



Audience DEveloper: Skills and Training in Europe. ADESTE

540087-LLP-1-2013-1-IT-LEONARDO-LMP

<http://www.adam-europe.eu/adam/project/view.htm?prj=11040>

Project Information

Title: Audience Developer: Skills and Training in Europe. ADESTE

Project Number: 540087-LLP-1-2013-1-IT-LEONARDO-LMP

Year: 2013

Project Type: Development of Innovation

Status: completed

Country: EU-Centralised Projects

Marketing Text: The ADESTE project is focused on a new professional profile which is increasingly needed in the cultural sector in Europe: the Audience Developer. In cultural organizations this profile, with an integrative vision and a cross-organizational role, will deal with the audience engagement and building, active spectatorship and participation in a strategic manner. The project researched and shared formal and informal training methodologies, based on the identified set of skills needed and piloted the innovative training in 5 different EU Countries.

Summary: The ADESTE (Audience Developer: Skills and Training in Europe) project is funded by the European Union's Lifelong Learning Programme, Leonardo Da Vinci – Development of Innovation. The project aims to support cultural organisations and practitioners to face the big challenges of building wider audiences, deepening engagement and increasing accessibility to arts and culture.

The project consortium is made up of seven partners in 5 different European countries, 2 international partners from India and the United States and 5 associate partners.

The partners are working together on various strands of activity:

- Pooling resources and expertise
- Identifying the skills required of people working in audience development
- Mapping and collecting audience development best practice
- Designing and testing formal, informal and innovative training methods for audience development in line with the needs of the cultural labour market
- Promoting cooperation and exchange between different stakeholders through a pan-European and cross-sectorial approach

ADESTE has researched and codified a new European occupational profile in the fields of arts and culture: those who are building wider audiences, deepening engagement and increasing accessibility to arts and culture.

This resource was produced to accompany the Adeste pilot training programme as part of the resource to help organisations in the development of their audience development plans.

Description: A significant part of European citizens still rarely engage in cultural activities, yet it acquires a growing and more urgent relevance to achieve a better and fairer distribution of opportunities to take part in cultural life. This objective is related to how cultural organizations create engagement with their audiences. A new demand of skills to face the new challenges of cultural democracy is arising from the sector, which is lacking specific competences related to promoting access and cultural participation. ADESTE stemmed from the need to fill this gap by promoting a new professional profile, with specific expertise related to audience development and engagement. Parallel to the goal of professionalizing a new key function, the project endorsed the idea of audience development as a new whole organisational approach for cultural organisations. The development of skills to promote innovative approaches to analyse, develop, retain, engage audiences, is intended as a response to the need of new models for the sustainability of the cultural sector.

The ADESTE consortium brought together a range of experienced and skilled European organisations that reflect the latest developments in audience development: 7 partners in 5 different European countries, 2 international partners from India and the United States and 6 associated partners.

From November 2013 till April 2016 for 30 months, they were involved in the:

- mapping of best practices and strategies for analysis and involvement of audiences;
- development of a database of professionals in the field;

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- research and development of competency models for cultural workers specialized in audience development;
- identification of a new European professional profile linked to the development of audiences for arts and culture;
- development and testing of an innovative training method at European level;
- evaluation and validation of the pilot training.

The ADESTE outputs are available on the website <http://www.adesteproject.eu/resources>. Amongst them, the “Report on new training needs” and “European occupational standard profile of the audience developer” represent the results of the initial research implemented thanks to the involvement of a large group of experts at different levels feeding in different perspectives. Moreover the “Set of guidelines for an effective vocational training for the European Audience Developer” is a compendium of the contents and methodological approach adopted in the ADESTE training programme and includes some of the resources that can help organisations develop their audience development strategies. The results of the evaluation carried out along the pilot testing in Italy, Spain, Denmark, Poland and the UK are collected in the “ADESTE Evaluation Framework”.

For a deeper understanding of all the most relevant stages, exchanges and findings of ADESTE, the report “Steps towards a good audience practice: following the learnings of the ADESTE project” tells the journey behind the project, through a collection of articles and reflections from the people involved in the project: researchers, trainers from the ADESTE team, participants in the training programmes, and external experts. The pan-European and cross-sectorial community of practice for audience development and engagement set up through the ADESTE dissemination and exploitation, culminated in a final conference that was organised in March 2016 in Bilbao and San Sebastián and attended by over 130 participants, “The Future of Audience Development: Research, Training, and Practice”. It gave a clear understanding of how ADESTE turned more and more into a ‘trigger for change’ in the European cultural sector: to help professionals become effective ‘audience developers’ means to contribute to an organisational change where audiences are at the centre of their management system and to re-define their role in societies.

Themes: *** Labor market
 *** Intercultural learning
 *** Lifelong learning
 *** Social dialog
 *** Equal opportunities
 *** Continuous training
 ** Sustainability
 ** Higher education
 * Recognition, transparency, certification
 * Vocational guidance

Sectors: *** Education
 *** Arts, Entertainment and Recreation
 * Information and Communication

Product Types: website
 description of new occupation profiles
 program or curricula
 teaching material
 others
 modules

Product information: The first research phase coordinated by Fondazione Fitzcarraldo, IT, led to the delivery of:

- Data base of European experts on audience development
- Map of the European training paths and practices

Research findings have been embedded in the two reports under the leadership of Deusto University, ES:

- EUROPEAN OCCUPATIONAL STANDARD PROFILE OF THE AUDIENCE DEVELOPER, report available to download from the project website in English, Italian, French,

Project Information

Danish and Spanish:

<http://www.adesteproject.eu/report-european-standard-occupational-profile>

- REPORT ON NEW TRAINING NEEDS available to download only in English from the project website: <http://www.adesteproject.eu/report-new-training-needs>

The phase of design of pilot training for AD led to the definition of a

- Training toolkit of formal and informal VET practices, paths and actions for AD

A first set of resources to implement a training programme in AD that was refined after the organization of the intensive "Train the Trainers" session, organized from 17-24 April 2015 in London with participants from Denmark, Italy, Poland, Spain, and the United Kingdom.

