



EUROPEAN SURVEY QUESTIONNAIRE

Final version

This questionnaire is aimed at people that are in charge of festivals such as managers or administrators, as the case may be. The information we ask for relates mostly to the most recent festival season, i.e. 2011. This research focuses on about ten European countries using a common research methodology. Its objective is to produce a common thinking in terms of festival strategy, based on the analysis of criteria such as artistic activity, economic and cultural roles, regional management and development etc. Each festival included in the sample will, in turn, get an individual synthetic and confidential report.

The questionnaire is divided into four sections : general information about the festival, informations about communication and press, questions about the selection and management of human resources, and financial data. It is possible that some questions we consider to be important will involve consultation with other members of a festival organisation. All informations you will send to us, including personal details, will only be used during the implementation of the survey, and for sending you the research results. Data will be treated collectively, without publication of specific details of a particular festival.

If you have any questions relating to the implementation of this research, please get in touch using one of the following methods :

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Many thanks!



About you:

1. Contact
2. Tel:
3. Email :
4. Festival web page:

Please note : Personal data will only be used in the case of a query during the implementation phase of the survey, as well as for sending you the research results.

A. BASIC INFORMATION ABOUT THE FESTIVAL

1. **Festival name:**

2. **Legal name of the organisation holding the festival:**

3. **Legal status of the organisation holding the festival:**

- Public
- Private for-profit
- Private not-for-profit

4. **Who holds power on the organisation ?**

- a single public body
- several public bodies
- an independent non profit body
- an independent profit-making body
- both public and private bodies

5. **Festival 2011**

Official festival start date: dd/mm/2011

Official festival end date: dd/mm/2011

6. **Which of the following best describes the festival location**

- Mainly Urban
- Mainly rural
- Urban / rural

- Tourist areas
- Heritage sites

Approximate number of inhabitants :

7. **Name of the main geographical area (town, province, region) where most of the scheduled concerts takes place during the festival:**

.....

8. **Number of localities where concerts are scheduled during the festival:**

.....

9. **Number of scheduled concerts outside the main geographical area:**

.....

10. **Does the festival has other activities outside of its official duration dates?**

Yes No

If YES what are they?

- Concert
- Masterclass
- Residence for artist
- Pedagogical activities
- Conferences
- Others:

11. Number of festival editions up to 2011 (not including 2012):

12. For this season and the 2008 one, could you provide details below?

	Number of performance days	Number of visitors	Number of concerts
2008*			
2011			

- if the first edition of your festival was in 2009, please provide data for this year

13. For the 2011 edition :

number of artistic groups programmed :

number of performing artists* :

*By "performing artist" we mean all individual artists or performer who is part of an artistic group. For example, for a music group, you must include all its members. If you don't have the exact number, please give an approximate number.

14. What are the musical styles that feature in the programme? (Multiple choice)

	MAIN STYLES (Max: 3)	SECONDARY STYLES (Max : 3)
Medieval, Renaissance music	<input type="checkbox"/>	<input type="checkbox"/>
Baroque music	<input type="checkbox"/>	<input type="checkbox"/>
Classical music (18 th cent - 1950)	<input type="checkbox"/>	<input type="checkbox"/>
Contemporary classical music	<input type="checkbox"/>	<input type="checkbox"/>
Opera	<input type="checkbox"/>	<input type="checkbox"/>
Pop, Rock	<input type="checkbox"/>	<input type="checkbox"/>
Rap, hip-hop	<input type="checkbox"/>	<input type="checkbox"/>
Techno, Electro	<input type="checkbox"/>	<input type="checkbox"/>
Jazz, Blues	<input type="checkbox"/>	<input type="checkbox"/>
Metal, hardcore	<input type="checkbox"/>	<input type="checkbox"/>
Reggae, ska	<input type="checkbox"/>	<input type="checkbox"/>
Traditional, Folk music	<input type="checkbox"/>	<input type="checkbox"/>
World music	<input type="checkbox"/>	<input type="checkbox"/>
Other (give details) :	<input type="checkbox"/>	<input type="checkbox"/>

