

Andrew McIntyre

Director, Morris Hargreaves McIntyre

Andrew is one of the UK's leading authorities on audience and organisational development. His work focuses on helping arts organisations to understand, build relationships with, and deliver outcomes for, their audiences and to articulate how this can help them achieve their wider objectives.

CAREER

1980s Andrew began his career as National Youth Officer for the United Nations Association, promoting the values and work of the UN in UK schools. He then moved to the Chief Executive's Policy Unit of a London local authority and was responsible for strategic policy research and communications.

1990s His first role in the arts and museums sector was to join the management team developing and opening the new People's History Museum in 1990. Once this was established, Andrew moved to Manchester Art Gallery to lead audience development and the marketing of the gallery's major exhibitions programme.

Andrew then joined the newly formed Arts About Manchester and helped to grow it into the UK's largest and most innovative audience development agency, encouraging the establishment of a network of similar agencies across the UK. As Head of Research, he was responsible for some of the UK's earliest research into audiences' motives, needs, perceptions, attitudes, behaviour and responses. The findings resulted in practical audience development techniques including Test Drive the Arts, TelePrompt and Audience Builder, which are now widely used in the UK and overseas.

2000s The growing demand for Andrew's consultancy was UK-wide and his research department quickly outgrew the agency's regional remit, and a new structure was needed. In 1999, Andrew's now national Research and Development Department joined forces with long-term collaborators Gerri Morris and Joanna Hargreaves to form Morris Hargreaves McIntyre, a specialist audience and organisational development agency.

CLIENTS

Morris Hargreaves McIntyre (MHM) has made a major contribution to the sector's thinking about audiences, and its organisational policy, strategy and practice, all underpinned by original qualitative and quantitative research. MHM's clients include the UK government, major funding bodies in several countries and more than 100 of the most forward-thinking theatres, orchestras, opera companies, museums and galleries in the world. Clients range from large-scale super-brands like Tate (www.tate.org.uk) to Andrew's favourite, small scale, innovative contemporary music organisation, Arika (www.arika.org.uk).

KEY PROJECTS

Segmentation

For clients including the National Trust and London's Southbank Centre, Andrew has helped create bespoke audience segmentation systems that combine data mining of the box office ticketing histories with audience research. The segments drive sophisticated audience development programmes based on the principles of CRM.

New Zealand

For Creative New Zealand, Andrew has led 'Move on Up', a strategic organisational development programme with their funded theatres and orchestras. Working with artistic directors, senior managers and board members, he has helped them to revisit and re-articulate their vision, mission, objectives and strategies, remaining unequivocally artistically led but becoming more audience-focused. Andrew has then used this to create new brand architecture and brands for seven organisations.

Measuring outcomes

For the British Museum and others, Andrew has led groundbreaking research into visitor behaviour that has produced robust measures of visitor engagement and visitor outcomes.

SPEAKING AND PUBLISHING

Andrew is a popular speaker and trainer, giving arts professionals a real insight into the minds of the audience, a set of skills and techniques and the inspiration and confidence to try them out. He doesn't just do theory. Andrew has a raft of useful models that provide a framework for a battery of innovative but practical tools for building audiences and measuring success.

Andrew has served as Chair of the Visitor Studies Group UK, and teaches and lectures widely. A guest lecturer at Goldsmiths College, University of London, his recent international engagements have taken him to Australia, New Zealand, Sweden, Russia and the United States.

He is author of a number of papers and articles published in sector journals, including *Never Mind the Width*, on measuring outcomes for visitors. He is co-author of a series of papers to be published by the British Museum in 2010.

PERSONAL

Andrew was born and brought up in the north-east of England, first in Middlesbrough and then in Durham. After a spell living in London, he moved to Manchester, where he has lived for the past 20 years. While in Manchester, he met and married Helen, a primary school teacher, and has two young sons, Joe and Ben.

Andrew is a qualified FIFA football coach and at weekends can be found on a muddy field somewhere urging a bunch of tentative seven year olds to kick the ball. In 2006, he founded and is now Chairman of an ethical community children's football club, FC Bluestar (www.fcbluestar.net). Open to all, regardless of ability, the club gives 300 girls and boys the chance to play football every week and achieve their full potential.

Morris Hargreaves McIntyre: www.lateralthinkers.com