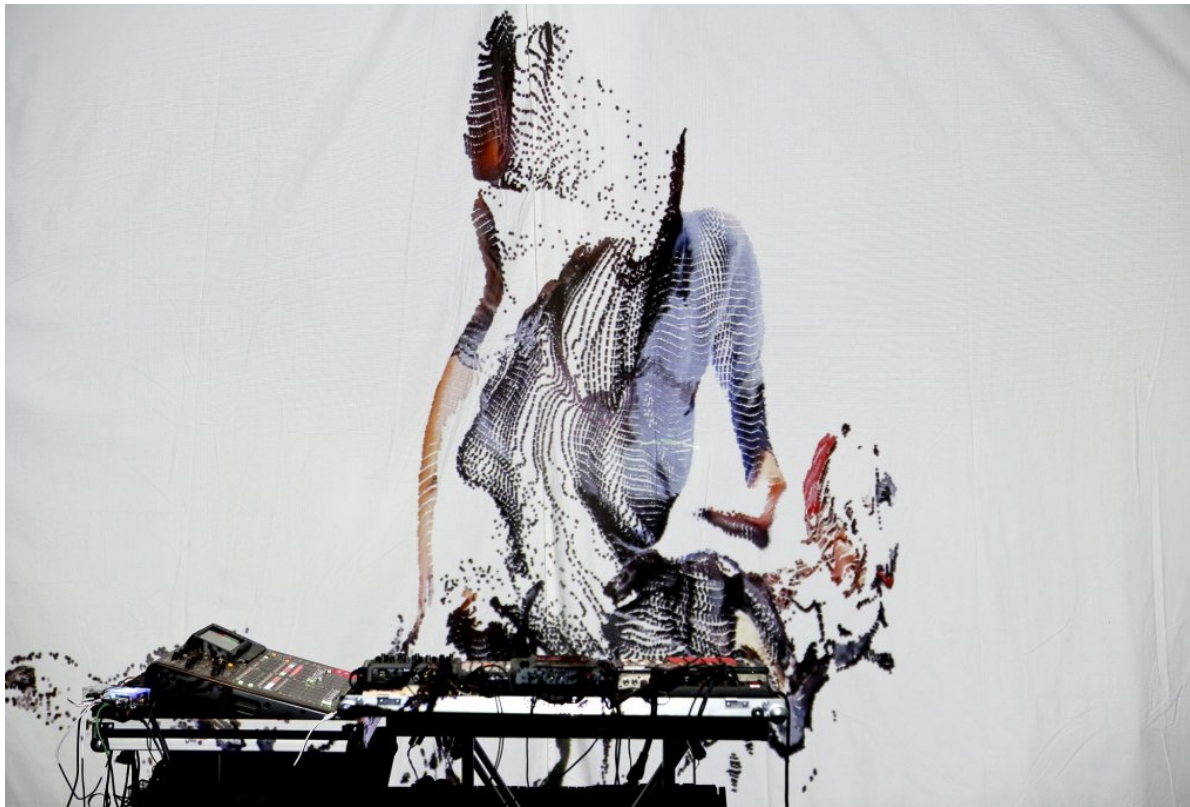




ETC Study: Digital Theatre – Digital Strategies and Business Models in Theatre



Dear participant,

Thank you in advance for taking part in this survey.

This research is the first of its kind: it will help us to understand how ETC Member Theatres use digital technologies, the role that digital technologies played in theatres during the COVID-19 pandemic, and what forms of support are required to help theatres better utilise digital technologies in the future.

This survey asks for information on budgets, staffing, ticket sales, long-term strategy and artistic expression, across the years 2019-2022. With this in mind, **we suggest that you form a small working group across your theatre**, in order to share the work load and provide insights from different departments. We will anonymise the collected data. Please, fill it in as accurately as possible as this will help ETC lobby for theatres across Europe.

You are able to save your answers whilst you work on this survey, this means you can start completing the survey, save data, and continue at a later time.

Deadline: Please complete this survey by **31 July 2022**.

If you need more specific help or if you have any difficulty completing the survey, please feel free to contact the ETC team via convention@europeantheatre.eu.

Use of the collected data: Completing this questionnaire means that you agree with the fact that the collected information will be used for scientific purposes and for giving recommendations to the ETC membership and political stakeholders on EU, national, and regional level.