The ADESTE piloting was a 10-month training involving 65 cultural professionals (trainees) and 12 trainers from 5 European countries from May 2015 to February 2016. A series of 6 intensive workshops were organized for each piloting group. The results of the piloting were embedded in the development of the

- SET OF GUIDELINES FOR AN EFFECTIVE VOCATIONAL TRAINING FOR THE EUROPEAN AUDIENCE DEVELOPER, a report available in French, Danish, English, Spanish and Italian to download from the project website:

<http://www.adesteproject.eu/guidelines-set-guidelines-effective-vocational>

Parallel to the pilot training, the evaluation aimed at understanding whether the training in relation to specific areas of knowledge transfer provided participants with the tools to both undertake 'audience development' and pass this knowledge and processes on to others. Evaluation was undertaken not 'to' but 'with' partners, therefore using an approach based on Grounded Research designed to encourage participants to openly discuss areas of the project and then to group their responses around the stated aims. Its main results are presented in the:

- ADESTE EVALUATION FRAMEWORK report: <http://www.adesteproject.eu/adeste-evaluation-framework>

This document illustrates the results of the process aimed at evaluating the ADESTE innovative training collecting feedbacks from trainers and trainees. The document will be of interest for many VET institutions and cultural organisations interested in audience development skills and training.

- The final narrative report "Steps towards a good audience practice: following the learnings of the ADESTE project" describes the journey behind the ADESTE project. Its articles touch on a variety of aspects in the project and the learnings generated from it. This e-book was made possible by the great efforts and commitment of the partnering institutions and all the experts involved: <http://www.adesteproject.eu/steps-towards-good-audience-practice-following>.

Project homepage: <http://www.adesteproject.eu/>

Project Contractor

Name: Fondazione Fitzcarraldo
City: Torino
Country/Region: Piemonte
Country: IT-Italy
Organization Type: continuing training institution
Homepage: <http://www.fitzcarraldo.it>

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Partner

Partner 1

Name: Goldsmiths, University of London
City: London
Country/Region: Inner London
Country: UK-United Kingdom
Organization Type: university/Fachhochschule/academy
Homepage: <http://www.gold.ac.uk>

Partner 2

Name: Los Angeles County Museum of Art
City: Los Angeles
Country/Region: Other region
Country: Other country
Organization Type: others
Homepage: <http://www.lacma.org>

Partner 3

Name: European Network of Cultural Administration Training Centre
City: Brussels
Country/Region: Bruxelles Cap, Brussel Hof
Country: BE-Belgium
Organization Type: others
Homepage: <http://www.encatc.org>

Partner 4

Name: Melting Pro. Laboratorio per la cultura
City: Roma
Country/Region: Lazio
Country: IT-Italy
Organization Type: association/non-governmental organisation
Homepage: <http://www.meltingpro.org>

Partner

Partner 5

Name: India Foundation for the Arts
City: Bangalore
Country/Region: Other region
Country: Other country
Organization Type: others
Homepage: <http://www.indiaifa.org>

Partner 6

Name: Danish Centre for Arts and Interculture
City: Copenhagen
Country/Region: Kobenhaven og Frederiksberg Kommuner
Country: DK-Denmark
Organization Type: research institution
Homepage: <http://www.cki.dk/>

Partner 7

Name: The Audience Agency
City: London
Country/Region: Inner London
Country: UK-United Kingdom
Organization Type: others
Homepage: <http://www.theaudienceagency.org/>

Partner 8

Name: Institute of Leisure Studies
City: Bilbao
Country/Region: Pais Vasco
Country: ES-Spain
Organization Type: university/Fachhochschule/academy
Homepage: <http://www.ocio.deusto.es>

Project Files

2013_4077_PR_ADESTE_pub.pdf

http://www.adam-europe.eu/prj/11040/prj/2013_4077_PR_ADESTE_pub.pdf

ADESTE Mid Progress Report describing the results achieved in one year project.

ADESTE_Conference_Summary_Text.pdf

http://www.adam-europe.eu/prj/11040/prj/ADESTE_Conference_Summary_Text.pdf

A summary text of the ADESTE final conference "The Future of Audience Development: Research, Training and Practice" is available online. As a compliment to the speakers' PowerPoint presentations, the summary text provides additional context and insight into the resulting discussions with audience members attending the event in Bilbao and Donostia-San Sebastián from 10-11 March 2016.
<http://www.adesteproject.eu/adestes-final-conference>

ADESTE_objectives_actions.pdf

http://www.adam-europe.eu/prj/11040/prj/ADESTE_objectives_actions.pdf

Brief description of the ADESTE project

ADESTE_Postcard_Online_EN.pdf

http://www.adam-europe.eu/prj/11040/prj/ADESTE_Postcard_Online_EN.pdf

Adeste postcard in English

D21_Report on new training needs.pdf

http://www.adam-europe.eu/prj/11040/prj/D21_Report%20on%20new%20training%20needs.pdf

The ADESTE report on "New Training Needs" presents what the labour market and potential professionals consider necessary to achieve their audience development goals. A arts or cultural organisation may focus on a range of goals such as bringing in new and diverse audiences, raising awareness, fostering engagement, building sustainable relationships, etc. How are people working in the cultural sector educated and trained to achieve such objectives? Who is providing them with the knowledge and skills required?

Relying on evidence from the information collected during desk research, interviews, meetings, focus groups, and consultations with the European cross-sectorial group of experts, this report takes a look at new training needs in Audience Development (AD) by exploring the current AD situation and presenting a "desired" one to which professionals and trainers can aspire. The report goes on to compare the two along the lines of: who is providing training; who is receiving training; how training is delivered; the philosophy behind audience development; and teaching methodologies. Finally, the report's conclusions provide useful recommendations to improve the AD situation involving trainers, cultural professionals, and decision makers.

Audience development is a very different process depending on the country and context in which it is implemented. Looking at Europe, and within the ADESTE consortium, for instance, Audience Development is much more developed in the United Kingdom or Denmark than in Spain, Italy or Slovakia. Even within the same country local conditions will vary depending on the size and location of the city. Differences are also perceived when comparing countries that could be considered playing in the same league. For example, audience development in the United Kingdom is more marketing oriented than in Denmark where a more participative approach is taken. Therefore, the new training needs described in this report should be understood in a broad sense.

