MARKETING THE ARTS, CULTURE & ENTERTAINMENT
FALL 2016: B8635-001

PROFESSOR: Tahra Millan  tlm2010@columbia.edu and tahra@caramoor.org

Office Hours: By appointment  Class Day/Time: Monday 9:00 am – 12:15 pm

Location: 363 Grace Dodge Hall/Teachers College 525 W 120th Street

TEACHING ASSISTANT:

COURSE DESCRIPTION

Have you ever wondered what a career in the cultural arts might be like? How does marketing work within the realm of not-for-profit business management selling a creative product? How do marketers balance creation and commerce?

*Marketing the Arts, Culture and Entertainment (ACE)* encompasses a focus on both for and not for profit organizations. *ACE* covers the diverse fields of commercial entertainment and visual arts, not for profit performing and visual arts as well as service and trade-related organizations in the cultural arts realm.

COURSE OBJECTIVES

This course will:

- Supply the core knowledge/skills necessary to be an effective marketer in the Arts, Culture, and Entertainment industries.
- Provide a framework for effective marketing planning and strategy in the ACE environment.
- Thoroughly cover the tactical side of marketing including effective implementation of marketing programs.

Students will be expected to have mastered these concepts and be able to apply them in the course.

- This course is designed for management – a “strategic” perspective. Emphasis is placed on understanding the unique issues surrounding Arts, Culture, and Entertainment and how to successfully market.
- The ACE environment represents one of the fastest growing sectors of the experience economy.
- Arts, Culture, and Entertainment are a part of everyday life. Learning how to market in this arena provides unique insight into this industry sector.
## COURSE MATERIALS

### REQUIRED Reserve materials

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<thead>
<tr>
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<tbody>
<tr>
<td>1</td>
<td>The Big Picture: The Marketing Challenge for the Arts</td>
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<tr>
<td>2</td>
<td>Taming the Dreaded Situation Analysis</td>
<td></td>
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<tr>
<td>3</td>
<td>Who Are You Anyway?</td>
<td></td>
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<tr>
<td>4</td>
<td>Note on Strategic Marketing, Harvard Business School, November 2000.</td>
<td>#9-598-061</td>
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<td>5</td>
<td>Calling All Spiritual Pilgrims: Identity in the Museum Experience, Falk</td>
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<tr>
<td>7</td>
<td>Finding Your Audience through Marketing Segmentation</td>
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<td>8</td>
<td>Brand Personality Goes Online, Lee and Plummer</td>
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<td>9</td>
<td>How to Think Deeply, Zaltman</td>
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<tr>
<td>10</td>
<td>Minding Your Marketing P's</td>
<td></td>
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<tr>
<td>11</td>
<td>Pay As You Go: A New Proposal for Museum Pricing, Bruno S. Frey, University of Zurich, University of Warwick, Center for Research in Economics, Management and the Arts (Switzerland) and Lasse Steiner, University of Zurich.</td>
<td></td>
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<tr>
<td>12</td>
<td>Box Office Magic</td>
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<td>14</td>
<td>Getting More from Media</td>
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<td>15</td>
<td>Crafting a Persuasive Message</td>
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<tr>
<td>16</td>
<td>On the Road to New Effectiveness Model, Mico and Plummer</td>
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<tr>
<td>18</td>
<td>Making It Real</td>
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### REQUIRED Case Studies

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<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>19</td>
<td>Seattle Theatre Industry, James Phills, Lesley Koenig, Greg Powell, Ed Martenson</td>
<td>#SI37-PDF-ENG</td>
</tr>
<tr>
<td>20</td>
<td>Museum of Fine Arts Boston, V. Kasturi Rangan</td>
<td>#506027-PDF-ENG</td>
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</tbody>
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### Suggested Reading/On Reserve

|                                                                                           |                                                                                           |
|---|--------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|
REQUIRED PREREQUISITES AND CONNECTION TO THE CORE

The learning in this course will utilize, build on and extend concepts covered in the following core courses:

