# MARKETING THE ARTS, CULTURE & ENTERTAINMENT

**FALL 2013**

**PROFESSORS:** Joseph Plummer & Tahra Millan

E-mail: Joe Plummer/joeplum@gmail.com  Tahra Millan/tml2010@columbia.edu

Office Hours:  By appointment

**TEACHING ASSISTANT:** Mallory Godwin/mgodwin14@gsb.columbia.edu

## REQUIRED COURSE MATERIAL

<table>
<thead>
<tr>
<th></th>
<th>Title</th>
<th>Author</th>
<th>Edition</th>
<th>Required or Recommended</th>
</tr>
</thead>
</table>

**REQUIRED Reserve materials**

2  *Consumer Behavior: Buying, Having, Being* (Chapter 6 & 15), Solomon


5  *Note on Strategic Marketing,* Harvard Business School, November 2000.  #9-598-061

6  *Lifestyle Patterns,* Plummer

7  *Creative Insights,* Durgee

8  *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.

9  *Bringing the Customer into the Board Room,* McGovern, Court, Quelch and Crawford

10 *On the Road to New Effectiveness Model,* Mico and Plummer

11 *How to Think Deeply,* Zaltman

12 *Brand Personality Goes Online,* Lee and Plummer


14 *Digital Signage. Grabs,* Anderson

### 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>
</tr>
</thead>
<tbody>
<tr>
<td>DECISION MODELS</td>
<td>1. Use of analysis in decision-making</td>
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</tbody>
</table>
| 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         |
COURSE DESCRIPTION

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 an understanding of the similarities and differences in marketing ACE vs. more traditional applications from strategy to implementation tactics.
- 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 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.

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>B</td>
<td>Seattle Theatre/ Case Study Write-Up</td>
<td>See syllabus</td>
<td>Wed, Sept 18</td>
</tr>
<tr>
<td>2</td>
<td>B</td>
<td>Boston Fine Arts Museum/Case Study Write-Up</td>
<td>See syllabus</td>
<td>Wed, Sept 30</td>
</tr>
<tr>
<td>3</td>
<td>C</td>
<td>Brand Metaphor/Paper</td>
<td>Provided in class</td>
<td>Mon, Oct 14</td>
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<tr>
<td>4</td>
<td>B</td>
<td>Marvel Comics Case Study/ Case Study Write-Up</td>
<td>Provided in class</td>
<td>Mon, Oct 28</td>
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<tr>
<td>5</td>
<td>C</td>
<td>Brand Archetype/Paper</td>
<td>Provided in class</td>
<td>Wed, Nov 13</td>
</tr>
<tr>
<td>6</td>
<td>A</td>
<td>Final Group Project/Strategic Marketing Presentation &amp; Paper</td>
<td>Provided in class</td>
<td>Mon, Dec 2</td>
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</tbody>
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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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<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 and teamwork on group projects and presentation preparation
   - 10%

2. **Assignments/Cases**
   - 3 - Case Study Write ups (10% each)
   - 2 – Papers (15% each)
   - 30%

3. **Marketing Group Project - FINAL (team grade)**
   - Quality of analysis
   - Creative and strategic thinking
   - Thoroughness of strategic/tactical recommendations
   - 30%

100%

**CLASSROOM NORMS AND EXPECTATIONS**

It is important to be ON TIME for class. Classroom doors will be closed at 9:10 am. Latecomers will be noted. If you are unable to attend a class, please email TA ahead of time. Use of laptops, tablets and phones are permitted for note taking and in-class research only.
COURSE SCHEDULE
B6690-01: Marketing the Arts, Culture & Entertainment

Wed, September 4 - Session 1
Marketplace Overview: Paradigm Shift in Marketing (Plummer/Millan)
Description: Increasing competition, less marketing dollars, and increasing need for measurable, results-oriented marketing initiatives.
Reading: *Arts Marketing Insights*, Bernstein – Introduction & Chapter 1 & 2

Mon, September 9 - Session 2
Organization Structure, Mission & Competition (Millan)
Description: Overview of various arts, cultural and entertainment models and the role that marketing plays in these organizations. Begin discussion on competitive marketing.
Reading: *Arts Marketing Insights*, Bernstein – Chapter 3 & 4
*Marketing Culture and the Arts*, François Colbert
ASSIGNMENT: Seattle Theatre Industry, Case Study (Paper submission – DUE SEPT 18)

Wed, September 11 - Session 3
Targeting Audiences: Who is Best Prospect? (Plummer)
Description: Determining the target audience, segmentation, etc.
Reading: *Consumer Behavior: Buying, Having, Being* (Chapter 6 & 15), Solomon
*Lifestyle Patterns*, Plummer
*Creative Insights*, Durgee
*Calling All Spiritual Pilgrims: Identity in the Museum Experience*, Falk

Mon, September 16 - Session 4
Audience Engagement (Plummer)
Description: Developing a core audience, repeat buyers, and consumer loyalty
Reading: *Bringing the Customer into the Board Room*, McGovern, Court, Quelch and Crawford
*On the Road to New Effectiveness Model*, Mico and Plummer

Wed, September 18 - Session 5 (PAPER DUE)
Discussion: Seattle Theatre Industry, Case Study (Millan)
Description: Competition in the ACE environment. Reviewing the key components of competitive analysis and formulating competitive marketing strategies.
Mon, September 23 - Session 6 (Plummer)
Social Media/Audience Engagement

Description: How to increase engagement in a fragmented marketing environment? Should ACE organizations invest in social marketing?