D22.1_European profile of the audience developer based_DK.pdf

http://www.adam-europe.eu/prj/11040/prj/D22.1_European%20profile%20of%20the%20audience%20developer%20based_DK.pdf

Denne rapport er en del af Adesteprojektets arbejdsplan nr. 3 (WP3), "Definition of the occupational standard profile for the European audience developer". Den fremlægger resultaterne af en række kvalitative interviews (WP2) og fokusgrupper (WP3), med det formål at identificere publikumsudviklerens professionelle profil i form af den samlede pakke af kompetencer, viden, færdigheder og personlige tilgang til området.

D22.2_European of the audience developer _ES.pdf

http://www.adam-europe.eu/prj/11040/prj/D22.2_Europeanof%20the%20audience%20developer%20_ES.pdf

Este documento forma parte del tercer paquete de trabajo (en adelante WP) del proyecto ADESTE cuyo objeto es la "Definición del perfil ocupacional estándar del desarrollador de audiencias europeo". El presente informe presenta los resultados de las entrevistas en profundidad (WP2) así como de los grupos de discusión (WP3) realizados para identificar cuál debe ser el perfil profesional de los desarrolladores de audiencias en términos de competencias, conocimientos, habilidades y actitudes.

Project Files

D22_European profile of the audience developer _EN.pdf

http://www.adam-europe.eu/prj/11040/prj/D22_European%20of%20the%20audience%20developer%20_EN.pdf

The ADESTE report on "European Occupational Standard Profile of the Audience Developer" presents the knowledge, skills, competences, and personal attributes of an "Audience Developer". Based on interviews, national, European, and international focus groups, the project consortium gained first-hand insight from experts and practitioners active in the field of arts, culture, training and education in 11 countries.

This report refers to "Audience Developer" as an ideal type for which a set of knowledge, skills, competences, and attributes required for arts and cultural organisations to reach new audiences. However, this list is not intended for a job position occupied by one person, but rather should reside in several people to be fully active and effective. In fact there can exist as many Audience Developer profiles as there exist cultural organisations. Depending on the context, the resources, and the organisation structure, the functions could be undertaken by a position also labelled with Education, Programming, Marketing, etc.

D27_Set of guidelines for AD training_DK.pdf

http://www.adam-europe.eu/prj/11040/prj/D27_Set%20of%20guidelines%20for%20AD%20training_DK.pdf

Guidelines til effektiv erhvervstræning for den europæiske publikumsudvikler

Prototype trænings-værktøjskasse

Ressourcepakke

Denne ressource blev produceret til at følge ADESTE pilot-træningsprogrammet som en del af ressourcen til at hjælpe organisationer i udviklingen af deres publikumsudviklingsplaner.

<http://www.adesteproject.eu/project-den>

D27_Set of guidelines for AD training_EN.pdf

http://www.adam-europe.eu/prj/11040/prj/D27_Set%20of%20guidelines%20for%20AD%20training_EN.pdf

The ADESTE "Set of guidelines for an effective vocational training for the European Audience Developer Training toolkit prototype - Resource Pack" was produced to accompany the ADESTE pilot training programme as part of the resources to help organisations to develop their audience development plans by seeing the advantages of being able to implement a step-by-step approach and to be able to instigate organisational changes with an evidence-based approach.

The Guidelines will introduce you to a simple but effective framework for building a plan suitable for all sorts of experiences, artforms and types of organisations, regardless of scale, resources or mission. The process of creating an audience development plan will illustrate the principles of effective audience development and highlight the skills and approaches required.

D27_Set of guidelines for AD training_ES.pdf

http://www.adam-europe.eu/prj/11040/prj/D27_Set%20of%20guidelines%20for%20AD%20training_ES.pdf

Set de pautas para una formación vocacional efectiva para el Desarrollador de Audiencias Europeo

ENTREGABLE 27

Prototipo de herramientas de formación

Pack de Recursos

Este recurso ha sido producido para acompañar al programa piloto de formación ADESTE, como parte de los recursos para ayudar a las organizaciones en el desarrollo de sus planes de desarrollo de audiencias.

<http://www.adesteproject.eu/project-esp>

D27_Set of guidelines for AD training_FR.pdf

http://www.adam-europe.eu/prj/11040/prj/D27_Set%20of%20guidelines%20for%20AD%20training_FR.pdf

Ensemble de lignes directrices pour l'efficacité de la formation professionnelle du développeur européen de public

LIVRABLE 27

Prototype de mallette de formation

Kit de ressources

Cette ressource a été produite pour accompagner le programme de formation pilote Adeste afin d'aider les organisations à améliorer leurs plans de développement du public.

<http://www.adesteproject.eu/project-fra>

Project Files

D27_Set of guidelines for AD training_IT.pdf

http://www.adam-europe.eu/prj/11040/prj/D27_Set%20of%20guidelines%20for%20AD%20training_IT.pdf

Linee guida per la formazione professionale
dell'audience developer europeo
DELIVERABLE 27
Prototipo di pacchetto formativo

Queste linee guida sono state realizzate per accompagnare il programma pilota di formazione ADESTE e fanno parte delle risorse a disposizione delle varie organizzazioni partecipanti per supportarle nello sviluppo dei loro piani di audience development
<http://www.adesteproject.eu/il-progetto>

D29_Evaluation framework.pdf

http://www.adam-europe.eu/prj/11040/prj/D29_Evaluation%20framework.pdf

This document illustrates the results of the evaluation that was carried out throughout the project ADESTE. The evaluation aimed at evaluating the ADESTE innovative training collecting feedbacks from trainers and trainees. The document will be of interest for many vocational educational organisations or cultural organisations who are interested in audience development skills and training.

The ADESTE piloting was a 10-month training involving 65 cultural professionals (trainees) and 13 trainers from 5 European countries from April 2015 to March 2016. The Evaluation process was not part of a separate work package, but it seemed useful to reflect on the overall project processes to see 'What Works'.

The evaluation aimed at understanding whether the training in relation to specific areas of knowledge transfer provided participants with the tools to both undertake 'audience development' and pass this knowledge and processes on to others.

Evaluation was undertaken not 'to' but 'with' partners, therefore using an approach based on Grounded Research designed to encourage participants to openly discuss areas of the project and then to group their responses around the stated aims.

As the legacy of the project progresses it will be possible to map the changes in organisations and their audiences.

"Real audience development, the one that lasts and becomes a working procedure, can only be reached if the entire staff working-group is involved."

- Participant in the ADESTE piloting

"I have a feeling we are "part of something bigger."

