

Supplementary Materials

Table S1. Guiding questions for the interviews.

For the cultural managers
<i>Palau de la Música Catalana</i> <ul style="list-style-type: none">• How is the role of the values of the institution in a season's program content globally assessed?• Is it true that decisions in cultural institutions are made, to a great extent, based on experience and intuition rather than scientific procedures?• What criteria are used in the programming of a season's program content?• Would it make sense to grade the concerts of a season based on these criteria?• Is the Palau de la Música Catalana analyzing its audience?• Is there anything that Palau de la Música Catalana should either improve or change?
<i>L'Auditori</i> <ul style="list-style-type: none">• What can you tell us about the programming of a season's content at L'Auditori?• Who are the people responsible for the season's content programming?• How do they coordinate with each other?• Which is the main objective of a season's content programming?• Which artistic program is the most important or relevant for L'Auditori?• Do you use any established criteria (both internal and external) in the design of a season's content? Which ones?• Are these criteria similar to the ones of the Palau de la Música Catalana?• What criteria would you consider as most important in the case of the Palau de la Música Catalana?
<i>Liceu Opera House</i> <ul style="list-style-type: none">• What criteria are important in the programming of a season's content at the Liceu?• Are there any economic difficulties or restrictions? Any other kinds of difficulties?• What about the audience of the Liceu?• Does the taste of the season's content programmer have an influence?• Is the Liceu collaborating with other institutions?• In your view, which should be the essential criteria for the programming of a season at the Palau de la Música Catalana?
<i>Castell de Peralada Festival</i> <ul style="list-style-type: none">• How long in advance does the Castell de Peralada Festival design a season?• What criterion governs the programming of the season's content for the year 2016? And the second criterion? The third one? What other criteria are considered?• What about the financial management of the festival?• What would the ideal season be like for the Castell de Peralada Festival?• What criteria would you apply if you were artistic director of the Palau de la Música Catalana? Would you make any changes?• What do you think about the decision-making procedure applied to the programming of a season's content in the cultural sector?
<i>El Mercat de les Flors Festival</i> <ul style="list-style-type: none">• Let us consider the cultural sector of today: Is the programming of a season's content done using objective and measurable methods and criteria?• What criteria prevail in the programming of a season's content at the Mercat de les Flors Festival? The most important? The second one? Any other criteria?• What about quality? How do you measure the quality?• What about the audience?• How long in advance is the season's content designed?

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- Do you collaborate with other artistic companies (local or national)?
 - Does funding condition the programming of the season's content?
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For the other professionals

Universitat Internacional de Catalunya

- How are decisions made in the cultural sector? Do you know about any decision-making methods based on clear and measurable criteria?
 - How knowledgeable are you about the decision-making process?
 - What method would you recommend in order to make a good decision?
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ARTImetria

- How are decisions made in the cultural sector?
 - Is there any equipment that uses a method with ponderable criteria?
 - In your opinion, what is the main criterion that should be taken into account when programming a season's content? The second most important?
 - In the case of the Palau de la Música Catalana, what criterion should be the most important?
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CoNCA

- Who is making the decisions in cultural institutions and how are they being made?
 - How long has it been working this way?
 - How are managerial decisions made?
 - What is the vade mecum of the cultural manager? What pattern does he/she follow?
 - How are the programming criteria in the public administration sector measured? Are there any procedures and documents that can certify the quality of a show, or does it all fall into the hands of a sole person?
 - What criteria prevail when choosing a director's artistic project? What and how is it valued when several artistic projects, among which one can choose, are involved?
 - Would a decision-making procedure that measures the value of each criterion and helps perfect the programming of a seasons' content to reach the established goals be useful?
 - In your view, what criteria should be used in the programming of a season's content at the Palau de la Música Catalana?
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