Remuneration: Participation in this study is not remunerated. This study is being conducted by a researcher in cooperation with the Akademie für Theater und Digitalität (Dortmund/Germany) on behalf of ETC. Learn more about the European Theatre Convention at www.europeantheatre.eu

I agree to the use of the provided data as mentioned above.



ETC Study: Digital Theatre – Digital Strategies and Business Models in Theatre

Participant Information

Your Theatre*

If you can't select your theatre, someone from your theatre has already started to work on the survey. Please contact the ETC team to know more!

Please select

Country*

United Kingdom

Institutional Status of Theatre

Public Theatre Private Theatre

Name of Lead Survey Respondent*

First

Last

Additional Respondent 1

First

Last

Additional Respondent 2

First

Last

Job Title of Lead Respondent*

Lead Respondent Email Address*

Confirm Email Address*



ETC Study: Digital Theatre – Digital Strategies and Business Models in Theatre

Digital Theatre Glossary

This survey uses specific terms to describe different forms of digital theatre. These terms are not mutually exclusive, and we understand that a single performance could fall into several of these categories. Please choose the most appropriate label, where possible, and provide further detail in the spaces provided. Please feel free to get in touch with any questions if you have particular difficulty in categorising a production.

Digitally distributed theatre

Broadcasting theatre from where it is taking place, to remote audiences. This includes livestreams with both in-house and remote audiences, as well as broadcasts of recorded performances, after they have taken place.

Digitally mediated theatre

Using digital technologies to mediate the audience's experience, during a performance. This includes the use of smartphones, tablets, and apps, as well as hybrid theatrical experiences that combine 'live' performance with virtual reality or augmented reality elements.

Digitally located theatre

Theatre that takes place in a digital-first location. For instance productions created specifically to be performed on Zoom, or hosted on digital platforms like Gathertown. This also includes performances solely accessible through virtual reality.

Digital theatre

Throughout this survey, 'Digital theatre' is used as an umbrella term to describe all of the above.

Digital business models

This survey follows the definition of Osterwalder, Pigneur et al (cited in Nesta's Making Digital Work, 2015) and considers a business model to be "the rationale of how an organisation creates, delivers, and captures value". In this survey, we are interested to learn if your organisation is seeking to develop an existing digital business model or strategy, and therefore to build on skills and resources already present in your theatre, or if your organisation is seeking to create a new model or strategy for the development of digital theatre, and what kinds of additional skills or resources are required to do so.



ETC Study: Digital Theatre – Digital Strategies and Business Models in Theatre

Section One: 2019

2019: Budgets and Financing

What was the theatre's annual production budget in 2019?

Please give your answer in euros.

How many productions did the theatre produce in 2019?

Of those productions, how many would the theatre classify as **small/medium/large**?

(We appreciate that the size of a production is relative to each theatre, so please answer with only your theatre in mind.)

What percentage of the theatre's 2019 production budget was used to create digital theatre?

How many digital theatre productions were created with this budget?

(Please specify in terms of small/medium/large)

Did the theatre receive any funding specific to the creation of digital theatre in 2019?

Yes No

How many tickets did the theatre sell in total, in 2019?

2019: Staff and Training

What percentage of the theatre's salary costs in 2019 were allocated to staff with specifically digital remits?

How much is that percentage in euros?

EUR 0.00

How many members of staff had digital, or digital-related roles in 2019?

How many of those members of staff were employed full-time?

How many of those members of staff were freelance, or on short-term contracts?

Please list the job titles of all digital-related members of staff, where possible:

Did the theatre provide any digital skills training to staff in 2019?

Yes No

2019: Investment in Hardware and Software

How much did the theatre spend on hardware and software for the production of digital theatre in 2019?

EUR 0.00

(Please answer in euros)

What kinds of hardware did the theatre invest in, in 2019?

What kinds of software did the theatre invest in, in 2019?

2019: Digitally Distributed Theatre

Did the theatre digitally distribute any productions in 2019?

Yes No

How many individual productions were digitally distributed?

How many of those productions were broadcast **live** (i.e. while the performance was happening?)

How many of those productions were broadcast as a **recording**, after the performance had taken place?

