MARKETING THE ARTS, CULTURE & ENTERTAINMENT
FALL 2015: 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

TEACHING ASSISTANT: TBD  Location: 363 Grace Dodge*

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 and sales 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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<table>
<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>
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<td>3</td>
<td>Who Are You Anyway?</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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<tr>
<td>5</td>
<td>Calling All Spiritual Pilgrims: Identity in the Museum Experience, Falk</td>
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<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>
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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>
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<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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<td>16</td>
<td>On the Road to New Effectiveness Model, Mico and Plummer</td>
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<td>18</td>
<td>Making It Real</td>
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# REQUIRED Case Studies

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

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## REQUIRED PREREQUISITES AND CONNECTION TO THE CORE

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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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<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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<td></td>
<td>2. Influence &amp; persuasion</td>
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<td>3. Team building &amp; delegating assignments</td>
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<tr>
<td>MANAGERICAL ECONOMICS</td>
<td>1. Decision-based cost analysis</td>
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<td>2. Market segmentation</td>
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<td>3. Understanding market competition</td>
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<td>4. Strategic interaction among organizations</td>
</tr>
<tr>
<td>MANAGING MARKETING PROGRAMS</td>
<td>1. Innovation, new products</td>
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<td></td>
<td>2. Pricing: strategies, decisions, ethics, optimal price structures, nonlinear pricing</td>
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<tr>
<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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<tbody>
<tr>
<td>1</td>
<td>A</td>
<td>Seattle Theatre/ Case Study Write-Up</td>
<td>See syllabus p.11</td>
<td>Sept 14</td>
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<tr>
<td>2</td>
<td>A</td>
<td>Audience Survey</td>
<td>See syllabus p.11</td>
<td>Sept 28</td>
</tr>
<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 12</td>
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<td>4</td>
<td>C</td>
<td>Student Arts Organization Presentations</td>
<td>See syllabus p.11</td>
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<tr>
<td>5</td>
<td>A</td>
<td>Mid-term Final Group Project Outline</td>
<td>See syllabus p.11</td>
<td>Oct 26</td>
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<tr>
<td>6</td>
<td>A</td>
<td>Final Group Project/Strategic Marketing</td>
<td>See syllabus p.9/10</td>
<td>Nov 30</td>
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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>
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</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>
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<tr>
<td>B</td>
<td>group / individual</td>
<td>Permitted</td>
<td>Individually (No sharing of any portion of the submission)</td>
<td>Individual</td>
</tr>
<tr>
<td>C</td>
<td>individual / individual</td>
<td>None of any kind</td>
<td>Individually</td>
<td>Individual</td>
</tr>
<tr>
<td>D</td>
<td>(An optional category to be defined in detail by the individual faculty member)</td>
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**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
   
2. **Assignments/Cases**
   - 2 - Case Study Write ups (15% each)
   - 2 – Papers: Audience Survey and Final Project Outline (10% each)
   - 1 – Arts Organization Presentation (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.

**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, August 31 - 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 14)

**Mon, September 7**

LABOR DAY – University Holiday. No classes.

**Mon, September 14 - 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 26)

**Mon, September 21 - Session 3**

**Part 1: Audience & Market Segmentation**

Description: Determining the target audience, segmentation.

**Part 2: Understanding the Audience**  
**(Guest Speaker: Datakey Consulting)**

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 SEPT 28)
Mon, September 28 - Session 4
Part 1: Performing Arts Brand as Archetype (Guest Professor: Dr. Joe 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 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: Dr. Joe Plummer)
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 12)

Mon, October 5 - 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 12 – 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 Beyond the Survey
Description: Workshop session on developing new tools and systems for managing marketing effectiveness.
Readings: Branding Museums in the Global Marketplace, Hede

Mon, October 19

July 8, 2015
First Final Exam Period. No classes.

**Mon, October 26 - Session 7**
Part 1 and 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.

**Mon, November 2**
No classes.

**Mon, November 9 - 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?

Reading:
- Getting More from Media
- Crafting a Persuasive Message

**Mon, November 16 - Session 9**
Part 1: Digital Marketing and the Arts (Guest Speaker)

Part 2: Budgeting and the Arts

Readings:
- On the Road to New Effectiveness Model, Mico and Plummer
- Pointillism in Pixels
- Making It Real (Budgeting for the Arts)

**Mon, November 23 - Session 10**
Part 1: Wild Card Session on Class Selected Topic

Part 2: Final Group Presentations

**Mon, November 30 - Session 11**
Part 1 and 2: Final Group Presentations

**Mon, December 7 - Session 12**
Last Class Wrap Up
ASSIGNMENTS
FINAL 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 (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)
  (*Remember strategic marketing & positioning tactics*)

**Marketing Planning**

- Formulation of strategic marketing efforts
- 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. Visuals are highly recommended. Grades based on paper content, presentation style, and presentation content/story.*
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!
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 on ONE set of organizations: (select set A or B)
   A. Seattle Rep & ACT
   B. Empty Space Theatre & 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: Seattle Theatre Audience
(2 pages maximum)
As gathered from the information shared in the Seattle Theatre case study, there is an overlapping audience pool of theatre goers in the Seattle metro area. As CMO at ACT, what kind of survey would you conduct that would help you strengthen your marketing efforts for the upcoming season? Please define target audience and distribution plan and create a 1 page survey.

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. What could MFA have done to further improve its marketing efforts/services? List 2-3 recommendations.

Presentation: Student Individual Arts Organizations
Throughout the semester, each student should select an arts organization of their choice and prepare a 5 minute presentation that incorporates 1-2 topics discussed in the course.
Ex. Wicked, the Broadway show and targeted marketing to tweens

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