**MARKETING THE ARTS, CULTURE & ENTERTAINMENT**

**FALL 2017: 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:** Grace Dodge Hall Room 363, Teachers College 525 West 120th Street (Bway & Amsterdam)

**TEACHING ASSISTANT:** tbd

**COURSE DESCRIPTION**

**Have you ever wondered what a career in the cultural arts might be like? How do you use strategic marketing tools and methodologies to promote and sell the arts product?**

*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.

Meeting once a week during the fall semester, this course covers all areas of marketing and culminates with an arts marketing project that allows students to serve as strategic marketing consultants for an arts organization of their choice. The course format combines practical teaching of arts marketing foundations and hands on applications in addition to actively building professional resumes and networking opportunities in the industry.

**ABOUT THE PROFESSOR**

Tahra Millan designed and has taught ACE Marketing for 8 years as an associate adjunct professor at Columbia Business School. She is both an educator and arts administrator. In addition to teaching, Tahra is VP/Chief Marketing Officer at Caramoor Center for Music and the Arts located in Katonah, New York. Tahra has worked in commercial entertainment, regional theatre, visual arts and cultural grant making institutions. Tahra is also a graduate of the Program in Arts Administration at Columbia University and New York University Tisch School of the Arts. She is committed to training emerging arts administrators and working closely with arts organizations across the globe to tap into talent, trends and create opportunities to build sustainable models. She believes the arts can change the world. Please click [here](http://www8.gsb.columbia.edu/cbs-directory/detail/tlm2010) for her full bio.

**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.
* Review 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**

|  |  |  |
| --- | --- | --- |
| 1 | [The Big Picture: The Marketing Challenge for the Arts](http://namp.americansforthearts.org/sites/default/files/documents/practical-lessons/lesson_1.pdf) |  Canvas |
| 2 | [Taming the Dreaded Situation Analysis](http://namp.americansforthearts.org/sites/default/files/documents/practical-lessons/lesson_2.pdf) |  Canvas |
| 3 | [Who Are You Anyway?](http://namp.americansforthearts.org/sites/default/files/documents/practical-lessons/lesson_4.pdf) |  Canvas |
| 4 | Note on Marketing Strategy, Harvard Business School  |  1 |
| 5 | [Finding Your Audience through Marketing Segmentation](http://namp.americansforthearts.org/sites/default/files/documents/practical-lessons/lesson_3.pdf) |  Canvas |
| 6 | Brand Personality Goes Online, Lee and Plummer |  Canvas |
| 7 | How to Think Deeply, Zaltman |  Canvas |
| 8 | [Minding Your Marketing P’s](http://namp.americansforthearts.org/sites/default/files/documents/practical-lessons/lesson_5.pdf) |  Canvas |
| 9 | [Box Office Magic](http://namp.americansforthearts.org/sites/default/files/documents/practical-lessons/lesson_12.pdf) |  Canvas |
| 10 | “Branding Museums in the Global Marketplace,” In Museum Marketing: competing in the Global Marketplace, Anne-Marie Hede, (2007) pp. 151-159 |  Canvas |
| 11 | [Getting More from Media](http://namp.americansforthearts.org/sites/default/files/documents/practical-lessons/lesson_9.pdf) |  Canvas |
| 12 | [Crafting a Persuasive Message](http://www.americansforthearts.org/sites/default/files/documents/practical-lessons/lesson_8.pdf) |  Canvas |
| 13 | [Making It Real](http://namp.americansforthearts.org/sites/default/files/documents/practical-lessons/lesson_13.pdf) |  Canvas |
| 14 | *Blue Ocean Strategy*, Chan Kim, Renee Mauborgne |  18 |
| 15 | Journal of Marketing, Savoring an Upcoming Experience, Chun, Diego, Macinnis, pgs 96-110 | Canvas |
|   |   |   |
| **REQUIRED Case Studies** |
| 16 | *Seattle Theatre Industry,* James Phills, Lesley Koenig, Greg Powell, Ed Martenson     |  30 |
| 17 | *Museum of Fine Arts Boston*, V. Kasturi Rangan   #506027-PDF-ENG |   63 |
| 18 | *Blue Man Group: Creativity, Life and Surviving an Economic Meltdown*, Bhaskar Chakravorti, Janet Kraus, Shirley M. Spence |  89 |
| **Suggested Reading/On Reserve** |   |
|   | *Arts Marketing Insights: the dynamics of building and retaining performing arts audiences*, Joanne Scheff Bernstein, Jossey-Bass, 2006. |  Link |

