Where to innovate – a summary

Artform	Audience	Experience
Artform development is exploration and ingenuity in content, form and quality of artistic expression in arts and cultural practise including interdisciplinarity of artform and interactivity with audience.	The people that engage with our artform, both paying and non-paying.	The experiences that create value for the audience and are a combination of: Communications & digital channels Product, price and service Brand experience Venue and place Co-production
What conditions are needed to enable greater speed, and quality, of artistic development? What are the barriers now? How should decisions about artistic development be made, and by whom?	How well do we understand our audience/s? Who are they and why do/did they come to us? Who is not in the room that is essential to our kaupapa? Which audiences are a priority for us now, and in the future? Where are they, and what is important to them, now and looking towards the future? How will we explore potential with these new audiences?	What is the quality of our relationship with our audience/s? How might we use human-centred and co-design practices to better understand audience motives, hopes & preferences to engage them better[1]? How might we re-imagine this relationship and experience? What practices are other sectors trialling that may be adapted or combined? What do emerging technologies make possible?

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[1] Hoty, D., Sutton R., (2016) "What Design Thinking Is Doing for the San Francisco Opera". HBR. March 2020: https://hbr.org/2016/06/what-design-thinking-is-doing-for-the-san-francisco-opera

Organisation	Environment
How the organisation works and delivers value including: Governance and leadership Measures of success Networks and collaboration Income and profit generation Management and operations Learning, innovation and adaptation Processes and systems	The environment that shapes and influences the activity and outcomes of the arts and culture sector including: Policy Funding flows Power dynamics Explicit and implicit Incentives (e.g. competition, attitude to failure) Networks and advocacy Learning and flows of knowledge Wider arts ecology (e.g. critics, educators, the public programmers, marketers) International festivals & prizes that celebrate Aotearoa's unique offer
How might we radically change our leadership and governance to better serve our kaupapa? How can we authentically diversify the people and perspectives around the leadership table, and empower and resource these voices to shape direction? How might we curate and strengthen our networks, connections and relationships within, and between sectors? What practices, operations, and systems are not serving us well? How might we reinvent them? Where in the business model might we innovate? What business model innovations are other sectors trialling that may be adapted or combined? How will we invest in, and build our capacity for, innovation for greater organisational resilience?	How might we radically change the arts and culture environment in Aotearoa to enable more innovation, sustainability and resilience? How might agencies, funders and other stakeholders innovate with creatives? How might we build stronger relationships, feedback loops, and responses when barriers to innovation are encountered.