How much did the theatre charge per ticket for a digitally distributed performance? (on average)

- 0 (free)
- 1€ - 5€
- 6€ - 10€
- 11€ - 15€
- 15€ +

How much did the theatre charge per ticket, to watch the same production in the physical venue? (on average)

- 0 (free)
- 1€ - 5€
- 6€ - 10€
- 11€ - 15€
- 15€ +

How many tickets did the theatre sell in total for digitally distributed theatre in 2019?

Please provide web links for any digitally distributed performances in 2019, where possible.

For what reasons could digitally distributed theatre be considered a success in 2019?

- Ticket sales
- Audience enjoyment
- Reaching new audiences
- Artistic innovation
- Creative expression
- other:

For what reasons could digitally distributed theatre **not** be considered a success in 2019?

- Cost to produce
- Lack of necessary technology
- Lack of necessary skills
- Lack of interest from creative team
- Lack of interest from audience
- other:

Was digital distribution considered to be important to the long-term strategy of the theatre, in 2019?

- Yes
- No

Please explain your answer.

2019: Digitally Mediated Theatre

Did the theatre use digital tools and/or technologies to mediate theatre in 2019?

Yes No

This could include the use of apps, tablets, virtual reality headsets or the incorporation of digital tools in the design of the production - for instance, the use of artificial intelligence in creating stage designs.

Describe the digital tools and technologies used in such performances, in as much detail as possible.

Please also provide web links to those productions where possible.

How many tickets did the theatre sell in total for digitally mediated performances in 2019?

For what reasons could digitally mediated theatre be considered a success in 2019?

- Ticket sales
- Audience enjoyment
- Reaching new audiences
- Artistic innovation
- Creative expression
- other:

For what reasons could digitally mediated theatre **not** be considered a success in 2019?

- Cost to produce
- Lack of necessary technology
- Lack of necessary skills
- Lack of interest from creative team
- Lack of interest from audience
- other:

Was digital mediation considered to be important to the long-term strategy of the theatre, in 2019? Yes No

Please explain your answer.

2019: Digitally Located Theatre

Did the theatre produce any digitally located productions in 2019? Yes No

These are productions that are made for, and take place in, solely digital spaces, for instance on Zoom, Jitsi or virtual reality platforms.

How many productions took place in digital spaces in 2019?

What types of digital spaces were used for these digitally located performances?

Please provide as much detail as possible.

Please provide web links to those performances, where possible.

How many tickets did the theatre sell for digitally located performances in 2019?

For what reasons could digitally located theatre be considered a success in 2019?

Select all that apply

- Ticket sales
- Audience enjoyment
- Reaching new audiences
- Artistic innovation
- Creative expression
- other:

For what reasons could digitally located theatre **not** be considered a success in 2019?

Select all that apply

- Cost to produce
- Lack of necessary technology
- Lack of necessary skills
- Lack of interest from creative team
- Lack of interest from audience
- other:

Was digitally located theatre considered to be important to the long-term strategy of the theatre, in 2019?

Yes No

Please explain your answer.

2019: Reflections

Is there a particular success story from the theatre in 2019, regarding the use of digital technologies?

Is there a not-so-successful story from the theatre in 2019, regarding the use of digital technologies?

This is a question of particular importance, as it will help theatres to learn from each other.

Did the theatre hold any special events relating to digital theatre in 2019? Please give details and web links where possible.

This could include public-facing workshops, creative residencies, festivals and/or collaborations.



ETC Study: Digital Theatre – Digital Strategies and Business Models in Theatre

Section Two: 2020

2020: Budgets and Financing

What was the theatre's annual production budget in 2020?

Please give your answer in euros.

How many productions did the theatre produce in 2020?

Of those productions, how many would the theatre classify as **small/medium/large**?

(We appreciate that the size of a production is relative to each theatre, so please answer with only your theatre in mind.)

What percentage of the theatre's 2020 production budget was used to create digital theatre?

How many digital theatre productions were created with this budget?

(Please specify in terms of small/medium/large)

Did the theatre receive any funding specific to the creation of digital theatre in 2020?

Yes No

How many tickets did the theatre sell in total, in 2020?