- Participant in the ADESTE piloting

D33_DK_ADESTE_BROCHURE_Online.pdf

http://www.adam-europe.eu/prj/11040/prj/D33_DK_ADESTE_BROCHURE_Online.pdf

The ADESTE brochure in Danish

D33_EN_ADESTE_BROCHURE_ONLINE.pdf

http://www.adam-europe.eu/prj/11040/prj/D33_EN_ADESTE_BROCHURE_ONLINE.pdf

The ADESTE brochure in English

D33_ES_ADESTE_BROCHURE_Online.pdf

http://www.adam-europe.eu/prj/11040/prj/D33_ES_ADESTE_BROCHURE_Online.pdf

The ADESTE Brochure in Spanish

D33_FR_ADESTE_BROCHURE_Online.pdf

http://www.adam-europe.eu/prj/11040/prj/D33_FR_ADESTE_BROCHURE_Online.pdf

The ADESTE brochure in French

Project Files

D33_IT_ADESTE_BROCHURE_Online.pdf

http://www.adam-europe.eu/prj/11040/prj/D33_IT_ADESTE_BROCHURE_Online.pdf

The ADESTE brochure in Italian

D33 Online Postcard_DK.pdf

http://www.adam-europe.eu/prj/11040/prj/D33%20Online%20Postcard_DK.pdf

The ADESTE postcard in Danish

D33 Online Postcard_ES.pdf

http://www.adam-europe.eu/prj/11040/prj/D33%20Online%20Postcard_ES.pdf

The ADESTE postcard in Spanish

D33 Online Postcard_FR.pdf

http://www.adam-europe.eu/prj/11040/prj/D33%20Online%20Postcard_FR.pdf

The ADESTE postcard in French

D33 Online Postcard_IT.pdf

http://www.adam-europe.eu/prj/11040/prj/D33%20Online%20Postcard_IT.pdf

The ADESTE postcard in Italian

D33_PL_ADESTE_BROCHURE_CropMarks.pdf

http://www.adam-europe.eu/prj/11040/prj/D33_PL_ADESTE_BROCHURE_CropMarks.pdf

The ADESTE brochure in Polish

D36_Final dissemination event_E_Reader and Programme_EN.pdf

http://www.adam-europe.eu/prj/11040/prj/D36_Final%20disseminatio%20event_E_Reader%20and%20Programme_EN.pdf

The ADESTE Conference reader in English

D46_Final publication of the results of the project.pdf

http://www.adam-europe.eu/prj/11040/prj/D46_Final%20publication%20of%20the%20results%20of%20the%20project.pdf

What you can find in this e-book "Steps towards a good audience practice: following the learnings of the ADESTE project" is the journey behind the ADESTE project, told through a collection of articles and personal reflections from the people involved in the project; researchers, trainers and experts from our team, participants in the training programmes, and external experts. The articles touch on a variety of aspects in the project and the learnings, we generated from it. There are articles on the project context, its aims, main actions and the consortium's overall vision on audience development. Other articles presents the main research findings and further developments that research in this field should take and some articles are of course dedicated to the ADESTE training programme, its testing across Europe and their evaluation. The final articles draft some conclusions reflecting ADESTE's main dimensions of work, cooperation and international exchange, organisational change, research and cultural policies.

This e-book was made possible by the great efforts and commitment of the partnering institutions and all the experts involved. The ADESTE consortium is very grateful to all the people who gave their support along the different project phases sharing their ideas and enthusiasm.

D48_ADESTE_Formative External Evaluation Report.pdf

http://www.adam-europe.eu/prj/11040/prj/D48_ADESTE_Formative%20%20External%20Evaluation%20Report.pdf

Formative External Evaluation Report_ADESTE

Project Files

D49_ADESTE Summative Report Compressed.pdf

http://www.adam-europe.eu/prj/11040/prj/D49_ADESTE%20Summative%20Report%20Compressed.pdf

This document describes the results of the monitoring and evaluation activities carried out during the project "ADESTE: Audience DEveloper: Skills and Training in Europe".

Products

- 1 Report on new training needs - ENG
- 2 European occupational standard profile of the audience developer - ENG, IT, FR, ES and DK
- 3 Validation framework report - ENG language
- 4 ADESTE graphic line and website - <http://www.adesteproject.eu/>
- 5 ADESTE Brochures - ENG, IT, FR, PL, DK and marketing materials
- 6 Final publication of the results - Steps towards a good audience practice: following the learnings of
- 7 Formative evaluation report - ENG
- 8 Summative report - ENG
- 9 Final ADESTE conference presentations and results and looks ahead to the future of audience
- 10 Map of the European training paths - ENG
- 11 GUIDELINES: A set of guidelines for an effective vocational training for the European Audience
- 12 ADESTE progress report_public
- 13 ADESTE - Brief Presentation
- 14 Video of the ADESTE conference

Product 'Report on new training needs - ENG'

Title: Report on new training needs - ENG

Product Type: description of new occupation profiles

Marketing Text: The ADESTE report on "New Training Needs" presents what the labour market and potential professionals consider necessary to achieve their audience development goals. A arts or cultural organisation may focus on a range of goals such as bringing in new and diverse audiences, raising awareness, fostering engagement, building sustainable relationships, etc. How are people working in the cultural sector educated and trained to achieve such objectives? Who is providing them with the knowledge and skills required?

Description: The ADESTE report on "New Training Needs" presents what the labour market and potential professionals consider necessary to achieve their audience development goals. A arts or cultural organisation may focus on a range of goals such as bringing in new and diverse audiences, raising awareness, fostering engagement, building sustainable relationships, etc. How are people working in the cultural sector educated and trained to achieve such objectives? Who is providing them with the knowledge and skills required?

Relying on evidence from the information collected during desk research, interviews, meetings, focus groups, and consultations with the European cross-sectorial group of experts, this report takes a look at new training needs in Audience Development (AD) by exploring the current AD situation and presenting a "desired" one to which professionals and trainers can aspire. The report goes on to compare the two along the lines of: who is providing training; who is receiving training; how training is delivered; the philosophy behind audience development; and teaching methodologies. Finally, the report's conclusions provide useful recommendations to improve the AD situation involving trainers, cultural professionals, and decision makers.