<table>
<thead>
<tr>
<th>Core Course</th>
<th>Connection with Core</th>
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</thead>
<tbody>
<tr>
<td>DECISION MODELS</td>
<td>1. Use of analysis in decision-making</td>
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<tr>
<td>LEADERSHIP DEVELOPMENT</td>
<td>1. Decision-making</td>
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<tr>
<td></td>
<td>2. Influence &amp; persuasion</td>
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<td></td>
<td>3. Team building &amp; delegating assignments</td>
</tr>
<tr>
<td>MANAGERICAL ECONOMICS</td>
<td>1. Decision-based cost analysis</td>
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<tr>
<td></td>
<td>2. Market segmentation</td>
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<td></td>
<td>3. Understanding market competition</td>
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<td>4. Strategic interaction among organizations</td>
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<tr>
<td>MANAGING MARKETING</td>
<td>1. Innovation, new products</td>
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<tr>
<td>PROGRAMS</td>
<td>2. Pricing: strategies, decisions, ethics, optimal price structures, nonlinear pricing</td>
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<td></td>
<td>3. Sales promotions</td>
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<td></td>
<td>4. Integrated marketing communications: advertising, new media, media selection</td>
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ASSIGNMENTS

<table>
<thead>
<tr>
<th>#</th>
<th>Type</th>
<th>Description/Type</th>
<th>Questions</th>
<th>Deadline</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>A</td>
<td>Seattle Theatre/Case Study Write-Up</td>
<td>See syllabus p.11</td>
<td>Sept 19</td>
</tr>
<tr>
<td>2</td>
<td>A</td>
<td>Audience Survey</td>
<td>See syllabus p.11</td>
<td>Oct 3</td>
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<tr>
<td>3</td>
<td>A</td>
<td>Boston Fine Arts Museum/Case Study Write-Up</td>
<td>See syllabus p.11</td>
<td>Oct 17</td>
</tr>
<tr>
<td>4</td>
<td>A</td>
<td>Arts Organization Presentations</td>
<td>See syllabus p.11</td>
<td>tbd</td>
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<tr>
<td>5</td>
<td>A</td>
<td>Mid-term Final Group Project Outline</td>
<td>See syllabus p11</td>
<td>Oct 31</td>
</tr>
<tr>
<td>6</td>
<td>A</td>
<td>Final Group Project/Strategic Marketing Presentation &amp; Paper</td>
<td>See syllabus p.9/10</td>
<td>Nov 28</td>
</tr>
</tbody>
</table>
DESIGNATE THE TYPE FOR EACH ASSIGNMENT (A - group, B - group/individual, or C - individual).

<table>
<thead>
<tr>
<th>Type</th>
<th>Designation</th>
<th>Discussion of concepts</th>
<th>Preparation of submission</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>group / group</td>
<td>Permitted with group*</td>
<td>By the group</td>
<td>Same grade for each member of the group</td>
</tr>
<tr>
<td>B</td>
<td>group / individual</td>
<td>Permitted</td>
<td>Individually</td>
<td>Individual</td>
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<td>(No sharing of any portion of the submission)</td>
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<tr>
<td>C</td>
<td>individual / individual</td>
<td>None of any kind</td>
<td>Individually</td>
<td>Individual</td>
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(An optional category to be defined in detail by the individual faculty member)

Why so much group work? Collaboration is key in arts and cultural institutions. Working in groups prepares you for careers in the arts with an ability to lead collaborative work forces that utilize collective talents and resources.