Please provide the dates that the theatre was physically closed to the public in 2020:

2020: Staff and Training

What percentage of the theatre's salary costs in 2020 were allocated to staff with specifically digital remits?

How much is that percentage in euros?

EUR 0.00

How many members of staff had digital, or digital-related roles in 2020?

How many of those members of staff were employed full-time?

How many of those members of staff were freelance, or on short-term contracts?

Please list the job titles of all digital-related members of staff, where possible:

Did the theatre provide any digital skills training to staff in 2020?

Yes No

2020: Investment in Hardware and Software

How much did the theatre spend on hardware and software for the production of digital theatre in 2020?
(Please answer in euros)

EUR 0.00

What kinds of hardware did the theatre invest in, in 2020?

What kinds of software did the theatre invest in, in 2020?

2020: Digitally Distributed Theatre

Did the theatre digitally distribute any productions in 2020?

Yes No

How many individual productions were digitally distributed?

How many of those productions were broadcast **live** (i.e. while the performance was happening?)

How many of those productions were broadcast as a **recording**, after the performance had taken place?

How much did the theatre charge per ticket for a digitally distributed performance? (on average)

- 0 (free)
- 1€ - 5€
- 6€ - 10€
- 11€ - 15€
- 15€ +

How much did the theatre charge per ticket, to watch the same production in the physical venue? (on average)

- 0 (free)
- 1€ - 5€
- 6€ - 10€
- 11€ - 15€
- 15€ +

How many tickets did the theatre sell in total for digitally distributed theatre in 2020?

Please provide web links for any digitally distributed performances in 2020, where possible.

For what reasons could digitally distributed theatre be considered a success in 2020?

- Ticket sales
- Audience enjoyment
- Reaching new audiences
- Artistic innovation
- Creative expression
- other:

For what reasons could digitally distributed theatre **not** be considered a success in 2020?

- Cost to produce
- Lack of necessary technology
- Lack of necessary skills
- Lack of interest from creative team
- Lack of interest from audience
- other:

Was digital distribution considered to be important to the long-term strategy of the theatre, in 2020?

Yes No

Please explain your answer.

2020: Digitally Mediated Theatre

Did the theatre use digital tools and/or technologies to mediate theatre in 2020?

Yes No

This could include the use of apps, tablets, virtual reality headsets or the incorporation of digital tools in the design of the production - for instance, the use of artificial intelligence in creating stage designs.

Describe the digital tools and technologies used in such performances, in as much detail as possible.

Please also provide web links to those productions where possible.

How many tickets did the theatre sell in total for digitally mediated performances in 2020?

For what reasons could digitally mediated theatre be considered a success in 2020?

- Ticket sales
- Audience enjoyment
- Reaching new audiences
- Artistic innovation
- Creative expression
- other:

For what reasons could digitally mediated theatre **not** be considered a success in 2020?

- Cost to produce
- Lack of necessary technology
- Lack of necessary skills
- Lack of interest from creative team
- Lack of interest from audience
- other:

Was digital mediation considered to be important to the long-term strategy of the theatre, in 2020? Yes No

Please explain your answer.

2020: Digitally Located Theatre

Did the theatre produce any digitally located productions in 2020? Yes No

How many productions took place in digital spaces in 2020?

What types of digital spaces were used for these digitally located performances? Please give as much detail as possible.

Please provide a web link for the performances, where possible.

How many tickets did the theatre sell for digitally located performances in 2020?

For what reasons could digitally located theatre be considered a success in 2020?

Select all that apply

- Ticket sales
- Audience enjoyment
- Reaching new audiences
- Artistic innovation
- Creative expression
- other:

For what reasons could digitally located theatre **not** be considered a success in 2020?

Select all that apply

- Cost to produce
- Lack of necessary technology
- Lack of necessary skills
- Lack of interest from creative team
- Lack of interest from audience
- other:

Was digitally located theatre considered to be important to the long-term strategy of the theatre, in 2020?

Yes No

Please explain your answer.

2020: Reflections

Is there a particular success story from the theatre in 2020, regarding the use of digital technologies?

Is there a not-so-successful story from the theatre in 2020, regarding the use of digital technologies?

This is a question of particular importance, as it will help theatres to learn from each other.

Did the theatre hold any special events relating to digital theatre in 2020? Please give details and web links where possible.