Audience development is a very different process depending on the country and context in which it is implemented. Looking at Europe, and within the ADESTE consortium, for instance, Audience Development is much more developed in the United Kingdom or Denmark than in Spain, Italy or Slovakia. Even within the same country local conditions will vary depending on the size and location of the city. Differences are also perceived when comparing countries that could be considered playing in the same league. For example, audience development in the United Kingdom is more marketing oriented than in Denmark where a more participative approach is taken. Therefore, the new training needs described in this report should be understood in a broad sense.

Target group: cultural operators, cultural organizations, training organizations.

Result: report

Area of application: dissemination, VET

Homepage: <http://www.adesteproject.eu/report-new-training-needs>

Product Languages: English

product files

D21_Report on new training needs.pdf

http://www.adam-europe.eu/prj/11040/prd/1/1/D21_Report%20on%20new%20training%20needs.pdf

product files

Product 'European occupational standard profile of the audience developer - ENG, IT, FR, ES and DK'

Title: European occupational standard profile of the audience developer - ENG, IT, FR, ES and DK

Product Type: description of new occupation profiles

Marketing Text: The ADESTE report on "European Occupational Standard Profile of the Audience Developer" presents the knowledge, skills, competences, and personal attributes of an "Audience Developer".

This report refers to "Audience Developer" as an ideal type for which a set of knowledge, skills, competences, and attributes required for arts and cultural organisations to reach new audiences. However, this list is not intended for a job position occupied by one person, but rather should reside in several people to be fully active and effective. In fact there can exist as many Audience Developer profiles as there exist cultural organisations. Depending on the context, the resources, and the organisation structure, the functions could be undertaken by a position also labelled with Education, Programming, Marketing, etc

Description: taking as reference the EQD model, the new profile of the audience developer will be defined

Target group: cultural operators, cultural organizations, training organizations

Result: new curricula

Area of application: dissemination, training

Homepage:

Product Languages: Danish
French
Italian
Spanish
English

product files

D22.1_European occupational _DK.pdf

http://www.adam-europe.eu/prj/11040/prd/2/1/D22.1_European%20occupational%20_DK.pdf
<http://www.adesteproject.eu/project-den>

D22.2_Europeanof the audience developer _ES.pdf

http://www.adam-europe.eu/prj/11040/prd/2/1/D22.2_Europeanof%20the%20audience%20developer%20_ES.pdf

D22.3_European occupational _FR.pdf

http://www.adam-europe.eu/prj/11040/prd/2/1/D22.3_European%20occupational%20_FR.pdf
French language
<http://www.adesteproject.eu/project-fra>

D22.4_European occupational standard.pdf

http://www.adam-europe.eu/prj/11040/prd/2/1/D22.4_European%20occupational%20standard.pdf
Report - Italian Language

<http://www.adesteproject.eu/il-progetto>

D22_European profile of the audience developer _EN.pdf

http://www.adam-europe.eu/prj/11040/prd/2/1/D22_European%20%20profile%20of%20the%20audience%20developer%20_EN.pdf
The ADESTE report on "European Occupational Standard Profile of the Audience Developer" presents the knowledge, skills,

product files

competences, and personal attributes of an "Audience Developer". Based on interviews, national, European, and international focus groups, the project consortium gained first-hand insight from experts and practitioners active in the field of arts, culture, training and education in 11 countries.

This report refers to "Audience Developer" as an ideal type for which a set of knowledge, skills, competences, and attributes required for arts and cultural organisations to reach new audiences. However, this list is not intended for a job position occupied by one person, but rather should reside in several people to be fully active and effective. In fact there can exist as many Audience Developer profiles as there exist cultural organisations. Depending on the context, the resources, and the organisation structure, the functions could be undertaken by a position also labelled with Education, Programming, Marketing, etc.

Product 'Validation framework report - ENG language'

Title: Validation framework report - ENG language

Product Type: evaluation methods

Marketing Text: This document illustrates the results of the evaluation that was carried out throughout the project ADESTE. The evaluation aimed at evaluating the ADESTE innovative training collecting feedbacks from trainers and trainees. The document will be of interest for many vocational educational organisations or cultural organisations who are interested in audience development skills and training.

Description: This document illustrates the results of the evaluation that was carried out throughout the project ADESTE. The evaluation aimed at evaluating the ADESTE innovative training collecting feedbacks from trainers and trainees. The document will be of interest for many vocational educational organisations or cultural organisations who are interested in audience development skills and training.

The ADESTE piloting was a 10-month training involving 65 cultural professionals (trainees) and 13 trainers from 5 European countries from April 2015 to March 2016. The Evaluation process was not part of a separate work package, but it seemed useful to reflect on the overall project processes to see "What Works".

The evaluation aimed at understanding whether the training in relation to specific areas of knowledge transfer provided participants with the tools to both undertake 'audience development' and pass this knowledge and processes on to others.

Evaluation was undertaken not 'to' but 'with' partners, therefore using an approach based on Grounded Research designed to encourage participants to openly discuss areas of the project and then to group their responses around the stated aims.

As the legacy of the project progresses it will be possible to map the changes in organisations and their audiences.

"Real audience development, the one that lasts and becomes a working procedure, can only be reached if the entire staff working-group is involved."

- Participant in the ADESTE piloting

"I have a feeling we are "part of something bigger."

- Participant in the ADESTE piloting

Target group: Researchers, trainers, cultural managers, policy makers

Result: report

Area of application: dissemination and quality

Homepage: <http://www.adesteproject.eu/adeste-evaluation-framework>

Product Languages: English

product files

D29_Evaluation framework.pdf

http://www.adam-europe.eu/prj/11040/prd/4/1/D29_Evaluation%20framework.pdf

product files

Product 'ADESTE graphic line and website - <http://www.adesteproject.eu/>'

Title: ADESTE graphic line and website - <http://www.adesteproject.eu/>

Product Type: distribution methods

Marketing Text: The Project website aimed not only at providing information about the project but also at inspiring cultural professional with ideas on audience development initiatives and interviews from the field.