METHOD OF EVALUATION

<table>
<thead>
<tr>
<th>Type</th>
<th>Participation</th>
<th>Assignments/Cases</th>
<th>Final Group Marketing Project</th>
<th>CLASSROOM NORMS AND EXPECTATIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Participation:</td>
<td>Assignments/Cases</td>
<td>Final Group Marketing Project</td>
<td>It is important to be ON TIME for class. Latecomers will be noted. If you are unable to attend a class, please email Professors and TA ahead of time.</td>
</tr>
<tr>
<td></td>
<td>§ Overall class participation and attendance (lateness is included in class</td>
<td>2 - Case Study Write ups (15% each)</td>
<td>§ Paper content: Incorporation of course discussions, topics, and tools.</td>
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<tr>
<td></td>
<td>attendance score)</td>
<td>2 – Papers: Audience Survey and Final Project Outline (10% each)</td>
<td>§ Presentation style: Presentation design and visuals. Presenters’ communication skills and group engagement.</td>
<td></td>
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<tr>
<td></td>
<td>§ Active involvement in class reading and discussion cases</td>
<td>1 – Arts Organization Presentation (10%)</td>
<td>§ Presentation content: Selection of content to convey main points and tie into recommendations. Information flow.</td>
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<td></td>
<td>§ Leadership, teamwork, presence on group projects and presentation</td>
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<td>1</td>
<td></td>
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<td>2</td>
<td>15%</td>
<td>30%</td>
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<td>100%</td>
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June 30, 2016
COURSE SCHEDULE / Marketing the Arts, Culture & Entertainment: B8635-001

Mon, September 12 - Session 1
Part 1: Paradigm Shift in Marketing: Marketing an Experience (not a Product)
Description: Increasing competition, less marketing dollars, aging audience, and increasing need for results-oriented marketing initiatives. What’s so special about the arts anyway?

Part 2: Organization Structure, Mission & Competition: Situation Analysis and SWOT
Description: Overview of various arts org models and the role that marketing plays in these organizations. How does the Situation Analysis set the stage? Using an analysis tool.

Readings: The Big Picture: The Marketing Challenge for the Arts
Taming the Dreaded Situation Analysis
Who Are You Anyway?
ASSIGNMENT: Seattle Theatre Industry, Case Study (Paper submission – DUE SEPT 19)

Mon, September 19- Session 2*
(PAPER DUE)
Part 1: Discussion / Seattle Theatre Industry, Case Study
Description: Competition in the ACE environment. Reviewing the key components of competitive analysis and formulating competitive marketing strategies.

Part 2: Strategic Marketing Plan & Group Final Project / Team Assignment
Description: Building a strategic marketing plan for ACE projects and organizations. What are the essential elements of a marketing plan? Review Final Group Project assignment.

Readings: Note on Strategic Marketing, Harvard Business School
Seattle Theatre Industry, Case Study
ASSIGNMENT: Group Project Marketing Outline (Paper submission – DUE OCT 31)

Mon, September 26 - Session 3*
Part 1: Audience & Market Segmentation
Description: Determining the target audience, segmentation.

Part 2: Understanding the Audience
Description: Audience analysis and research. How to identify a core audience and build repeat buyers and consumer loyalty.

Readings: Calling All Spiritual Pilgrims: Identity in the Museum Experience, Falk
Consumer Behavior: Buying, Having, and Being, Solomon, Chap 6 & 15
Finding Your Audience through Market Segmentation
ASSIGNMENT: Audience Survey (Survey submission – DUE OCT 3)
Mon, October 3 - Session 4 (SURVEY DUE)
Part 1: Performing Arts Brand as Archetype (Guest Professor: tbd)
Description: The term "archetypes", as it is used in marketing today, has its origins in Carl Gustav Jung's theories. He believed that universal, mythic characters (archetypes) reside within the collective unconscious of people the world over. How can you use archetypes in creating more targeted strategies that add value and meaning to your audiences?

Part 2: Brand Personality: What is Your Organization’s Voice (Guest Professor: tbd)
Description: Workshop session using Final Group Project
Readings: Brand Personality Goes Online, Lee and Plummer
How to Think Deeply, Zaltman

ASSIGNMENT: Boston Museum of Fine Arts, Case Study (Paper submission – DUE OCT 17)

Mon, October 10 - Session 5*
Part 1: Program Planning and Pricing
Description: Sales strategy & pricing. Insights and practices to planning a season, pricing strategies for subscription, group, and single tickets sales, and converting ticket buyers into donors.

