



CULTURAL  
SKILLS ACADEMY

---

GREECE

# Contents

<b>Welcome to the Cultural Skills Academy</b>	<b>3</b>
<b>Course Programme</b>	<b>4</b>
<b>Designing Business Models</b>	<b>5</b>
<b>Developing Audiences</b>	<b>6</b>
<b>Designing Digital Strategies</b>	<b>7</b>
<b>Arts Marketing Association</b>	<b>8</b>
<b>The Audience Agency</b>	<b>9</b>
<b>ICCE, Goldsmiths University</b>	<b>10</b>
<b>Athens School of Fine Arts</b>	<b>11</b>
<b>Entry Requirements and how to apply</b>	<b>12</b>
<b>Certification and Support</b>	<b>13</b>
<b>About British Council</b>	<b>14</b>

# Welcome to the Cultural Skills Academy

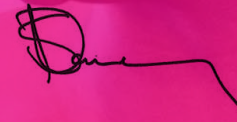
The mission of the Cultural Skills Academy is to provide arts and cultural heritage professionals from Greece with the practical skills and knowledge necessary to increase the sustainability and growth of the cultural sector. Cultural organisations in Greece are experiencing change and growth. This has resulted in a demand for skills development across a range of roles within the cultural sector. As a response to this growing demand, the British Council in collaboration with the Arts Marketing Association, The Audience Agency, Goldsmiths University, and Athens School of Fine Arts are launching the Cultural Skills Academy. This suite of short professional development includes courses in the areas of:

- Business Modelling
- Audience Development
- Digital Strategies

Courses will be taught by UK experts from the Arts Marketing Association, The Audience Agency and the University of Goldsmiths.

Participants will benefit from a unique learning experience, gaining the best of UK expertise within an international context. Courses are designed to combine theoretical and practical sessions, opportunities for best practice exchange as well on-going follow-up support.

The alumni of the Cultural Skills Academy will join an international network of cultural, arts and heritage professionals.



**Simon Dancey**  
Director, Cultural Skills Unit

**CULTURAL  
SKILLS ACADEMY**  
**GREECE**

# Course Programme

Each of the courses have been designed with an international audience in mind and will provide participants with a range of skills tailored to today's global arts industry.

Course content has been developed by some of the UK's most innovative organisations.

The courses are designed for mid-senior career practitioners with a minimum of three years' experience working in the cultural sector (e.g. museums, galleries, theatres etc.) and who wish to improve their skills in the following areas:

- Digital Strategies
- Audience Development
- Business Modelling

## Course Objectives

The aims of the Cultural Skills Academy are to:

- equip participants with the skills and knowledge necessary to support the growth and resilience of their organisation;
- provide participants with access to UK sector expertise;
- build confidence in participants to apply newly acquired skills within their own contexts;
- provide participants with an opportunity to reflect on and develop their own practice;
- establish new connections and relationships amongst participants

## Course Duration

Each three-day course will be delivered face-to-face in English and will typically run from 09.00 to 17.00.

There will be opportunities for one to one consultations with UK sector experts throughout each course. Applicants are invited to apply to one or more of the three courses. There is no limit to the number of courses which applicants may apply to.

**CULTURAL  
SKILLS ACADEMY**  
**GREECE**

# Designing Business Models

This course is designed for experienced arts and cultural organisation leaders who wish to learn different approaches to business modelling and explore the potential for their organisation to develop partnership opportunities with others in the arts ecosystem.

Participants will be encouraged to share business model concepts among their peers.

Topics will include:

- value creation in the sector - aesthetic, social and financial
- measuring impact and change
- the power and purpose of emotional intelligence in business modelling
- how to conceive and implement a business and financial model

## Learning Outcomes

By the end of the course, participants will have:

- expanded their knowledge of and confidence in appropriate business and financial modelling and entrepreneurial approaches for the cultural sector
- developed new ways of thinking and working
- increased their skills and expertise in developing business models
- experienced first-hand best practice from the UK sector
- developed a national network of peers working across the sector

## Course Tutors

Siân Prime, Director MA Cultural & Creative Entrepreneurship, Goldsmiths College, University of London

Anne Torregiani, Director, The Audience Agency

**CULTURAL  
SKILLS ACADEMY**  

---

**GREECE**

# Developing Audiences

This course is designed for mid-senior career arts professionals working in the creative and cultural sector who have responsibility for audience development and who are looking to develop their knowledge and experience.

This course will challenge participants on how to develop programmes for different audience types for their organisation.

