line with the role you hold in your current organisation,
- future training and development needs in line with your future ambitions.

You can complete the training needs analysis one module at a time and save your results to come back to it later. You can instantly see results at the end of each module. Your professional development plan comparing results across the modules will be available once you've completed five or more modules.



Home | About the AMA | Membership | Events and training | Resources | Blog | Jobs and tenders | News

## Training needs analysis

[TMA home](#) | [Standards](#) | [Help](#)

**Module 1 : Provide marketing intelligence and audience, visitor and participant insight**

**Unit 1 : Assess the marketing environment**

### 1. Map organisations within their current and future marketing environment

How proficient would you say you are:

Developing this skill

Operational - can do this with support	Confident - can do this with occasional support	Strong - can do this with very little support	Very strong - can do this without support	Expert - could teach this to others
--	---	---	---	-------------------------------------

How important to your current role:

Not very important	Not very important	Quite important	Very important	Crucial
--------------------	--------------------	-----------------	----------------	---------

How important to your potential future role:

Not very important	Not very important	Quite important	Very important	Crucial
--------------------	--------------------	-----------------	----------------	---------

[Click here if this area of work doesn't apply](#)

[Save and return later](#) [Next question](#)

Website screen shot - Training needs analysis questions page

Home | About the AMA | Membership | Events and training | Resources | Blog | Jobs and tenders | News

## National occupational standards for the arts sector

[TMA home](#) | [Standards](#) | [Help](#)

These are the full standards for your level:

**Module 1. Provide marketing intelligence and audience, visitor and participant insight**

**1. Assess the marketing environment**

1. Map organisations within their current and future marketing environment

Skills you must be able to:	Behaviours which underpin effective performance	General knowledge and understanding	Context specific knowledge and understanding
Obtain information regarding audiences, visitors, website users, participants, competitors, the economy and relevant technologies from a wide variety of sources and actively use the information to support planning and decision making	You analyse and structure information to develop knowledge that can be shared You develop systems to gather and manage information and knowledge effectively, efficiently and ethically	Different sources of information regarding audiences, visitors, website users, participants, competitors, the economy and relevant technologies, and how to use them effectively How to undertake strengths, weaknesses, opportunities and threats analysis	The organisation's actual and potential audience / visitor, website user or participant base The needs and expectations of the organisation's actual and potential audiences, visitors, website users, participants and other key stakeholders
Understand existing and potential audience / visitor, website user or participant characteristics	You articulate the assumptions made	How to undertake an analysis of the political, economic, social, technological, legal and environmental factors in the external environment	The organisation's structure
Organise information and knowledge in a way that supports effective marketing planning		Industry / sector specific knowledge and understanding	

Sources of information on trends and

Website screen shot - National occupational standards for the arts sector

## ● A brief overview of the standards

The standards have been broken down into eight modules:

1. Provide marketing intelligence and audience, visitor and participant insight
2. Provide strategic marketing direction for the organisation
3. Develop the audience, visitor and participant proposition
4. Manage and provide marketing communications
5. Use, research and develop audience, visitor and participant information
6. Lead marketing and audience development operations
7. Work with other internal departments and third parties
8. Manage and develop teams and individuals

The numerical order is for convenience only and does not imply a particular hierarchy. The standards place the stakeholders, be they organisations' audiences / visitors / website users / participants / target markets and/or their various further publics, at its heart. It is therefore recognised that marketers are involved in addressing the requirements of a range of stakeholders involved in the organisation and its markets. As well as the ultimate audiences / visitors, these can include venues / touring companies, funders, suppliers, and also an organisation's board of directors.

### Exploring the standards in more detail

The marketing standards are available on our website in full ([www.a-m-a.co.uk/tna](http://www.a-m-a.co.uk/tna)) and as a series of PDF files to download. The standards outline the skills required in each module at each of the following four levels:

- Senior management (heads of department or equivalent)
- Management
- Officer
- Assistant

We are aware that some organisations will have people at all four levels, some at just one or two of these and, depending on the structure of the organisation, you may have roles which overlap the different levels or cover multiple levels in one. Please therefore use your own judgement when deciding which set of standards to explore further.