Part 2: Customer Relations and Fundraising
Description: Earned income vs. Contributed income. Ticket buyers vs. donors. How does the business model change in not-for-profit arts organizations? What’s the dynamic between marketing and development departments?
Readings: Minding Your Marketing P’s
Pay As You Go: A New Proposal for Museum Pricing
Box Office Magic

Mon, October 17 – Session 6* (PAPER DUE)
Part 1: Discussion / Boston Museum of Fine Arts Case Study
Description: Building a brand, growing audiences, and attracting media sponsors: The role marketing plays in extending product offerings, image, and growing audience reach and company bandwidth. How to achieve without losing sight of artistic mission and generating new sources of income

Part 2: Marketing Evaluations and Measurement (Guest: tbd)
Description: Workshop session on developing new tools and systems for managing marketing effectiveness.
Readings: Branding Museums in the Global Marketplace, Hede
**Mon, October 24**  
First Final Exam Period. No classes.

**Mon, October 31 - Session 7*  
(PAPER DUE)**

**Part 1: Digital Marketing and the Arts (Guest Speaker: tbd)**

**Part 2: Final Project / Mid-Semester Group Presentations**
Description: In preparation for Final Project Strategic Marketing Plans, each group to present a 10 minute update on their arts organizations. These mid-term presentations are an opportunity to utilize the professor and class as a group think tank.

**Readings:**  
On the Road to New Effectiveness Model, Mico and Plummer  
Pointillism in Pixels

**Mon, November 7**
No classes.

**Mon, November 14 - Session 8*  
(PAPER DUE)**

**Part 1: Advertising, Promotions, and Media Planning**
Description: Advertising and promotional strategies and tactics in the ACE environment. Review media planning and promotion development.

**Part 2: Public Relations and Communications**
Description: ACE organizations rely heavily on their relationships with the media and strong PR efforts to reach audiences and enhance their image. How are PR campaigns developed? How are messages crafted?

**Readings:**  
Getting More from Media  
Crafting a Persuasive Message

**Mon, November 21 - Session 9**
**Mon, November 28 - Session 10**  
(FINAL GROUP PROJECT PAPERS DUE)

**Part 1: Leadership / Executive Coaching in the Arts**

**Part 2: Budgeting and the Arts**

**Readings:**  
Making It Real (Budgeting for the Arts)

**Mon, December 5 – Session 11**
Part 1 and 2: Final Group Presentations

**Mon, December 12 - Session 12**
Part 3 Presentations and Last Class Wrap Up
ASSIGNMENTS
Instructions for paper submission: All papers should be double-spaced, typed and include student name, course #/title, assignment title, submission date. No cover page necessary.

Case Study: The Seattle Theatre Industry
(4 pages maximum)
1. Identify and describe how national and local events may have affected Seattle’s theatrical industry?
2. Prepare a SWOT Analysis with TWO (2) Key Takeaways on ONE (1) organization:
   1) Seattle Rep
   2) ACT
   3) Empty Space Theatre
   4) Intiman Theatre
3. Briefly describe the current & target audiences AND outline the competition for the following theatres.
   1) Seattle Rep
   2) ACT
   3) Empty Space
   4) Intiman
   5) Seattle’s Children Theatre
4. What role does market share and demand play in the Seattle theatre industry?
5. Of the 5 major Seattle theatres, who has the competitive advantage? Why?

Survey: Final group project arts organization
1. Based on research (via client and marketplace analysis), what information is missing that might help to further focus and direct your strategic planning? Examples: Knowing more about the current audience, knowing more about the key stakeholders, gaining a better understanding of internal culture/behavior, talking to prospective audiences about their interest.
2. Can a survey project help you achieve these goals? Select an area where a survey is useful.
3. Outline survey goals: What question are you looking to answer? What is the objective? Who is the target? How will you use this information?
4. Draft a survey (Survey due Monday 10/26 with mid-term group presentations)

Case Study: Museum of Fine Arts Boston
(3 pages maximum)
1. Define the issue(s)? Identify core issue(s) and challenges with supporting data and facts.
2. Describe MFA’s marketing strategy?
3. Who is MFA’s current audience? Include research data.
5. Focusing on returning audiences, select an audience segment, describe this segment (demographics, psychographics, mindset) and propose 3 marketing recommendation to reach them that would increase repeat visits.
Presentation: International Cities on the Arts Rise/Group Mini Presentations