15. What are the three main sources of external inspiration when deciding the festival programme? (3 maximum)

Attendance to another festival	<input type="checkbox"/>
Attendance to regular programs	<input type="checkbox"/>
Screening other festivals	<input type="checkbox"/>
Screening regular programs	<input type="checkbox"/>
Reception of proposals from artistic groups	<input type="checkbox"/>
Information gotten from distribution agents	<input type="checkbox"/>
Advice from other artistic directors and critics	<input type="checkbox"/>
Programs from fellow networks	<input type="checkbox"/>
Free surfing on Internet	<input type="checkbox"/>
Previous contacts or collaborations	<input type="checkbox"/>
Discussion with other professionals	<input type="checkbox"/>
Feed-back from audience	<input type="checkbox"/>
Other (give details)	<input type="checkbox"/>

16. What other arts are also present in the programme? (Multiple choice)

- Theatre
- Dance
- Visual arts
- Audiovisual arts
- Others

17. For the 2011 season, how many musical world premieres (works performed for the first time) have been programmed? :

18. At the 2011 festival, how many musical national premieres (excluding world premieres above) have been programmed? :

19. Approximately what are the geographical origins of the performing groups and soloists (in percentage)?

	%
Regional	
National	
European	
Rest of the World	
Total	100

20. Among the following objectives, which are the ones that your festival values most?

	VERY IMPORTANT (max : 4)	IMPORTANT (max : 4)
Discovering new repertoire and works	<input type="checkbox"/>	<input type="checkbox"/>
Supporting local production	<input type="checkbox"/>	<input type="checkbox"/>
Celebrating or rediscovering musical heritage	<input type="checkbox"/>	<input type="checkbox"/>
Supporting emerging artists	<input type="checkbox"/>	<input type="checkbox"/>
Supporting artists with innovative projects	<input type="checkbox"/>	<input type="checkbox"/>
Promoting collaboration between artistic disciplines	<input type="checkbox"/>	<input type="checkbox"/>
Encouraging the education and scope of audiences	<input type="checkbox"/>	<input type="checkbox"/>
Strengthening territorial identity	<input type="checkbox"/>	<input type="checkbox"/>
Developing tourist attractability	<input type="checkbox"/>	<input type="checkbox"/>
Making culture more accessible	<input type="checkbox"/>	<input type="checkbox"/>
Encouraging and deepening multicultural dialogue	<input type="checkbox"/>	<input type="checkbox"/>
Encouraging the economic recovery of a weakened area	<input type="checkbox"/>	<input type="checkbox"/>
Developing a region culturally	<input type="checkbox"/>	<input type="checkbox"/>
Providing a platform for professional and market exchanges	<input type="checkbox"/>	<input type="checkbox"/>
Developing a specific artistic style or field	<input type="checkbox"/>	<input type="checkbox"/>
Stimulating the exchanges between professionals and amateurs	<input type="checkbox"/>	<input type="checkbox"/>
Providing to people a setting for fun and enjoyment	<input type="checkbox"/>	<input type="checkbox"/>
Others (give details):	<input type="checkbox"/>	<input type="checkbox"/>

21. For the 2011 season, please indicate :

		2011
Paying performances	Number of spectators	
	Number of free tickets	
Free performances	Number of spectators	
TOTAL		

22. Do you have a recent audience study? YES NO

If yes, could you please give us its reference?

23. What is the geographical origin of your audience (either according to your study or your own intuition) ? – if you don't know, pass directly to next question.

	%
Local	
Regional	
National	
Foreign countries	
Total	100

24. Which of the below best describes the average age of your audience? (1 choice per column)

	MAIN	SECONDARY
Under 18	<input type="checkbox"/>	<input type="checkbox"/>
18 to 25	<input type="checkbox"/>	<input type="checkbox"/>
26 to 40	<input type="checkbox"/>	<input type="checkbox"/>
41 to 60	<input type="checkbox"/>	<input type="checkbox"/>
Over 61	<input type="checkbox"/>	<input type="checkbox"/>

25. Please tell us the approximate number of :

a) Participants in educational activities:

b) Schools or other organisations involved in a festival project:

26. Please tell us the areas where there have been changes within the festival over the last 4 years and indicate their level of importance.