## ● Planning your future career progression

The training needs analysis process should help you to identify both current and future training needs in line with your ambitions.

We have also produced some job description templates outlining the skills you might need at each level / job type (see over page) to give you an at-a-glance view of the skills and knowledge you might need to start building in order to advance within your current organisation or to move to your next role.

It should be noted that detail within the roles will vary from organisation to organisation. For example, a marketing assistant in a small company may well have wider responsibility than a similar post in a much larger organisation, which should be reflected in experience required.

Please note, while the template offers suggestions from the marketing standards for press, box office and digital roles, there will be additional skills and knowledge required for these roles not relating to the marketing standards.



# Job description template

## Modules 1 2 3 4



### Module one

Provide marketing intelligence and audience, visitor and participant insight.



### Module two

Provide strategic marketing direction for the organisation.



### Module three

Develop the audience, visitor and participant proposition.



### Module four

Manage and provide marketing communications.

	Head/ Director of Marketing/ Communications	Head of Press and PR	Marketing/ Communications Manager	Digital Marketing Manager	Box Office Manager	Touring Marketing Manager	Marketing/ Communications Officer	Press Officer	Digital Marketing/ Communications Officer	Marketing/ Communications Assistant	Press Assistant
1.1 Map organisations within their current and future marketing environment	●		●	●	●	●	●	●	●	●	●
1.2 Obtain feedback from existing audiences / visitors, website users, suppliers and others	●	●	●	●	●	●	●	●	●	●	●
1.3 Identify and monitor competitors' / partners marketing strategies and activities	●	●	●	●	●	●	●	●	●	●	●
2.1 Define the need for market research	●	●	●	●	●	●	●	●	●	●	●
2.2 Design market research projects	●	●	●	●	●	●	●	●	●	●	●
2.3 Implement programmes to collect market research data	●	●	●	●	●	●	●	●	●	●	●
2.4 Collect market research data	●	●	●	●	●	●	●	●	●	●	●
2.5 Analyse market research data	●	●	●	●	●	●	●	●	●	●	●
3.1 Evaluate and interpret findings and identify connections in complex data	●	●	●	●	●	●	●	●	●	●	●
3.2 Define the current audience / visitor, website user or participant experience to inform marketing strategy	●	●	●	●	●	●	●	●	●	●	●
3.3 Establish and understand potential market segments for the artistic / exhibition programme / activities and evaluate their potential	●	●	●	●	●	●	●	●	●	●	●
1.1 Develop an organisation's marketing strategy	●	●	●	●	●	●	●	●	●	●	●
1.2 Develop the balance of an artistic-led and audience / visitor focused organisation	●	●	●	●	●	●	●	●	●	●	●
1.3 Demonstrate the value of marketing to the organisation	●	●	●	●	●	●	●	●	●	●	●

1.1 Develop marketing strategies and plans for the artistic / exhibition programme / activities and for audiences, visitors, website users and participants to engage with and / or interact with the organisation	●	●	●	●	●	●	●	●	●	●	●
2.1 Establish insight about audiences and visitors, website users and participants to inform organisational planning and programming to achieve the organisation's mission and objectives	●	●	●	●	●	●	●	●	●	●	●
2.2 Create and develop brand identity and characteristics	●	●	●	●	●	●	●	●	●	●	●
3.1 Establish and maintain a pricing policy	●	●	●	●	●	●	●	●	●	●	●
3.2 Design and implement price concessions and promotions	●	●	●	●	●	●	●	●	●	●	●
4.1 Develop a touring strategy for productions or exhibitions	●	●	●	●	●	●	●	●	●	●	●
4.2 Develop a marketing plan for the tour	●	●	●	●	●	●	●	●	●	●	●
4.3 Implement a touring marketing plan	●	●	●	●	●	●	●	●	●	●	●
4.4 Work in partnership with venues to achieve marketing objectives	●	●	●	●	●	●	●	●	●	●	●
5.1 Assess marketing opportunities within international markets and to cultural tourists	●	●	●	●	●	●	●	●	●	●	●
5.2 Establish the business case and marketing plan for international touring and promotion to cultural tourists	●	●	●	●	●	●	●	●	●	●	●
5.3 Implement and evaluate marketing plans for international markets and to attract cultural tourists	●	●	●	●	●	●	●	●	●	●	●
1.1 Develop an understanding of the organisation's communication needs	●	●	●	●	●	●	●	●	●	●	●
1.2 Develop a marketing communications strategy and plans for each element of the artistic / exhibition programme and activities	●	●	●	●	●	●	●	●	●	●	●
2.1 Develop advertising strategy	●	●	●	●	●	●	●	●	●	●	●
2.2 Develop the creative concept within advertising	●	●	●	●	●	●	●	●	●	●	●
2.3 Develop a media plan for advertising the artistic / exhibition programme and activities	●	●	●	●	●	●	●	●	●	●	●