ASSIGNMENT: Boston Museum of Fine Arts, Case Study (Paper submission – DUE SEPT 30)

Wed, September 25 - Session 7
Strategic Marketing Plan & Group Final Project/Team Assignment (Millan)

Description: The integral role of a mission statement. How it differs from traditional marketing approaches. Review final project deliverables & expectations.

Reading: Arts Marketing Insights, Bernstein – Chapter 5
Note on Strategic Marketing, Harvard Business School

Mon, September 30 - Session 8 (PAPER DUE)
Discussion: Boston Museum of Fine Arts (Plummer)

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

Reading: Branding Museums in the Global Marketplace, Hede

Wed, October 2 - Session 9
Sales Strategy & Pricing (Millan)

Description: Pricing and strategic marketing - Subscriptions, Memberships, Single tickets, Flex plans, Special Pricing (child, student, military, late night, etc.), Discounts, Group Sales. The art of creating results oriented, measurable sales initiatives.

Reading: Arts Marketing Insights, Bernstein – Chapter 6 & 7
Pay As You Go: A New Proposal for Museum Pricing

Mon, October 7 - Session 10
Planning, Pricing & Patron Relations

Guest Speaker: Michael Ross, General Manager
Westport Country Playhouse

Description: Sales strategy & pricing in regional theatre. Insights and practices to planning a season, pricing strategies for subscription, group, and single tickets sales, and converting ticket buyers into donors.

Reading: Arts Marketing Insights, Bernstein – Chapter 8
Wed, October 9 - Session 11
Brand Metaphors

Description: Olson Zaltman method of uncovering the deep metaphors and drives of human behaviors. Incorporating this research into ACE marketing.

Reading: How to Think Deeply, Zaltman

**ASSIGNMENT:** Select Brand Metaphor (PAPER SUBMISSION – DUE OCT 14)

Mon, October 14 - Session 12 (PAPER DUE)
Advertising and Promotions (Millan)

Description: Advertising and promotional strategies and tactics in the ACE environment. Review media planning and promotion development.

Reading: *Arts Marketing Insights*, Bernstein – Chapter 9 & 10

**ASSIGNMENT:** Marvel Comics, Case Study (Paper submission – DUE OCT 28)

October 16-18 and 21st MIDTERM EXAMS – NO CLASSES

Wed, October 23 - Session 13
Narrative Branding

Guest Speaker: Randy Ringer, CEO/Founder
Verse Group (versegroup.com)

Description: At the heart of all great brands is a strong narrative that engages the imagination. We turned that insight into a breakthrough method of marketing. We called it Narrative Branding®. And then we launched Verse Group to bring it to the market.

Reading: *Digital Signage. Grabs*, Anderson

Mon, October 28 - Session 14 (PAPER DUE)
Marvel Comics Case Study: From Start-Up to Failure to Movies (Millan/Plummer)

Description: A look at Marvel Comics' beginning as a small start-up, its successes in the Golden and Silver Ages of the comic book industry, its subsequent decline in sales, bankruptcy, and finally, its reinvention and successful entry into the movie industry.

Wed, October 30 - Session 15
Branding the Workplace

Guest Speaker: Julia Gometz, Founder
The Brandful Workforce (www.brandfulworkforce.com)

Description: When the magic of the brand is truly felt by the workforce, it can be called brandful. Every person and every organization has a brand, whether they know it or not. Having a brand and living your brand are quite different.

November 4 UNIVERSITY HOLIDAY - NO CLASSES
Wed, November 6 - Session 16
Brand Archetypes (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?

Reading: Arts Marketing Insights, Bernstein – Chapter 11
ASSIGNMENT: Archetypes for a selected brand (Paper Submission - DUE NOV 13)

Mon, November 11 - Session 17 (Millan)
International Touring
Guest Speaker: Tom Kingsley, Nickelodeon

Description: International touring models and licensing partnerships in the theatrical and entertainment industries. The current challenges and strategies used to launch products in the global marketplace.

Reading: Arts Marketing Insights, Bernstein – Chapter 12

Wed, November 13 - Session 18 (PAPER DUE)
Emerging Media (Plummer)

Reading: Brand Personality Goes Online, Lee and Plummer
Pointillism in Pixels, Birkner

Mon, November 18 - Session 19 (Millan)
Communications & PR
Guest Speaker: TBD

Wed, November 20 - Session 20 (Millan)
Visual Arts and Producing Large Scale Events
Guest Speaker: TBD

Mon, November 25 - Session 21 (Millan)
Sponsorship Marketing

November 27 THANKSGIVING HOLIDAY – NO CLASSES

Mon, December 2 - Session 22
Team Presentations

Wed, December 4 - Session 23
Team Presentations

Mon, December 9 - Session 24 (Millan/Plummer)
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 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?

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.

Brand Metaphor Paper
(2 pages maximum)
1. What is the Main Metaphor(s)? (Jerry Zaltman article in Blue Book)
2. How does the metaphor show up?
3. Better communication/what’s missing?

Performance: Blue Man Group, Nutcracker, Lion King
Place: MoMA, Carnegie Hall, Metropolitan Museum of Art

Case Study: Marvel Comics
(3 pages maximum) Questions to be provide in class

Brand Archetype Paper
(2 pages maximum)
1. Select a performing arts and a cultural arts brand from list provided in class.
2. Select the archetype.
3. Give rationale for the archetype selection.