Due Date: During Sessions 1 & 2 a handout form will be passed around to select your presentation date. (No written paper required. Presentation on presentation software with slides sent to TA to post online.) With a focus on International Cities on the Rise, work in groups of 4 and select an arts organization in cities on the rise doing impressive work for the local economy and/or the field. Each group should select an arts organization based outside the US and prepare a 5 minute presentation that incorporates 1-2 topics discussed in the course.

http://www.westerncity.com/Western-City/May-2014/Feature-Inspiring-Creative-Economy/
https://www.artsy.net/article/artsy-editorial-contemporary-art-s-most-influential-cities

Mid-term Final Group Project Outline (2 pages)
Brief outline identifying arts organization with 1) brief description 2) mission statement 3) key challenges 4) 3 initial marketing directions the group could explore 5) questions for the Think Tank
FINNL GROUP PROJECT

Group Project: Strategic Marketing Plan for ACE Organization/Artist(s)/Project

Assignment: Team Marketing Plan and Presentation. On your assigned presentation date, submit typed plan (10 pages) and presentation (15 min presentation/5 min Q&A).

*Marketing Plan Paper should include main areas (underlined) and consider the following points:*

Executive Summary

Strategic Analysis

- Environment & marketplace analysis
- Organizational analysis & mission review
- Consumer analysis: Segmentation, consumer trends/behavior/consumption
- Competitive analysis

Identify key issues & challenges

- Core issues/Problem identification
- Challenges

Marketing Recommendations

- Identify Objective(s) – Keep narrow & focused as paper has page limit
- Identify Measurable Goal(s)
- Identify Strategy(ies)
  (*Remember strategic marketing & positioning tactics*)

Marketing Planning

- 2-3 marketing tactics
- Outline tactics/timetable
  - Identify targets
  - Description of each tactic
  - Implementation plan & timeline
- Detailed marketing budget

Control/Benchmark

- Plan in Action
- Benchmarks
- Evaluation (Measurement of tactics)

Note: Incorporate tools reviewed in course (Mission statement development, SWOT, brand archetypes, survey work) and remember P’s.

*Presentation should be 15 minutes long with 5 minute Q & A. Presentations should be highlights of key points from the paper and client meetings while telling a story. Visually are highly recommended. Grades based on 1) Paper content, 2) Presentation style, and 3) Presentation content/story.*

June 30, 2016
THE FINAL PROJECT: Client Information Form

The final project for *Marketing the Arts, Culture and Entertainment* is a team-developed strategic marketing plan. Students are invited to select an artist, arts organization or project and develop a marketing plan to be presented to the class, professors and clients.

**How it works**

The team leader will coordinate an initial meeting with the client and their team to gain a better understanding of the organization/brand/product and work with the client to develop a strategic marketing plan for a particular need/project.

The team may request information from the client to assist them with their research. The teams will also gather research and data from outside sources as well. If any information requires confidentiality and should not be included in plan, please let the team know. Client should only provide information that they feel comfortable passing along. (We can be creative and base insights on general data if needed.)

After the initial meeting, the team may want to meet with you 1-2 more times depending on your availability. The team may want to review the plan outline to ensure the direction of their plan meets client needs. Otherwise, communication can be managed via email with one point of contact with the client.

Clients are invited to the team presentation with the professors and class. This date should be reviewed in the initial meeting to ensure client's availability, scheduling the presentation on the preferred day of the three presentation dates offered in the syllabus.

Post presentation, teams should follow up with the client to address any questions and deliver the presentation highlights to the client.

**What to expect**

- We ask the *teams* to be sensitive of the client's time.
- We ask the *teams* to have their team leader be the main point of contact with the client.
- We ask the *teams* to organize and minimize their requests.
- We ask the *team* to present information in a professional and well-organized manner.
- We ask the *client* to make best attempts to meet with the teams at least once in person.
- We ask the *client* to provide the team with information on and any type of exposure to their product/organization.

Most of all, we hope that this is a valuable experience for everyone!