	INTENSITY OF CHANGE			
	HIGH	MEDIUM	LITTLE	NO CHANGE
The type of artist (size of groups, nationality, age, level,...)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The style of music	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Audience development strategy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Strategy for attracting private partners	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The festival mission	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (give details)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

27. Describe how the following areas (left column) have changed during the same period?

	INCREASE	DECREASE	NO CHANGE
Activities alongside concerts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cooperation with festivals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Activities beyond the festival dates	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sponsorship, Patronage	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Number of public partners	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Level of public finance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
General level of activity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

28. Please rank the following challenges that you are facing today, from 1 (the most important) to 6 (the less important)?

	Rank n°
More Public funding
More Private partners
More Audience
Distinct Audiences
Less Performance costs
Less Competition between cultural offers

29. Does your festival cooperate with other festivals? YES NO

If yes, tell us the name of the festivals with which you have cooperated over the last 3 years, according to the different types of relationship below. For each area of cooperation, you may have partnerships with several partners. Please mention each of them.

TYPE OF RELATIONSHIP	NAME OF THE FESTIVAL WITH WHICH YOU COOPERATE	COUNTRY
Co-production of a work	Fest. 1..... Fest. 2..... ... Fest. n.....	
Sharing performance costs	Fest. 1..... Fest. 2..... ... Fest. n.....	
Sharing human resources	Fest. 1..... Fest. 2..... ... Fest. n.....	
Sharing technical resources	Fest. 1..... Fest. 2..... ... Fest. n.....	
Sharing strategic information	Fest. 1..... Fest. 2..... ... Fest. n.....	
Defining a common strategy	Fest. 1..... Fest. 2..... ... Fest. n.....	

30. Does your festival organize activity, during or beyond festival dates, share resources or cooperate with the following stakeholders? (multiple choice)

- Performance venue
- Musical School
- Educational institution (school, university...)
- Civic organization (health, social, etc...)
- Cultural institution or organization
- Other (give details)

31. What are, in your opinion, the most innovative festivals for each of the following criteria (with the exception of your own)?

	FESTIVAL NAMES (2 MAXIMUM PER LINE)
Artistic vision	
Communications strategy	
Other (give details)	

32. Which festival association or network, if any, are you part of? (please give the name : maximum 3)

.....

**B. INFORMATION ABOUT COMMUNICATION AND PRESS
IN 2011**

1. Communication Management

	INTERNAL	EXTERNAL
Communication strategy	<input type="checkbox"/>	<input type="checkbox"/>
Press	<input type="checkbox"/>	<input type="checkbox"/>
Sponsorship	<input type="checkbox"/>	<input type="checkbox"/>
Social Networking (facebook, twitter, etc.)	<input type="checkbox"/>	<input type="checkbox"/>

2. What types of media does the festival use for advertising?

- Local media
- Regional media
- National media
- International media

3. Number of accredited journalists:

4. How do you communicate with international audiences?

- No communication
- Communication with the foreign press
- Foreign language web page versions
- Advertising insertions in foreign media
- Foreign presentations or press conferences
- Other (give details)

5. Indicate which means of communication the festival employs (multiple choice):

- Printed materials (posters, programmes, etc.)
- Web page
- Social networking (Facebook, Twitter, Myspace, etc.)
- Smartphone App
- Audio/video own materials (Youtube, Vimeo, etc.)
- Paid-for advertising space in the local media
- Paid-for advertising space in the national media
- Publicity exchanges with other organizations
- Merchandising (T-shirts, badges, scarves, etc.)
- Other (give details):

6. About your web page: (multiple choice):

- It is a page held on its own domain
- It incorporates RSS feeds
- It has links to other festivals
- It allows visitor comments
- It has links to festival performance ticket outlets

7. Indicate below when the following types of information become available

	FESTIVAL DATES	PROGRAMME CONTENT	TICKET RESERVATION/SALE
Less than 2 months before	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
From 2 to 6 months before	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
More than 6 months before	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

C. INFORMATION ABOUT HUMAN RESOURCES

1. Total number of people involved in the organization of the festival:

WORKING PERIOD	NUMBER OF PEOPLE
Working throughout the year
Between 5 and 10 months before
Between 1 and 4 months before
In the month before the festival
During the festival only
Total (A)