**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:

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

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| ***#*** | ***Type*** | ***Description/Type*** | ***Questions*** | ***Deadline*** |
| *1* | *A* | *Seattle Theatre/ Case Study Write-Up* | See syllabus p.11 | Sept 18 |
| 2 | A | Branding Paper | See syllabus p.11 | Oct 3 |
| 3 | A | Boston Fine Arts Museum/Case Study Write-Up | See syllabus p.11 | Oct 17 |
| 4 | A | Arts Research Exercise | See syllabus p.11 | tbd |
| 5 | A | Mid-term Final Group Project Outline | See syllabus p11 | Oct 30 |
| 6 | A | Final Group Project/Strategic Marketing Presentation & Paper | See syllabus p.9/10 | Nov 27 |

*DESIGNATE THE TYPE FOR EACH ASSIGNMENT (A - group, B - group/individual, or C - individual).*

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| ***Type*** | ***Designation*** | ***Discussion of concepts***  | ***Preparation of submission***  | ***Grade*** |
| A | group / group  | Permitted with group\*  | By the group | Same grade for each member of the group  |
| B | group / individual  | Permitted | Individually(No sharing of any portion of the submission) | Individual |
| C | individual / individual  | None of any kind  | Individually | Individual |
| D | (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. Groups are pre-selected and shared at Session One.

**METHOD OF EVALUATION**

|  |  |  |
| --- | --- | --- |
| 1 | **Participation:*** Overall class participation and attendance (lateness is included in class attendance score)
* Active involvement in class reading and discussion cases
* Leadership, teamwork, presence on group projects and presentation
 | 15% |
| 2 | **Assignments/Cases**2 - Case Study Write ups (15% each)2 – Papers: Branding and Final Project Outline (10% each)1 – Arts research exercise (10%) |  30%20%10% |
| 3 | **Final Group Marketing Project** * Paper content: Incorporation of course discussions, topics, and tools.
* Presentation style: Presentation design and visuals. Presenters’ communication skills and group engagement.
* Presentation content: Selection of content to convey main points and tie into recommendations. Information flow.
 | 25% |
|  |  | 100% |

**CLASSROOM NORMS AND EXPECTATIONS**

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.

**COURSE SCHEDULE / Marketing the Arts, Culture & Entertainment: B8635-001**

**Mon, September 11- Session 1**

**Part 1: Paradigm Shift in Marketing: Marketing an ~~Product~~ Experience**

Description: Increasing competition, less marketing dollars, aging audience, and increasing need for results-oriented marketing initiatives. How hard is it to market the arts anyway?

**Part 2: Organization Structure and Situation Analysis**

Description: Overview of arts org models and the role that marketing plays in these organizations. What role does mission statements play in planning? What are you looking for in a situation analysis? How can SWOT’s simplify the analysis process?

**Readings:** The Big Picture: The Marketing Challenge for the Arts

 Taming the Dreaded Situation Analysis

**Assignment: Seattle Theatre Industry, Case Study (Paper submission – DUE SEPT 18)**

**Mon, September 18- Session 2 (PAPER DUE)**

**Part 1: Discussion / Seattle Theatre Industry, Case Study**

Description: Competition in the ACE environment. Reviewing the key components of environmental, marketplace, and competitive analysis and formulating smart 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

**ASSIGMENT: Group Project Marketing Outline (Paper submission – DUE OCT 30)**

**Mon, September 25 - Session 3**

**Part 1: Brand Archetype (Guest Professor: Joseph Plummer)**

**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 to create targeted strategies that add value and meaning to your audiences?

**Part 2: Brand Archeology (Guest Professor: Joseph Plummer)**

**Description:** In order to clarify an arts organization’s strategic positioning, research plays a role in the branding process. Brand Archaeology is a tool that allows marketers to hone in and dig deeper into an organization’s DNA.

**Readings:** Brand Personality Goes Online, Lee and Plummer

 How to Think Deeply, Zaltman

**ASSIGNMENT: Brand Paper (DUE OCT 1)**

**Mon, October 1 - Session 4 (BRAND PAPER DUE)**

**Part 1: Audience Identification & Prospecting**

Description: Knowing the difference between your current audience and identifying your prospective audience. This session will review targeting, profiling, and segmentation marketing.