Description: To know more about the project:
<http://www.adesteproject.eu/about>
Project outputs are available to download here:
<http://www.adesteproject.eu/resources/project-outcomes>
<http://www.adesteproject.eu/resources/get-inspired>
These examples are meant to provide inspiration and demonstrate the diversity of audience practice across the world. Examples may be culturally specific but could be usefully adapted to different cultures and contexts as part of an organisation's audience development strategy.
From the field: interviews:
<http://www.adesteproject.eu/resources/field>
Skills and training: this section explores what organisations and cultural manager need to develop audience development skills further:
<http://www.adesteproject.eu/resources/skills-training>

Target group: all the target of the projects

Result: graphic line and website

Area of application: dissemination and communication

Homepage: <http://www.adesteproject.eu/about>

Product Languages: Danish
French
Italian
Spanish
English

Product 'ADESTE Brochures - ENG, IT, FR, PL, DK and marketing materials'

Title: ADESTE Brochures - ENG, IT, FR, PL, DK and marketing materials

Product Type: distribution methods

Marketing Text: ADESTE brochure and postcards in all the languages.
Including marketing material

Description: ADESTE brochure and postcards in all the languages.
Including marketing material

Target group: arts and cultural training providers, policy makers, VET trainers in the cultural sector,
researchers

Result: promotional materials

Area of application: dissemination

Homepage:

Product Languages: Danish
English
French
Italian
Polish
Spanish

product files

7.4_ADESTE presentation_Regis.pdf

http://www.adam-europe.eu/prj/11040/prd/6/1/7.4_ADESTE%20presentation_Regis.pdf
ADESTE PRESENTATION

ADESTE_Postcard_Online_EN.pdf

http://www.adam-europe.eu/prj/11040/prd/6/1/ADESTE_Postcard_Online_EN.pdf
The project post card in English

D33_DK_ADESTE_BROCHURE_Online.pdf

http://www.adam-europe.eu/prj/11040/prd/6/1/D33_DK_ADESTE_BROCHURE_Online.pdf
The ADESTE project brochure in Danish

D33_EN_ADESTE_BROCHURE_ONLINE.pdf

http://www.adam-europe.eu/prj/11040/prd/6/1/D33_EN_ADESTE_BROCHURE_ONLINE.pdf
The ADESTE brochure in English

D33_ES_ADESTE_BROCHURE_Online.pdf

http://www.adam-europe.eu/prj/11040/prd/6/1/D33_ES_ADESTE_BROCHURE_Online.pdf
Adeste brochure in Spanish

D33_FR_ADESTE_BROCHURE_Online.pdf

http://www.adam-europe.eu/prj/11040/prd/6/1/D33_FR_ADESTE_BROCHURE_Online.pdf
The ADESTE Brochure in French

D33_IT_ADESTE_BROCHURE_Online.pdf

http://www.adam-europe.eu/prj/11040/prd/6/1/D33_IT_ADESTE_BROCHURE_Online.pdf
ADESTE brochure in Italian

D33 Online Postcard_DK.pdf

http://www.adam-europe.eu/prj/11040/prd/6/1/D33%20Online%20Postcard_DK.pdf
The ADESTE postcard in Danish

product files

D33 Online Postcard_ES.pdf

http://www.adam-europe.eu/prj/11040/prd/6/1/D33%20Online%20Postcard_ES.pdf
Adeste postcard in Spanish

D33 Online Postcard_FR.pdf

http://www.adam-europe.eu/prj/11040/prd/6/1/D33%20Online%20Postcard_FR.pdf
ADESTE postcard in French

D33 Online Postcard_IT.pdf

http://www.adam-europe.eu/prj/11040/prd/6/1/D33%20Online%20Postcard_IT.pdf
Adeste postcard in Italian

D33_PL_ADESTE_BROCHURE.pdf

http://www.adam-europe.eu/prj/11040/prd/6/1/D33_PL_ADESTE_BROCHURE.pdf
The ADESTE brochure in Polish

D35_Marketing material_ADESTE luggage tag.pdf

http://www.adam-europe.eu/prj/11040/prd/6/1/D35_Marketing%20material_ADESTE%20luggage%20tag.pdf
The ADESTE Luggage tag

Product 'Final publication of the results - Steps towards a good audience practice: following the learnings of the ADESTE project - ENG'

Title: Final publication of the results - Steps towards a good audience practice: following the learnings of the ADESTE project - ENG

Product Type: others

Marketing Text: What you can find in this e-book "Steps towards a good audience practice: following the learnings of the ADESTE project" is the journey behind the ADESTE project, told through a collection of articles and personal reflections from the people involved in the project; researchers, trainers and experts from our team, participants in the training programmes, and external experts. The articles touch on a variety of aspects in the project and the learnings, we generated from it.

Description: What you can find in this e-book "Steps towards a good audience practice: following the learnings of the ADESTE project" is the journey behind the ADESTE project, told through a collection of articles and personal reflections from the people involved in the project; researchers, trainers and experts from our team, participants in the training programmes, and external experts. The articles touch on a variety of aspects in the project and the learnings, we generated from it. There are articles on the project context, its aims, main actions and the consortium's overall vision on audience development. Other articles presents the main research findings and further developments that research in this field should take and some articles are of course dedicated to the ADESTE training programme, its testing across Europe and their evaluation. The final articles draft some conclusions reflecting ADESTE's main dimensions of work, cooperation and international exchange, organisational change, research and cultural policies.

This e-book was made possible by the great efforts and commitment of the partnering institutions and all the experts involved. The ADESTE consortium is very grateful to all the people who gave their support along the different project phases sharing their ideas and enthusiasm.

ISBN: 978-87-993435-5-3

Target group: Vet providers and decision makers, policy makers, cultural managers, researchers, Eu institutions, observatories

Result: pdf report

Area of application: dissemination

Homepage: <http://www.adesteproject.eu/steps-towards-good-audience-practice-following>

Product Languages: English

product files

D46_Final publication of the results of the project.pdf

http://www.adam-europe.eu/prj/11040/prd/7/1/D46_Final%20publication%20of%20the%20results%20of%20the%20project.pdf

Product 'Formative evaluation report - ENG'

Title: Formative evaluation report - ENG

Product Type: evaluation methods

Marketing Text: This document describes the mid term results of the monitoring and evaluation activities carried out during the project "ADESTE: Audience DEveloper: Skills and Training in Europe".

Description: This document describes the mid term results of the monitoring and evaluation activities carried out during the project "ADESTE: Audience DEveloper: Skills and Training in Europe".