\*Module four continued on next page

# Job description template

## Modules 4 5

### 4

#### Module four *continued*

Manage and provide marketing communications.

	Head/ Director of Marketing/ Communications	Head of Press and PR Manager	Digital Marketing/ Communications Manager	Box Office Manager	Touring Marketing Manager	Marketing/ Communications Officer	Press Office	Digital Marketing/ Communications Officer	Marketing/ Communications Assistant	Press Assistant
2.4 Develop an advertising campaign										
2.5 Negotiate and buy media space										
2.6 Evaluate advertising										
3.1 Create a direct marketing strategy and outline plan										
3.2 Develop direct marketing plans										
3.3 Implement door-drop marketing campaigns										
3.4 Market to audiences / visitors, website users and participants using media-inserts										
3.5 Implement a direct-mailing marketing programme										
3.6 Develop and implement direct-response tools within marketing campaigns										
3.7 Execute direct mailing processes										
3.8 Market to target audiences / visitors, website users and participants using digital / electronic media										
4.1 Define, communicate, and evaluate the organisation's role and impact in society										
4.2 Develop a communications strategy to manage the organisation's corporate reputation										
4.3 Build and manage stakeholder relationships										

### 5

#### Module five

Use, research and develop audience, visitor and participant information.

4.4 Co-ordinate communications functions and the dissemination of the organisation's communications										
4.5 Manage business and political relationships and lobby for influence										
4.6 Manage financial public relations and funder / financial supporter relations										
4.7 Manage internal and external issues and risks, and meet organisational communications challenges										
4.8 Develop and implement proactive and reactive PR strategies and tactics										
4.9 Develop public relations strategies and tactics to promote the artistic / exhibition programme and activities										
5.1 Develop a sales promotion strategy and plan										
5.2 Manage sales promotion plans										
5.3 Implement sales promotion activity										
6.1 Develop a community engagement strategy										
6.2 Prepare an outline plan for community engagement activity										
6.3 Implement community engagement activity										
1.1 Develop an audience, visitor, website user and participant information strategy										
1.2 Implement an audience, visitor, website user and participant information strategy										
2.1 Lead the monitoring and evaluation of marketing performance										
3.1 Develop and maintain a marketing database										
3.2 Use technology to achieve marketing aims										
3.3 Use IT in managing marketing data										

# Job description template

## Modules 6 7 8

### 6

**Module six**  
Lead marketing and audience development operations.

1.1 Put an organisation's marketing plan into action	Head/Director of Marketing/Communications	Head of Press and PR	Marketing/Communications Manager	Digital Marketing/Communications Manager	Box Office Manager	Touring Marketing Manager	Marketing/Communications Officer	Press Officer	Digital Marketing/Communications Assistant	Marketing/Communications Assistant	Press Assistant
1.2 Implement marketing and audience development strategies and plans for the artistic / exhibition programme and activities	●	●	●	●	●	●	●	●	●	●	●
1.3 Lead marketing, audience development and communications teams	●	●	●	●	●	●	●	●	●	●	●
1.4 Lead and manage marketing projects	●	●	●	●	●	●	●	●	●	●	●
1.5 Ensure marketing operations comply with legal, regulatory, ethical and social requirements	●	●	●	●	●	●	●	●	●	●	●
1.6 Fulfil the legal, regulatory and ethical requirements impacting upon your marketing activity	●	●	●	●	●	●	●	●	●	●	●
2.1 Manage finance for an area of marketing operations	●	●	●	●	●	●	●	●	●	●	●
2.2 Manage a marketing budget	●	●	●	●	●	●	●	●	●	●	●
1.1 Develop responsible sales strategies and plans	●	●	●	●	●	●	●	●	●	●	●
1.2 Build and deliver customer service and customer care support	●	●	●	●	●	●	●	●	●	●	●
1.3 Contribute to the development of sales support and customer management programmes	●	●	●	●	●	●	●	●	●	●	●
1.4 Monitor and control relationship management activities	●	●	●	●	●	●	●	●	●	●	●
1.5 Monitor and solve customer service problems	●	●	●	●	●	●	●	●	●	●	●
2.1 Create a brief that captures the marketing proposition	●	●	●	●	●	●	●	●	●	●	●