Attention: the total numbers of questions 1 and 2 have to be the same

2. Total number of people according to their status :

STATUS	NUMBER OF PEOPLE
Salaried
Freelance professionals
Interns
Voluntary
Loan personal
Total(A)

**3. Total number or workers according to their main area of work activity?
(excluding Voluntaries)**

AREA	NUMBER OF PEOPLE
Artistic programming
Management/administration
Production
Communication
Technical
Services (security, cleaning, transport ...)
Other (give details)
Total

TOTAL in Full-Time Equivalent (on an annual basis) :

4. Describe how the following areas (left column) have changed during same period?

	INCREASE	DECREASE	VERY LITTLE OR NO CHANGE
Number of workers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
% women among the staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
% voluntary or intern people	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
% foreign staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5. For the following senior roles, indicate for your festival whether they are held by men or women (where held by both, tick both boxes)

ROLE	MALE	FEMALE
Responsible for the artistic programme	<input type="checkbox"/>	<input type="checkbox"/>
Responsible for production	<input type="checkbox"/>	<input type="checkbox"/>
Responsible for communication	<input type="checkbox"/>	<input type="checkbox"/>
Responsible for technical matters	<input type="checkbox"/>	<input type="checkbox"/>
Responsible for administration	<input type="checkbox"/>	<input type="checkbox"/>
Overall direction	<input type="checkbox"/>	<input type="checkbox"/>

6. About the festival top executive position (direction)*:

** if the top position is shared by more than one person, please answer for each top director until the third one*

Number of director(s) :

Director 1:

Age :

Number of years in the current position :

main functions :

- artistic,
- administrative,
- both

Director 2:

Age :

Number of years in the current position :

main functions :

- artistic,
- administrative,
- both

Director 3:

Age :

Number of years in the current position :

main functions :

- artistic,
- administrative,
- both

7. Based on your experience, for each of the four column fields, choose a maximum of 4 qualities that you consider to be essential for carrying out a senior role :

	ARTISTIC	MANAGEMENT & PRODUCTION	COMMUNICATION	TECHNICAL
Empathy and communication	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ability to speak foreign languages	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Planning skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Regular immersion in cultural activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Artistic sensibility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Computer skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Analytical skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Internal leadership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
External leadership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Entrepreneurial spirit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Active participation within international networks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Theoretical understanding of the subject	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ability to work in a team	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Professional contacts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
To be visionary	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

D. ECONOMIC INFORMATION ABOUT 2011

1. How are your costs distributed? *

COSTS	€
Artist costs (fees, honorariums, etc.)	
Artist living expenses (board, transport, etc.)	
Technical costs	
Communication	
Administration	
TOTAL	

* the salaries of members of technical and communication staffs have to be respectively put in the technical and communication costs.

2. What is the break down of your income?

INCOME	€
Ticketing	
Other resources (publicity etc)	
Friends of the festival associations, funds from festival members	
Government grants:	Total a,b,c,d
a) Local authorities	
b) Regional authorities	
c) National authorities	
d) European authorities	
Sponsorship, patronage	
Other (give details):	
TOTAL	

3. What was the total festival budget (total expenditure) in 2008? €

* if the first edition of your festival was in 2009, please provide datas for this year

If all performances of your festival are of free entry, this is the end of the questionnaire. If not, please answer to the two last following questions :

4. What pricing policy do you have?

- Entry prices are fixed. The price is €
- There are several entry regular prices
 - o Highest price :€
 - o Lowest price :€ (excluding free concerts)
 - o Average price :€
 - o Most sold ticket price : € for : days ; or for : concerts

5. Do you use any of the following price policies (multiple choice) ?:

- Special prices for certain sectors
 - o students,
 - o unemployed people
 - o Old Aged Pensioners
 - o Others (give details)
- Promotional prices for commercial reasons (2 for 1, group rates)
- Season tickets
- Festival Pass for a limited number of performances (bundling)
- Early bird special

Thank you very much for participating in this survey

COMMENTS: