### COURSE MATERIALS

**REQUIRED Reserve materials**

<table>
<thead>
<tr>
<th></th>
<th>Required Material</th>
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<tbody>
<tr>
<td>3</td>
<td><em>Consumer Behavior: Buying, Having, Being</em> (Chapter 6 &amp; 15), Solomon.</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td><em>A Look Ahead at Emerging Plays (online Advertising Playbook)</em></td>
<td></td>
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<tr>
<td>5</td>
<td><em>Standing Out from the Crowd</em> (Jar Article)</td>
<td></td>
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<tr>
<td>6</td>
<td><em>Note on Strategic Marketing</em>, Harvard Business School, November 2000.</td>
<td>#9-598-061</td>
</tr>
<tr>
<td>7</td>
<td><em>Pay As You Go: A New Proposal for Museum Pricing</em>, 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>8</td>
<td><em>On the Road to New Effectiveness Model</em>, Mico and Plummer</td>
<td></td>
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<tr>
<td>9</td>
<td><em>How to Think Deeply</em>, Zaltman</td>
<td></td>
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<tr>
<td>10</td>
<td><em>Brand Personality Goes Online</em>, Lee and Plummer</td>
<td></td>
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<tr>
<td>13</td>
<td><em>Disney Bought Marvel at $4 Billion, Should You Buy Disney at $43</em></td>
<td></td>
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<tr>
<td>14</td>
<td><em>Disney Buys Luscafilm for $4 billion</em></td>
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**Case Studies**

<table>
<thead>
<tr>
<th></th>
<th>Case Study</th>
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<tbody>
<tr>
<td>15</td>
<td><em>Seattle Theatre Industry</em>, James Phills, Lesley Koenig, Greg Powell, Ed Martenson</td>
<td>#SI37-PDF-ENG</td>
</tr>
<tr>
<td>16</td>
<td><em>Museum of Fine Arts Boston</em>, V. Kasturi Rangan</td>
<td>#506027-PDF-ENG</td>
</tr>
<tr>
<td>17</td>
<td><em>Marvel Comics: From Stan Lee to Mickey</em>, Scott A. Moore</td>
<td>#1-429-053</td>
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</tbody>
</table>

**Recommended 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>
</tr>
<tr>
<td>LEADERSHIP DEVELOPMENT</td>
<td>1. Decision-making</td>
</tr>
<tr>
<td></td>
<td>2. Influence &amp; persuasion</td>
</tr>
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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>
</tr>
<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></td>
<td>4. Strategic interaction among organizations</td>
</tr>
<tr>
<td>MANAGING MARKETING PROGRAMS</td>
<td>1. Innovation, new products</td>
</tr>
<tr>
<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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<tr>
<td></td>
<td>4. Integrated marketing communications: advertising, new media, media selection</td>
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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>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>B</td>
<td>Seattle Theatre/ Case Study Write-Up</td>
<td>See syllabus</td>
<td>Sept 17</td>
</tr>
<tr>
<td>2</td>
<td>B</td>
<td>Boston Fine Arts Museum/Case Study Write-Up</td>
<td>See syllabus</td>
<td>Sept 29</td>
</tr>
<tr>
<td>3</td>
<td>C</td>
<td>Brand Archetype/Paper</td>
<td>Provided in class</td>
<td>Oct 13</td>
</tr>
<tr>
<td>4</td>
<td>B</td>
<td>Marvel Comics Case Study/ Case Study Write-Up</td>
<td>Provided in class</td>
<td>Oct 27</td>
</tr>
<tr>
<td>5</td>
<td>C</td>
<td>Brand Metaphor/Paper</td>
<td>Provided in class</td>
<td>Nov 12</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>Dec 1</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 (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

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

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

**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

**Wed, September 3 - Session 1**
Paradigm Shift in Marketing: Marketing an Experience not a Product

Plummer/Millan

Description: Increasing competition, less marketing dollars, and increasing need for measurable, results-oriented marketing initiatives.

Reading: Marketing the Culture, and the Arts, Chapter 1

**ASSIGNMENT:** In-Class Assignment

**Mon, September 8 - Session 2**
Organization Structure, Mission & Competition: SWOT Analysis

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: Seattle Theatre Industry, Case Study

Online Readings

**ASSIGNMENT:** Seattle Theatre Industry, Case Study (Paper submission – DUE SEPT 17)

**Wed, September 10 - Session 3**
Understanding the Audience

Plummer

Description: Determining the target audience, segmentation, etc.

Reading: Standing Out from the Crowd (Jar Article)

**Mon, September 15 - Session 4**
Audience & Market Segmentation

Plummer

Description: Developing a core audience, repeat buyers, and consumer loyalty

Reading: Calling All Spiritual Pilgrims: Identity in the Museum Experience, Falk

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

**Wed, September 17 - 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.

**ASSIGNMENT:** Boston Museum of Fine Arts, Case Study (Paper submission – DUE SEPT 29)
Mon, September 22 - Session 6
Engagement & Emerging Media (Plummer)
Reading: A Look Ahead at Emerging Plays (online Advertising Playbook)
On the Road to New Effectiveness Model, Mico and Plummer

Wed, September 24 - Session 7
Strategic Marketing Plan & Group Final Project/Team Assignment (Millan)
Description: Building a strategic marketing plan for ACE projects & organizations. Dealing with limited resources and short timetables. Review final project deliverables & expectations.
Reading: Note on Strategic Marketing, Harvard Business School

Mon, September 29 - 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 1 - Session 9 (Plummer)
Creating a Brand Story
Guest Speaker: Randy Ringer, Founder & CEO
The Verse Group (versegroup.com)

Mon, October 6 - Session 10 (Millan)
Planning, Pricing & Customer Relations
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.
Reading: Pay As You Go: A New Proposal for Museum Pricing

Wed, October 8 - Session 11 (Plummer)
Performing Arts Brand as Archetype
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?
ASSIGNMENT: Brand Archetype paper (PAPER SUBMISSION – DUE OCT 13)
Mon, October 13 - Session 12 (PAPER DUE)
Advertising, Promotions, and Media Planning  (Millan)
Description: Advertising and promotional strategies and tactics in the ACE environment. Review media planning and promotion development.
Reading: *Pointillism in Pixels*
ASSIGNMENT: Marvel Comics, Case Study (Paper submission – DUE OCT 27)

**October 15 & 20 MIDTERM EXAMS – NO CLASSES**

Wed, October 22 - Session 13
Measuring Entertainment Media  Guest Speaker: Bruce Goerlich, EVP Rentrak (rentrak.com)

Mon, October 27 - 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.
Reading: Disney Bought Marvel at $4 Billion
Disney Buys Lucasfilm for $4 Billion

Wed, October 29- Session 15 (Plummer)
Listening to Your Audience on Social Media  Guest Speaker: Steve Rappaport, author of *Listen*

**November 3 UNIVERSITY HOLIDAY - NO CLASSES**

Wed, November 5- Session 16 (PAPER DUE)  (Plummer)
Metaphors & Co-Creation of Meaning
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: Brand Metaphor paper (PAPER SUBMISSION – DUE NOV 12)

Mon, November 10 - Session 17
Brand Personality: What is Your Organization’s Voice (Plummer)
Description: Class exercise on Team Project
Reading: *Brand Personality Goes Online*, Lee and Plummer
Nov 12 - Session 18 (PAPER DUE) (Millan)
Extending Your Brand Guest Speaker: tbd
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.

Nov 17 - Session 19 (Millan)
Communications & PR

Nov 19 - Session 20 (Millan/Plummer)
Team Project Consulting

Nov 24 - Session 21 (Millan)
Developing the Budget and Performance Metrics

Nov 26 - 30 THANKSGIVING HOLIDAY – NO CLASSES

Dec 1 - Session 22 (Millan)
Team Presentations

Dec 3 - Session 23 (Millan)
Team Presentations

Dec 8 - Session 24 (Millan)
Team Presentations

Dec 10 - Session 25 (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.
4. Do MFA’s offerings support its mission? Why or why not.
5. What could MFA have done to further improve its marketing efforts/services? List 2-3 recommendations.

**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.
Case Study: Marvel Comics  
(3 pages maximum)

1. What are the critical assets of Marvel that has made them a “takeover” candidate? What “business” are they in?  
2. What were the key growth strategies for the investment firms (Cadence, Perlman, Toy Biz) who owned Marvel?  
3. Who is Marvel’s best audience?  
4. Please contrast the strategic thinking of Disney with the strategic thinking of the various past buyers of Marvel.  
5. How well does Marvel “fit into” the Disney vision and business model?

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?