

Sam Freeman

Arts marketing director with 15+ years' senior leadership experience in regional theatre, most recently steering Theatr Clwyd's communications through a £50m capital redevelopment. Track record spans brand relaunches, data-led pricing and digital growth, with recognised sector speaking credentials (Arts Marketing Association). Combines commercial experience with a creative practitioner's perspective, having written, directed and toured original work alongside a full-time leadership career.

Employment

Theatr Clwyd, Mold

10 years, 7 months

Wales' biggest producing theatre which had a £50m capital redevelopment from 2021 to 2025. The organisation also runs Wrexham's 860 seat **William Aston Hall**, a cinema, Flintshire's music service; **Theatr Clwyd Music**, Wales' Artist Development Studio, and extensive participation and education programmes.

Director of Audiences & Insight

Dec 2023 – Dec 2026

Senior Leadership Team | Budget holder (approx. £350k) | Leading the marketing & communications team through a major capital redevelopment while the organisation continued to present, produce and tour work.

- Relaunch of £50m redeveloped building and opening season through significant disruption.
- Leadership, programming and project evaluation of Wrexham Comedy Festival
- Exceeding targets for Theatr Clwyd's home-produced and visiting programme.
- Driving a data-led organisational approach using self-designed PowerBi dashboards
- Main stage speaker at the Arts Marketing Association Conference 2024
- Redevelopment of subscription campaigns using behavioural economics to increase income
- Board-approved pricing strategy alongside a seamless introduction of booking fees.

Communications & Giving Director

Jul 2019 – Dec 2023

Senior Leadership Team | Budget holder (approx. £300k) | Leading the temporarily merged Marketing & Fundraising team through organisational change, the 2020 pandemic, and driving capital redevelopment communications.

- Creation of brand identities and digital assets for William Aston Hall and Theatr Clwyd Music.
- Successfully relaunching William Aston Hall while protecting the core Theatr Clwyd brand.
- Launching a new Theatr Clwyd website – then ensuring its near-immediate pivot to support changes due to the pandemic.
- Navigating pandemic, developing socially-distanced seating, clear communications and ensuring audience engagement.
- Writing the organisational *Case For Support* for the £50m capital project.
- Headhunting a world-class Director Of Capital Fundraising for the capital project
- Leading the development of Live Streaming including the spec and purchasing of kit.

Director of Marketing & Communications

May 2016 – Jul 2019

Senior Management Team | Budget holder (approx. £250k) | Leading a small team (marketing, press & box office) in turning around an organisation going through significant instability to revitalise the organisation, sales and the brand identity.

- Led a full-scale overhaul of strategy and delivery, spanning brand, digital, print, pricing and a new mission statement.
- Introduction of audience surveying and the creation of dashboards using Tableau
- Design and implementation of a data-led cinema strategy to increase audiences.
- Redevelopment of Theatr Clwyd's comedy & classical music programmes
- Leading the organisational approach to GDPR
- Implementation of a long-term early sales focus and clearer, sustainable marketing planning
- An iterative full team restructure to manage capacity and diversify skills.
- Introduction of dynamic pricing & price plan remapping
- Significant training of team members in the Adobe suite, PPC advertising and social media.

Unity Theatre, Liverpool

5 years, 11 months

Liverpool's small-scale venue for challenging experimental shows. Co-producing family & international work annually.

Marketing Manager

May 2010 – May 2016

Full organisational rebrand | Increased income (particularly for annual Christmas production) | Full website redevelopment
Business plan creation | Implementation of new box office system (Spektrix) | Assisting with NPO applications
Budget holder (approx. £24k) | Booking of comedy and preview events | Directed summer production.

York Theatre Royal

5 years, 9 months

York's mid-scale producing theatre.

Marketing Officer

Jun 2006 – Jun 2010

Print design, artworking & branding | Digital marketing lead | Marketing planning & budgeting | Print distribution & direct mail
Introducing and leading main house Comedy Nights | Developing new writing studio events with Script Yorkshire | 2008 TMA
Award-Winning Team for Achievement In Marketing | Supporting café sales through asset creation

Usher & Box Office Assistant | Oct 2003 – Oct 2006

Freelance Arts Marketing

Since 2009

Projects have included pricing consultancy, print design, planning consultancy, copywriting, website design & digital marketing. Clients have included Duncan Clarke PR, Pilot Theatre, Shift Happens, Big Wow Theatre, Forward Theatre Project, Torch Theatre (pro bono), Shakespeare North Playhouse (pro bono) and Lawrence Batley Theatre (pro bono).

Creative Experience

Writer & Performer

2017 - Present

I write, create, perform and tour small-scale storytelling shows.

We're Not Getting A Dog - 14 date tour in 2025/26 in association with Lawrence Batley Theatre

Every Time I Close My Eyes - 7 date tour in 2023

Every Little Hope You Ever Dreamed - 12 date tour in 2022

Truth (and the Unfortunate Consequences of Putting Up Signs) - 1 tour date in 2017

Theatre Director

2008 - 2014

Gaffer by Chris Chibnall, Unity Theatre, 2014

Joking Apart by Alan Ayckbourn, Amateur, 2009

Floating by Sam Freeman, 8 date UK Tour in 2012 – 2013

Revenge by Sam Freeman, York, 2008

Stand Up Comedian

2011 – 2019

Manchester New Comedian – Finalist | Southport New Comedian – Finalist | Hot Water Liverpool New Comedian - Finalist

Artistic Director

2009 | Voluntary

TakeOver Festival - Programming a 2 week festival targeted at young people, funded by the *A Night Less Ordinary* ACE project.

Additional Experience

Events Speaker

Arts Marketing Association Conference (main stage) – *Data, Analytics and Pragmatism* | Manchester Arts Marketing Group – *Using data to make decisions* | Arts Council England event at Sheffield Crucible – *Subscription* | Shift Happens Conference – *Digital Innovation*
Arts Marketing Association Regional Meetings – *Using Data*

Events Programming

Wrexham Comedy Festival 2024 & 2025 | Theatr Clwyd Comedy Club | Unity Theatre Comedy & Previews Season
York Theatre Royal Comedy Club | TakeOver 2009 Festival

Training

Numerous training events with the Arts Marketing Association, All About Audiences, Spektrix, Audiences Yorkshire | Craidd Disability Awareness | Common Purpose Management & Leadership | Arts & Business mentoring with Paul Clay | AMA Conferences (multiple)
Fire & Conflict Trained | Community Dance & Drama Leadership (Leeds City Council with West Yorkshire Playhouse).

Technical Skills

- **Office:** Word | Excel | Outlook | Powerpoint | Teams | Notion | TeamUp
 - **Design:** Adobe Suite (Photoshop, InDesign & Premiere specialist)
 - **Box Office & CRM:** Spektrix (prev. Patron Edge, Databox & Pass2) | VisitOne
 - **AV:** Premiere | Audacity | Audition | Final Cut Pro
 - **Show Operations:** Show Cue Systems
 - **Website:** Wordpress | Joomla | Craft CMS
 - **Analytics:** Power BI (prev. Tableau)
 - **PPC:** Meta | Google Ads | Microsoft Ads
 - **E-mail:** SendInBlue | Dotdigital | Mailchimp | AgilityPR
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Education

Higher Education

Theatre, Film & Television BA (Hons) – 2:1
University of Leeds (York St John College)

References

References available on request.