Target group: partners and VET providers

Result: report

Area of application: dissemination, training

Homepage:

Product Languages: English

product files

D48_ADESTE_Formative External Evaluation Report.pdf

http://www.adam-europe.eu/prj/11040/prd/8/1/D48_ADESTE_Formative%20%20External%20Evaluation%20Report.pdf
Formative External Evaluation Report _ ADESTE

Product 'Summative report - ENG'

Title: Summative report - ENG

Product Type: evaluation methods

Marketing Text: This document describes the results of the monitoring and evaluation activities carried out during the project "ADESTE: Audience DEveloper: Skills and Training in Europe".

Description: This document describes the results of the monitoring and evaluation activities carried out during the project "ADESTE: Audience DEveloper: Skills and Training in Europe".

Target group: VET providers and cultural organizations and operators

Result: report

Area of application: dissemination

Homepage:

Product Languages: English

product files

D49_ADESTE Summative Report Compressed.pdf

http://www.adam-europe.eu/prj/11040/prd/9/1/D49_ADESTE%20Summative%20Report%20Compressed.pdf

Product 'Final ADESTE conference presentations and results and looks ahead to the future of audience development'

Title: Final ADESTE conference presentations and results and looks ahead to the future of audience development

Product Type: others

Marketing Text: Over the course of two days in Bilbao and Donostia-San Sebastián, Spain, more than 100 participants from Europe and beyond attended "The Future of Audience Development: Research, Training, and Practice", the final conference of the ADESTE project (Audience DEveloper: Skills and Training in Europe)".

Description: Map of the experts on audience development at European level

Target group: partners

Result: report

Area of application: training

Homepage: <http://www.adesteproject.eu/adestes-final-conference>

Product Languages: English

product files

ADESTE_Conference_Summary_Text.pdf

http://www.adam-europe.eu/prj/11040/prd/10/1/ADESTE_Conference_Summary_Text.pdf
Final ADESTE conference presents results and looks ahead to the future of audience development

Over the course of two days in Bilbao and Donostia-San Sebastián, Spain, more than 100 participants from Europe and beyond attended "The Future of Audience Development: Research, Training, and Practice", the final conference of the ADESTE project (Audience DEveloper: Skills and Training in Europe)".

This major gathering was an opportunity for the ADESTE consortium to present the work it has done over the past two years to research, design and test a training module for cultural professionals working in audience development.

Learn more about the conference here: <http://www.adesteproject.eu/adestes-final-conference>

Product 'Map of the European training paths - ENG'

Title: Map of the European training paths - ENG

Product Type: others

Marketing Text: A recollection of the most relevant training methodologies in Europe. This list of main findings on training paths, skills and competences for audience development is the result of an internal report carried out in the framework of the ADESTE project's Work Package 2, namely "Research, Analysis and Mapping".

Description: This list of main findings on training paths, skills and competences for audience development is the result of an internal report carried out in the framework of the ADESTE project's Work Package 2, namely "Research, Analysis and Mapping".

The main findings provide answers to questions such as:

What is fundamental for professionals working in audience development?
Who is an audience developer?
Is formal education aligning with market needs?
The purpose of this work package was to collect and produce evidence-based data and information need for the development of the project's other work packages.

The data and information for the internal report's analysis was gathered from February to June 2014 in two phases: first to analyse and understand how audience development is taught in Europe; and second, to understand the competences required by the labour market by gaining insight from professionals working in culture and the arts as well as audience development trainers, consultants and experts

Target group: Researchers, training providers, cultural managers and policy makers

Result: report

Area of application: training, research

Homepage:

Product Languages: English

product files

D17_Map of the European training paths and practices.pdf

http://www.adam-europe.eu/prj/11040/prd/11/1/D17_Map%20of%20the%20European%20training%20paths%20and%20practices.pdf

Product 'GUIDELINES: A set of guidelines for an effective vocational training for the European Audience Developer - ENG, IT, ES, FR and DK'

Title: GUIDELINES: A set of guidelines for an effective vocational training for the European Audience Developer - ENG, IT, ES, FR and DK

Product Type: teaching material

Marketing Text: The ADESTE “Set of guidelines for an effective vocational training for the European Audience Developer Training toolkit prototype - Resource Pack” was produced to accompany the ADESTE pilot training programme as part of the resources to help organisations to develop their audience development plans by seeing the advantages of being able to implement a step-by-step approach and to be able to instigate organisational changes with an evidence-based approach.

“The most effective audience development takes place in a planned way and contributes to broad organisational aims. Having a well-considered plan is the starting point.”

Description: The ADESTE “Set of guidelines for an effective vocational training for the European Audience Developer Training toolkit prototype - Resource Pack” was produced to accompany the ADESTE pilot training programme as part of the resources to help organisations to develop their audience development plans by seeing the advantages of being able to implement a step-by-step approach and to be able to instigate organisational changes with an evidence-based approach.

The Guidelines will introduce you to a simple but effective framework for building a plan suitable for all sorts of experiences, artforms and types of organisations, regardless of scale, resources or mission. The process of creating an audience development plan will illustrate the principles of effective audience development and highlight the skills and approaches required.

There is no single, right way to create an audience plan. Organisations play different roles in the “cultural eco-system” and any audience development plan should reflect the scale, resources, personality and purpose of each. Organisations try to reach different audiences for different reasons and do so in different ways. This diversity is the sign of a healthy and creative cultural sector.

ADESTE developed a distinctive audience development approach or philosophy, which is holistic, audience focused and entrepreneurial and a place to think of others as collaborators and not competitors.

The Adeste view is that audience development is the process by which cultural organisations might become more democratic and socially relevant as well as financially sustainable in a lasting and meaningful way. Furthermore, the kind of audience-centric thinking that audience development demands is still a new idea, often requiring organisational change, if not a change of hearts and minds.

Our approach to training therefore reflects this understanding and is designed to equip trainees to use simple and effective strategy tools, whilst valuing their combined knowledge as audience practitioners, and recognising their role as change agents.

This approach provided an increased enthusiasm to be able to make a long-term difference within an organisation and the sector. The people, trainers and trainees as well as the “sharing” through the Action learning were the distinctive aspects of the training.

The report is available below for download in Danish, English, Spanish, French, and Italian.

Target group: cultural managers, practitioners, working in all size and across art forms.