Topics will include:

- creating an audience development strategy
- understanding current and future audiences
- engaging hard to reach and diverse audiences
- audience development in practice
- monitoring and evaluating your strategy

Participants will leave the course with a developed strategy for implementation in their own organisation. They will be more familiar with how to identify target audiences and develop a deeper understanding of their needs and desires leading to increased audiences and income.

## Learning Outcomes

By the end of the course, participants will have:

- increased knowledge of using audience research to understand motivations and desires
- sources of information about audiences and how to use data to inform strategy
- learnt from tried and tested tools and techniques shared by UK experts
- developed a peer support network

## Course Tutors

Arts Marketing Association

**CULTURAL  
SKILLS ACADEMY**  
GREECE

# Designing Digital Strategies

This course is designed for mid-career to senior level marketing professionals working in the creative and cultural sector who are looking to develop their knowledge, increase their confidence and work more strategically in digital communications.

There are so many digital channels to choose from it can be overwhelming. How do you choose the right channels for you, your organisation and most importantly, your audiences?

Topics will include:

- creating a digital strategy
- digital tools and channels
- analytics to inform digital strategy
- engaging new and existing audiences
- digital innovation

By the end of this course participants will have explored a range of digital channels available to them and how to use them effectively to reach more audiences and increase their return on investment.

## Learning Outcomes

By the end of the course, participants will have:

- a digital strategy they can use and develop in the workplace
- increased their confidence in using digital tools and channels effectively
- learnt from UK experts and best practice case studies
- developed a peer support network

## Course Tutors

Arts Marketing Association

# Arts Marketing Association

Arts Marketing Association (AMA) is a membership and training organisation based in the UK for people working in arts, culture and heritage.

We have more than 20 years' experience of providing professional support to thousands of people at all stages of their career.

We create transformative learning programmes with a lasting legacy and impact for professionals, the organisations they work for and the people on whom their work impacts.

In 2015 we took part in Connecting Creative Markets, an international collaboration with the British Council and Business and Arts South Africa (BASA), developing and delivering marketing and audience development training for 40 arts organisations in South Africa.

Our ground-breaking Digital Marketing Academy (DMA) supports practitioners as they devise, test, develop and share digital marketing experiments with the help of a leading digital specialist as their Mentor.

The DMA is part of Arts Council England's Audience Focus programme, supported by Lottery funding.

The AMA is passionate about empowering individuals working in the arts to be the best they can be - reaching, engaging and inspiring more people in deeper ways and in doing so raising more income and driving a thriving arts and cultural sector.

**CULTURAL  
SKILLS ACADEMY**  
GREECE





# The Audience Agency

The Audience Agency is a leading UK-based cultural support agency, an NGO working with hundreds of cultural organisations large and small, and specialising in enabling them to understand and grow their audiences and stakeholders more effectively.

The Audience Agency provides insight, consultancy, tools and research to support audience development, marketing and communications, business planning, evaluation, collaboration, advocacy, feasibility and provision-planning.

They hold a track record in the design and delivery of training and leadership development in the UK and internationally, most recently developing the UK's leadership programme From Them To Us (commissioned by Arts Council England), and the ADESTE programme (Audience Development Skills and Training in Europe) funded by Erasmus+, the European Union programme for Education. Facilitators draw on the wide experience of a team of 40 specialists who work with a diverse range of clients and partners.

The Audience Agency works across the whole of the cultural sector - from performing arts to digital, visual arts, museums, archives and heritage. People can access our services by commissioning bespoke work from an expert team of strategists, researchers and analysts and can gain insight into their audiences through our online resources, dashboards and tools or by taking part in one of our programmes.

**CULTURAL  
SKILLS ACADEMY**  
**GREECE**

 the audience agency

# Institute of Creative and Cultural Entrepreneurship, Goldsmiths University

Goldsmiths, University of London's Institute for Creative and Cultural Entrepreneurship (ICCE) delivers entrepreneurship, cultural management and policy education to the creative and cultural sectors, and supports research into new approaches to business, financial models and management in the Creative Economy. It delivers a range of academic programmes and presents activities and events to promote an environment in which creative and cultural entrepreneurship can flourish. Our approach is to integrate entrepreneurship within the development of creative practices, and to take a creative approach to the development of new businesses and the infrastructure that supports them.