**Part 2: Audience Engagement & Development**

Description: How do you get to know your current audiences? What do you need to build new audiences, increase repeat buyers and consumer engagement.

**Readings:** Who Are You Anyway?

 Finding Your Audience through Market Segmentation

**Assignment: Boston Museum of Fine Arts, Case Study (Paper submission – DUE OCT 16)**

**Mon, October 10 - Session 5\***

**Part 1: Program Planning and Pricing (Guest: tbd)**

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/Hospitality**

Description: Executing the ideal customer service experience. What goes into an audience service department?

**Readings:** Minding Your Marketing P’s

 Box Office Magic

**Mon, October 16 – 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 23**

**First Final Exam Period. No classes.**

**Mon, October 30- Session 7\* (PAPER DUE)**

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

**Part 2: Final Project Review**

Description: In preparation for Final Project Strategic Marketing Plans.

**Readings:**

**Mon, November 6**

**No classes**

**Mon, November 13 - Session 8\***

**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 20 - Session 9**

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

**Part 2: Group Meetings with Professor**

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

**Mon, November 27 - Session 10 (FINAL GROUP PROJECT PAPERS DUE)**

**Part 1 and 2: Final Group Presentations**

**Mon, December 4 – Session 11**

**Part 1 and 2: Final Group Presentations**

**Mon, December 11 - Session 12**

**Part 1: 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 & targetaudiences 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?

**Branding Paper/tbd**

**Research: Arts Organization Research/tbd**

**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.
4. Does MFA’s offerings support its mission? Why or why not.
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.

**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

**THE FINAL PROJECT: Information for Participating Organizations**

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, professor 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 professor 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.

Time Commitment

The estimated time commitment depends on the client’s involvement and breadth of the project. I would safely estimate 6-8 hours.

Key Dates

**September** (tbd)**:** Students will select an arts organization. Teams will elect one spokesperson to be the main point of contact. They will then set up a meeting with the organization in Sept/Oct based on the organization’s availability. Skype is an option. Students are encourage to attend a live event as well to experience the product.

**October** (tbd)**:** Students will have an outline of the project/strategic plan and present to the class. Sometime around this date, the team will connect with the client and review their initial plan. Client has the opportunity to provide feedback before the strategic plan is written and presented.

**End November & Early December:** Student presentations to the client and class. The client is invited to attend. We will confirm presentation date at the end of September (deadline tbd). Students in the class are also required to provide feedback to each group via written survey. Clients will receive a copy of the presentation and paper.

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!

**PARTICIPATING ORGANIZATION FORM**

This year, I am trying something new and developing a list of a dozen plus arts organizations, artists, and businesses in the arts field that would be interested in working with a graduate student group on this project. This pre-vetting process will help save time in September as the class starts, students are grouped, and asked to select an organization, which all occurs within the first few weeks of the fall semester. A list will be provided to the class where student groups can review and select an organization. The group leader will contact you in September to confirm your participation. There is a possibility not all organizations on the list will be selected. In the past, I have seen organizations apply these recommendations to their marketing, hire students post-graduation and recruit students as interns the following semesters.

If you and your organization are interested in participating, please fill out form or provide the following information in a document and send to tahra@caramoor. org. I send out the syllabus in mid-July. Thank you!

Organization Name:

Main Contact:

Title:

Telephone:

Email:

Website:

Description of Prospective Project and/or Current Challenge that Requires a Strategic Marketing Plan (150 words or less):

**FINAL GROUP PROJECT: Paper Outline/Expectations**

**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 (8-10 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
* Challenges

Marketing Recommendations

* Identify Objective(s) – Keep narrow & focused as paper has page limit.
* Identify Goal(s)
* Identify Strategy(ies)

Marketing Implementation Plan/Implementation of strategies into tactics

* Outline tactics/timetable
	+ Identify targets
	+ Description of each tactic
	+ Implementation plan & timeline
* Marketing budget

Control/Benchmark/How will progress be measured and evaluated? How will you know you’ve reached your goals?

* Benchmarks
* Evaluation (Measurement of tactics)

Note: Incorporate tools reviewed in course and readings (SWOT analysis, audience segmentation, brand archetypes, brand archeology, survey/research tools, and Cs/Ps.)

***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. Visuals are highly recommended. Grades based on A) paper content, B) presentation style, and C) presentation content/story.**