### 7

**Module seven**  
Work with other internal departments and third parties.

2.2 Decide whether to buy in marketing / marketing communications services from external suppliers	●	●	●	●	●	●	●	●	●	●	●
2.3 Identify third party suppliers of marketing / marketing communications services	●	●	●	●	●	●	●	●	●	●	●
2.4 Brief and work with third party suppliers of marketing / marketing communications services	●	●	●	●	●	●	●	●	●	●	●
3.1 Provide marketing / marketing communications services to clients	●	●	●	●	●	●	●	●	●	●	●
4.1 Develop productive working relationships with colleagues	●	●	●	●	●	●	●	●	●	●	●
4.2 Work with other business functions	●	●	●	●	●	●	●	●	●	●	●
4.3 Develop personal networks	●	●	●	●	●	●	●	●	●	●	●
1.1 Recruit, select, and keep colleagues	●	●	●	●	●	●	●	●	●	●	●
1.2 Plan the marketing and audience development workforce	●	●	●	●	●	●	●	●	●	●	●
1.3 Allocate and monitor work within marketing / audience development	●	●	●	●	●	●	●	●	●	●	●
1.4 Provide learning opportunities for marketing and audience development colleagues	●	●	●	●	●	●	●	●	●	●	●
1.5 Encourage innovation	●	●	●	●	●	●	●	●	●	●	●
2.1 Manage your own resources and professional development	●	●	●	●	●	●	●	●	●	●	●

### 8

**Module eight**  
Manage and develop teams and individuals.

# Marketer's toolkit

This information is available in large print and on the AMA website: [www.a-m-a.co.uk](http://www.a-m-a.co.uk)

Contact: [info@a-m-a.co.uk](mailto:info@a-m-a.co.uk)



AMA  
7a Clifton Court  
Clifton Road  
Cambridge  
CB1 7BN

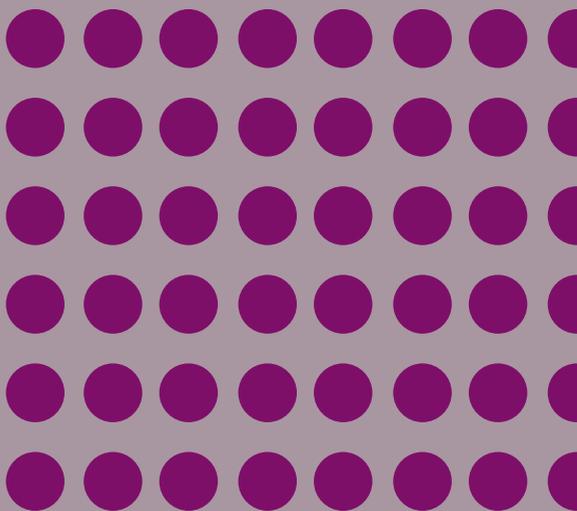
**T** 00 44 (0)1223 578078

**E** [info@a-m-a.co.uk](mailto:info@a-m-a.co.uk)

**W** [www.a-m-a.co.uk](http://www.a-m-a.co.uk)

**Twitter** @amadigital

Registered in England 2814725



AMA – the community of knowledge for arts professionals passionate about bringing arts and audiences together.

Join today and discover how to achieve your goals, grow your confidence, support your career aspirations and strengthen your organisation.

To join now, go to [www.a-m-a.co.uk](http://www.a-m-a.co.uk)