CULTURAL  
SKILLS ACADEMY  

---

GREECE

**Goldsmiths**  
UNIVERSITY OF LONDON

# Athens School of Fine Arts

The Athens School of Fine Arts (A.S.F.A.) is a Greek Higher Education Institution founded in 1837 which operates as a self-managed Public Entity, supervised by the Ministry of Education.

The A.S.F.A.'s goals are to:

- provide theoretical and practical education in the Fine Arts
- promote contemporary art and encourage the artistic sensibility of the public through the organisation of exhibitions
- train art education teachers for secondary schools

The Department of Fine Arts is split into the Painting Division, the Sculpture Division, and the Printmaking Division and offers Postgraduate Studies Programmes in Digital Art Forms, Visual Arts, and Plastics and Contemporary Art: Speciality Arts and Technologies of the Virtual Image. The Department's Curriculum also includes lecture courses.

At the core of the Department of Fine Arts are the multiple studios which teach students both practical knowledge and various techniques, as well as several different ideas of what art is. This reflects the pluralism of modern artistic expression which the A.S.F.A. champions, as well as the freedom of choice enjoyed by the School's students.

The A.S.F.A. has been selected as the host institution for The Cultural Skills Academy, being one of the most prestigious and well-respected academic institutions in Greece which boasts a long history of excellence in teaching across the arts and cultural disciplines.

**CULTURAL  
SKILLS ACADEMY**  
**GREECE**



# Entry requirements and how to apply

Applicants should be able to demonstrate a high level of written and spoken English (equivalent to a minimum IELTS score of 6.5 overall with 7.0 in the writing module: <http://bit.ly/1WevUEV>). Applicants may be asked to attend an informal telephone interview to ascertain their level of English prior to being accepted on the course.

Courses will take place at the following location:  
**Circuits and Currents, Project space of the Athens School of Fine Arts, 13 Notara str & Tositsa, Athens**

## Dates and Fees

All courses will be three days in duration and will run from 09.00 until 17.00.

Designing Digital Strategies:  
15-16-17 March 2016

Developing Audiences:  
29-30-31 March 2016

Designing Business Models:  
21-22-23 April 2016

**Course Fees:** €270

**CULTURAL  
SKILLS ACADEMY**  
**GREECE**

## How do I apply?

To apply, please complete an online application form: [www.eventsforce.net/britishcouncil/189/register](http://www.eventsforce.net/britishcouncil/189/register) by no later than 23.00, 26 February 2016. Applications will be assessed by an expert panel. Applicants will be notified of the outcome of their application at least two weeks prior to the course start date.

Once participation in the course has been confirmed, participants will be sent instructions for how to pay their course fees.

We advise successful applicants to book their travel and accommodation after they have received confirmation of their acceptance.

## General Conditions

- we reserve the right to make changes to the course content and programme details
- we reserve the right to cancel the programme and refund course fees if ten students or fewer enrol in each course
- no refunds will be made after the course has started apart from under exceptional circumstances which will be at the discretion of the British Council
- places on the courses are not guaranteed until course fees are settled

# Certification and Support

## Certification

At the end of the course, participants will be presented with a certificate of completion and recognition of learning, which will be signed by the Director of the Cultural Skills Unit at the British Council.

## Contact

For advice about applications or any questions about the Cultural Skills Academy courses, please email us: [CulturalSkillsUnit@britishcouncil.org](mailto:CulturalSkillsUnit@britishcouncil.org)

For further information on the Cultural Skills Academy, please visit:

<https://www.britishcouncil.gr/en/events/cultural-skills-academy>

Or contact: 210 3692333 / 336

## Social Media

Follow the latest developments on Twitter using [#culturalskillsacademy](https://twitter.com/culturalskillsacademy)

**CULTURAL  
SKILLS ACADEMY**  
**GREECE**

# About British Council

The British Council is the UK's international organisation for cultural relations and educational opportunities. We create international opportunities for the people of the UK and other countries and build trust between them worldwide. Our 7,000 staff in more than 100 countries work with thousands of professionals and policy makers and millions of young people every year through English, arts, education and society programmes.

We are a UK charity governed by Royal Charter. All our work is in pursuit of our charitable purpose and creates prosperity and security for the UK and the countries we work in all around the world.

The Cultural Skills Unit's purpose is to build sustainable cultural skills programmes that will ensure the cultural sector of the UK and other countries is equipped with highly skilled workers who can contribute to economic, social and cultural benefit.

## Apply

<https://www.eventsforce.net/britishcouncil/189/register>

**CULTURAL  
SKILLS ACADEMY**  
**GREECE**