This could include public-facing workshops, creative residencies, festivals and/or collaborations.

In 2020...

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
... this theatre used a hybrid programme of digital and non-digital theatre	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... digital theatre was important to the financial security of this theatre	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... digital theatre helped this theatre to engage with its regular audience	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... digital theatre helped this theatre to reach new audiences	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... digital theatre was a solution to ongoing COVID restrictions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... digital theatre was part of a long-term strategy for this theatre	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... digital theatre was important to the artistic ambitions of this theatre	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please give reasons for your answer to **'Digital theatre was part of a long-term strategy for this theatre'**

Please give reasons for your answer to **'Digital theatre was important to the artistic ambitions of this theatre'**



ETC Study: Digital Theatre – Digital Strategies and Business Models in Theatre

Section Three: 2021 2021: Budgets and Financing

What was the theatre's annual production budget in 2021?
Please give your answer in euros.

How many productions did the theatre produce in 2021?

Of those productions, how many would the theatre classify as **small/medium/large**?

(We appreciate that the size of a production is relative to each theatre, so please answer with only your theatre in mind.)

What percentage of the theatre's 2021 production budget was used to create digital theatre?

How many digital theatre productions were created with this budget?

(Please specify in terms of small/medium/large)

Did the theatre receive any funding specific to the creation of digital theatre in 2021?

Yes No

How many tickets did the theatre sell in total, in 2021?

Please provide the dates that the theatre was physically closed to the public in 2021:

2021: Staff and Training

What percentage of the theatre's salary costs in 2021 were allocated to staff with specifically digital remits?

How much is that percentage in euros?

EUR 0.00

How many members of staff had digital, or digital-related roles in 2021?

How many of those members of staff were employed full-time?

How many of those members of staff were freelance, or on short-term contracts?

Please list the job titles of all digital-related members of staff, where possible:

Did the theatre provide any digital skills training to staff in 2021?

Yes No

2021: Investment in Hardware and Software

How much did the theatre spend on hardware and software for the production of digital theatre in 2021?

EUR 0.00

(Please answer in euros)

What kinds of hardware did the theatre invest in?

What kinds of software did the theatre invest in?

2021: Digitally Distributed Theatre

Did the theatre digitally distribute any productions in 2021?

Yes No

How many individual productions were digitally distributed?

How many of those productions were broadcast **live** (i.e. while the performance was happening?)

How many of those productions were broadcast as a **recording**, after the performance had taken place?

How much did the theatre charge per ticket for a digitally distributed performance? (on average)

- 0 (free)
- 1€ - 5€
- 6€ - 10€
- 11€ - 15€
- 15€ +

How much did the theatre charge per ticket, to watch the same production in the physical venue? (on average)

- 0 (free)
- 1€ - 5€
- 6€ - 10€
- 11€ - 15€
- 15€ +

How many tickets did the theatre sell in total for digitally distributed theatre in 2021?

Please provide web links for any digitally distributed performances in 2021, where possible.

For what reasons could digitally distributed theatre be considered a success in 2021?

- Ticket sales
- Audience enjoyment
- Reaching new audiences
- Artistic innovation
- Creative expression
- other:

For what reasons could digitally distributed theatre **not** be considered a success in 2021?

- Cost to produce
- Lack of necessary technology
- Lack of necessary skills
- Lack of interest from creative team
- Lack of interest from audience
- other:

Was digital distribution considered to be important to the long-term strategy of the theatre, in 2021?

Yes No

Please explain your answer.

2021: Digitally Mediated Theatre

Did the theatre use digital tools and/or technologies to mediate theatre in 2021?

Yes No

This could include the use of apps, tablets, virtual reality headsets or the incorporation of digital tools in the design of the production - for instance, the use of artificial intelligence in creating stage designs.

Describe the digital tools and technologies used in such performances, in as much detail as possible.

Please also provide web links to those productions where possible.

How many tickets did the theatre sell in total for digitally mediated performances in 2021?

For what reasons could digitally mediated theatre be considered a success in 2021?

- Ticket sales
- Audience enjoyment
- Reaching new audiences
- Artistic innovation
- Creative expression
- other:

For what reasons could digitally mediated theatre **not** be considered a success in 2021?