Result: toolkit

Product 'GUIDELINES: A set of guidelines for an effective vocational training for the European Audience Developer - ENG, IT, ES, FR and DK'

Area of application: training

Homepage: <http://www.adesteproject.eu/guidelines-set-guidelines-effective-vocational>

Product Languages: Italian
French
Danish
English
Spanish

product files

D27_Set of guidelines for AD training_DK.pdf

http://www.adam-europe.eu/prj/11040/prd/12/1/D27_Set%20of%20guidelines%20for%20AD%20training_DK.pdf
GUIDELINES TIL EFFEKTIV ERHVERVSTRÆNING FOR DEN EUROPÆISKE PUBLIKUMSUDVIKLER - DANISH LANGUAGE

D27_Set of guidelines for AD training_EN.pdf

http://www.adam-europe.eu/prj/11040/prd/12/1/D27_Set%20of%20guidelines%20for%20AD%20training_EN.pdf

D27_Set of guidelines for AD training_ES.pdf

http://www.adam-europe.eu/prj/11040/prd/12/1/D27_Set%20of%20guidelines%20for%20AD%20training_ES.pdf
SET DE PAUTAS PARA UNA FORMACIÓN VOCACIONAL EFECTIVA PARA EL DESARROLLADOR DE AUDIENCIAS EUROPEO - Spanish language

D27_Set of guidelines for AD training_FR.pdf

http://www.adam-europe.eu/prj/11040/prd/12/1/D27_Set%20of%20guidelines%20for%20AD%20training_FR.pdf

D27_Set of guidelines for AD training_IT.pdf

http://www.adam-europe.eu/prj/11040/prd/12/1/D27_Set%20of%20guidelines%20for%20AD%20training_IT.pdf

Product 'ADESTE progress report_public'

Title: ADESTE progress report_public

Product Type: others

Marketing Text: This is the public part of the Progress Report approved by EACEA. It offers an overview on the first half of ADESTE life cycle, introduced by an executive summary to catch the main highlights of the project in terms of aims and results achieved so far.

Description: This Progress Report contains the description of the project's objectives and results, presented against the work programme, how they were achieved, how they will be exploited and how they contribute to EU policies.

Target group: Wide public, including people who are not familiar with the sector addressed by ADESTE.

Result: Progress report.

Area of application: It is a document intended for general, external communication.

Homepage:

Product Languages: English

product files

Progress Report Folder

2013_4077_PR_ADESTE_pub.pdf

http://www.adam-europe.eu/prj/11040/prd/13/2/2013_4077_PR_ADESTE_pub.pdf
Progress report

Product 'ADESTE - Brief Presentation'

Title: ADESTE - Brief Presentation

Product Type: others

Marketing Text: Brief description of the ADESTE goals, outputs and aims.

Description: Brief description of the ADESTE goals, outputs and aims.

Target group: Policy makers, VET training providers, cultural managers, researchers and practitioners

Result: Power point presentation

Area of application: Dissemination

Homepage: http://www.adesteproject.eu/sites/default/files/ADESTE_objectives_actions.pdf

Product Languages: English

product files

ADESTE_objectives_actions.pdf

http://www.adam-europe.eu/prj/11040/prd/14/1/ADESTE_objectives_actions.pdf

ADESTE brief description in PPT- English

Product 'Video of the ADESTE conference'

Title: Video of the ADESTE conference

Product Type: Film

Marketing Text: Final ADESTE conference presents results and looks ahead to the future of audience development

Over the course of two days in Bilbao and Donostia-San Sebastián, Spain, more than 100 participants from Europe and beyond attended "The Future of Audience Development: Research, Training, and Practice", the final conference of the ADESTE project (Audience DEveloper: Skills and Training in Europe".

This major gathering was an opportunity for the ADESTE consortium to present the work it has done over the past two years to research, design and test a training module for cultural professionals working in audience development.
This video shows highlights of the ADESTE final conference.

Description: Final ADESTE conference presents results and looks ahead to the future of audience development

Over the course of two days in Bilbao and Donostia-San Sebastián, Spain, more than 100 participants from Europe and beyond attended "The Future of Audience Development: Research, Training, and Practice", the final conference of the ADESTE project (Audience DEveloper: Skills and Training in Europe".

This major gathering was an opportunity for the ADESTE consortium to present the work it has done over the past two years to research, design and test a training module for cultural professionals working in audience development.
This video shows highlights of the ADESTE final conference.

Target group: cultural managers, policy makers, students, researchers, practitioners,

Result: Video

Area of application: Dissemination

Homepage: <https://www.youtube.com/watch?v=vFsIV8PIpJA>

Product Languages: English

Events

ADESTE, final dissemination event 10-11 March 2016, Bilbao, Spain

Date 10.03.2016

Description Over the course of two days in Bilbao and Donostia-San Sebastián, Spain, more than 100 participants from Europe and beyond attended "The Future of Audience Development: Research, Training, and Practice", the final conference of the ADESTE project (Audience DEveloper: Skills and Training in Europe).

This major gathering was an opportunity for the ADESTE consortium to present the work it has done over the past two years to research, design and test a training module for cultural professionals working in audience development.

Learn more about the conference here: <http://www.adesteproject.eu/adestes-final-conference>

Target audience wide public: training providers, cultural operators and organizations

Public Event is open to the public

Contact Information adeste@fitzcarraldo.it

Time and place March 2016, Bilbao (ES)

ADESTE local final events

Date 03.01.2016

Description In 2016 final events in the European partner countries were organized in order to present the project results and to raise awareness about the project.

Target group: VET providers and decision makers, policy makers, cultural managers
Result: events

Area of application: dissemination and exploitation

Target audience policy makers, VET decision makers and providers, cultural managers.

Public Event is open to the public

Contact Information adeste@fitzcarraldo.it

Time and place January 2016, in Italy, Spain, UK, Denmark and Poland

Events

ADESTE European focus group with external experts

Date 25.09.2014

Description A European group of experts, practitioners and trainers will take part to the focus group in order to exchange practices and discussing the new profile of the audience developer

Target audience European audience development experts

Public Closed event

Contact Information adeste@fitzcarraldo

Time and place Lecce (Italy), September 2014

ADESTE kick off meeting

Date 18.11.2013

Description Presentation of the project and of the issues concerning audience development. An open discussion of the different European points of view.

Target audience cultural operators and local stakeholders

Public Event is open to the public

Contact Information annalisa.regis@fitzcarraldo.it; adeste@fitzcarraldo.it

Time and place 18 Novembre 2013, Turin (Italy)