- Cost to produce
- Lack of necessary technology
- Lack of necessary skills
- Lack of interest from creative team
- Lack of interest from audience
- other:

Was digital mediation considered to be important to the long-term strategy of the theatre, in 2021? Yes No

Please explain your answer.

2021: Digitally Located Theatre

Did the theatre produce any digitally located productions in 2021? Yes No

These are productions that are made for, and take place in, solely digital spaces, for instance on Zoom, Jitsi or virtual reality platforms.

How many productions took place in digital spaces in 2021?

What types of digital spaces were used for these digitally located performances?

Please provide as much detail as possible.

Please provide a web link for the performances, where possible.

How many tickets did the theatre sell for digitally located performances in 2021?

For what reasons could digitally located theatre be considered a success in 2021?

Select all that apply

- Ticket sales
- Audience enjoyment
- Reaching new audiences
- Artistic innovation
- Creative expression
- other:

For what reasons could digitally located theatre **not** be considered a success in 2021?

Select all that apply

- Cost to produce
- Lack of necessary technology
- Lack of necessary skills
- Lack of interest from creative team
- Lack of interest from audience
- other:

Was digitally located theatre considered to be important to the long-term strategy of the theatre, in 2021?

Yes No

Please explain your answer.

2021: Reflections

Is there a particular success story from the theatre in 2021, regarding the use of digital technologies?

Is there a not-so-successful story from the theatre in 2021, regarding the use of digital technologies?

This is a question of particular importance, as it will help theatres to learn from each other.

Did the theatre hold any special events relating to digital theatre in 2021? Please give details and web links where possible.

This could include public-facing workshops, creative residencies, festivals and/or collaborations.

In 2021...

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
... this theatre used a hybrid programme of digital and non-digital theatre	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... digital theatre was important to the financial security of this theatre	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... digital theatre helped this theatre to engage with its regular audience	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... digital theatre helped this theatre to reach new audiences	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... digital theatre was a solution to ongoing COVID restrictions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... digital theatre was part of a long-term strategy for this theatre	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... digital theatre was important to the artistic ambitions of this theatre	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please give reasons for your answer to '**Digital theatre was part of a long-term strategy for this theatre**'

Please give reasons for your answer to '**Digital theatre was important to the artistic ambitions of this theatre**'



ETC Study: Digital Theatre – Digital Strategies and Business Models in Theatre

Section Four: 2022 and into the future

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
Digital theatre is a short-term solution to pandemic restrictions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Digital theatre is important to this theatre's long term strategy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Digital theatre is of interest to the audience of this theatre	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Digital theatre helps this theatre to train its staff in new skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It is financially possible to run a hybrid programme of digital and non-digital theatre	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It is financially beneficial to run a hybrid programme of digital and non-digital theatre	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Digital theatre is an area of planned growth for this theatre	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Digital theatre is important to the artistic ambitions of this theatre	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please give reasons for your answer to '**Digital theatre is an area of planned growth for this theatre**'

Please give reasons for your answer to '**Digital theatre is important to the artistic ambitions of this theatre**'

Is this theatre intending to produce digital theatre in 2022?

If yes, please provide further details and, if possible, web links to any planned productions. If no, please use this space to explain any obstacles that may be preventing the theatre from doing so.



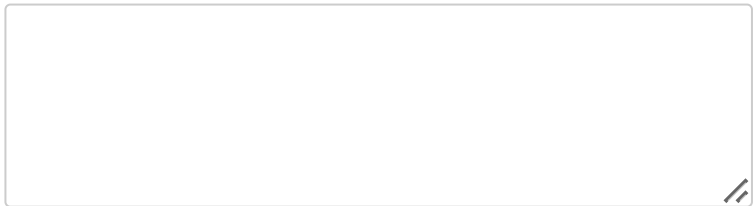
Does this theatre have an interest in, or history of, collaborating with other theatres, institutions or industries on the basis of digital theatre?

Please provide as much detail as possible.



Does this theatre have any specific goals, visions or ambitions regarding the development of digital theatre in the longer term?

Please provide as much detail as possible.



What financial, technological, or creative assistance does this theatre need, to assist it in producing digital theatre in the future?

Please provide as much detail as possible.



This final space is free for any further thoughts or information that you may wish to share:

