

Marketing & International Business
MARK 310 ARTS MARKETING
Trimester Two 2009
COURSE OUTLINE

Names and Contact Details

Lecturer: Kate Daellenbach
Office: RH1117; Telephone: 463 6255; E-mail: kate.daellenbach@vuw.ac.nz
Office Hours: Fridays 9.30 – 11.30am (or by appointment).

Contact details for tutors will be available on blackboard. Guest speakers will also contribute to this course, and this information will be communicated to the class throughout the term.

Trimester Dates

Please note the following dates for this Trimester:

Teaching Period: 13 July - 16 October 2009
End of Year Study Period: 19 October - 26 October 2009
Examination Period: 27 October – 14 November, 2009 (inclusive)

Note: Students who enrol in courses with examinations should be able to attend an examination at the University at any time during the formal examination period.

Withdrawal dates: Information is available via
<http://www.victoria.ac.nz/home/admisenrol/payments/withdrawalsrefunds.aspx>

Class Times and Room Numbers

This course consists of two lectures per week, as follows:

Wed	8.30am – 10.20am	Rutherford House RH LT3
Fri	8.30am – 9.20am	Rutherford House RH LT3

In addition, there will be seven 50-minute tutorials. Times and places for these tutorials will be posted on the blackboard site. Sign-up will occur in the first week of class. More details concerning tutorials follow in this outline.

If you are unable to attend a lecture or tutorial, please make arrangements with another student in the class, to review the notes. Also, you may refer to the blackboard site for a general outline of material covered. **Please note the term requirements for attending tutorials.**

Course Content / Schedule

All readings are contained in your readings package (RP), unless otherwise indicated.

LECTURE	SUBJECT & REQUIRED READING
Week 1	
Wednesday Jul 15	An Introduction to the Course and Assignments
Friday Jul 17	Marketing the Arts: What makes the arts different? <ul style="list-style-type: none"> • Reading: Marketing Culture and the Arts (RP p.2-12)
Week 2	
Wednesday Jul 22	The Industry Readings: <ul style="list-style-type: none"> • The Arts Marketing Environment (RP p.13-26) • Case: Everybody needs good neighbours (RP p.25)
Friday Jul 24	The Industry Readings: <ul style="list-style-type: none"> • Case: New Zealand International Festival of the Arts (RP p.27-33)
Week 3	
<i>Tutorial 1: The Piccolo Teatro of Milan: Theatre of Europe</i> (RP p.299-306)	
Wednesday Jul 29	Understanding Arts Audiences: Who is the Customer? What do we know about arts audiences? What does that mean to us as marketers? Readings: <ul style="list-style-type: none"> • Entrepreneurship and Leadership in the Arts (RP p.37-46) • The Great Indoors (RP p.47-138)
Friday Jul 31	Understanding Arts Audiences (continued)

Week 4 ***Tutorial 2: Organisational saga of a superstar museum: The Louvre***
(RP p.285-298)

Wednesday **Audience Strategies:**

Aug 5 Consider a variety of audience/market strategies including those in the readings and others presented in the lecture.

Readings:

- Developing Strategies and Tactics (RP p.141-150)
- In-class handout: *International Theatre Festival*

Friday **Audience Strategies** (continued)
Aug 7

Week 5 ***Tutorial 3:***
The decline of the subscriber base: A study of the Philharmonia Orchestra
(RP p.307-316)

Wednesday **Audience Strategies, Subscriptions and Loyalty Programs**

Aug 12

Readings:

- Building Audience Frequency and Loyalty (RP p.151-162)
- Case: A New Season Begins: The Royal New Zealand Ballet (RP p.163-180)

Friday Presentations & Discussion
Aug 14

Week 6 ***Tutorial 4: Achieving stability and success in crowded markets: The case of Tafelmusik*** (RP p.317-327)

Wednesday **The Arts Product and Place**

Aug 19

Consider and apply the concept of the augmented product

Readings:

- Core Products and Supplementary Services (RP p.183-188)
- Museums: Discovering Services Marketing (RP p.189-199)

Friday Presentations & Discussion
Aug 21

**Friday
Aug 21** *NOTE: Case Assessment is due by 8.30am (in class). Hand in your reports directly to Kate at the lecture, or (if earlier or later) to a staff member at the 11th floor reception desk. Don't forget to also submit electronically by the end of the day.*

<i>24th August – 6th September Mid-semester break</i>

Week 7 **No tutorials**

**Wednesday
Sep 9** **Pricing Strategies:**
What are the particular challenges for the arts?
Readings:

- Generating Income (RP p.231-252)

**Friday
Sep 11** Presentations & Discussion

Week 8 *Tutorial 5: Pricing workshop details TBA*

**Wednesday
Sep 16** **Integrated Marketing Communications (IMC) and the almighty database**
Readings:

- Formulating the Communication Strategy (RP p. 203-214)
- ACT Attracts More than 7500 ... (RP p. 215-216)
- Marketing Fine Art and the Internet (RP p.328-342)

**Friday
Sep 18** Presentations & Discussion

Week 9 *Tutorial 6: Hitting a high note: The Chicago Symphony Orchestra reverses a decade of decline with new programs (RP p. 353-362)*

**Wednesday
Sep 23** **Integrated Marketing Communications (IMC), and Media Relations**
Readings:

- The Media (RP p. 217-227)
- Courting the media (RP p. 343-352)
- The New Auteurs (handout)

**Friday
Sep 25** **Integrated Marketing Communications (IMC), and Media Relations**
(continued)

Week 10	<i>Tutorial 7: TBA</i>
Wednesday Sep 30	Fund-raising, Development & Memberships Reading: Fundraising in the Arts (RP p.255-258)
Friday Oct 2	General discussion Reading: <ul style="list-style-type: none"> • Born to be wise: The Steppenwolf Theatre Company mixes freedom with management savvy (RP p.363-372)
Week 11	No Tutorials
Wednesday Oct 7	Sponsorship Readings: <ul style="list-style-type: none"> • Comparison of Sponsorships and Charitable Contributions (RP p.261) • Creative partnerships: Fundraising for short film projects” (RP p.262-273)
Friday Oct 9	Sponsorship (continued) <ul style="list-style-type: none"> • In-class exercise
Friday Oct 9th	<i>NOTE: Group Project is due by 8.30am in class. Hand in your projects directly to Kate, or if earlier or later, hand it in to a staff member at the 11th floor reception desk. Don't forget to also submit electronically by the end of the day.</i>
Week 12	No tutorials
Wednesday Oct 14	Reporting & Metrics Reading <ul style="list-style-type: none"> • The Role of the Governing board. (RP p.277-282)
Friday Oct 16	Course wrap-up / final examination review ☺

Note: Changes to this schedule may well need to be made from time to time. Any revisions will be announced in class and posted on the blackboard site.

Course Learning Objectives

By the end of this course, students should be able to achieve the following objectives:

1. Apply basic marketing principles and theories, which have been adapted for use in the arts sector.
2. Compare marketing initiatives undertaken by arts organisations around the world.
3. Assess marketing issues/problems faced by arts organisations, and use research tools, available resources and acquired knowledge to develop marketing recommendations.
4. Generate and utilise critical and creative thinking skills, individually and within teams in order to identify and assess arts marketing issues and develop ideas.
5. Communicate theories, analysis and recommendations related to arts marketing effectively, orally and in writing.
6. Critically evaluate challenges facing arts marketing leaders.
7. Demonstrate leadership in the well-being and sustainability of societies and ecological environments by ensuring ethical marketing practise.

Course Delivery

This course will be delivered via 3 50-minute lectures per week, in addition to 7 50-minute tutorial sessions. Both the lectures and tutorials will include discussion, in-class exercises, and group activities. Students should plan to attend lectures and tutorial sessions, having read the indicated materials. Students should also be prepared to participate in the class discussions and activities.

Expected Workload

MARK 310 is a 24-point course. In keeping with this, the workload expectations for this course amount to approximately 17 hours of study per week over the 15 week period. This includes time preparing for lectures and tutorials (5-6 hours per week), attending lectures and tutorials (3-4 hours per week), and preparing for assignments and studying for the final examination (6-8 hours per week).

Group Work

Group work will be an essential part of lectures and tutorials. In addition, Assignment #2 is to be conducted as part of a group project. With this in mind, students should plan to allocate roughly 2 hours per week for group meetings and group work during the appropriate weeks. While Assignment #2 is worth 30% of the final mark in this course, the assignment is divided into 2 parts (more details will be provided in the assignment handout):

- The first part is to be a group effort, with equal contribution by all group members. This part is worth 40% of the assignment grade, and all students in the group will receive the same grade.

- The second part is an individual effort, and is worth 60% of the assignment grade.

Readings

The readings for this course are available at VicBooks. Any additional handouts required will be handed out in class.

Writing guidelines to be used for assignments will be handed out to the class and will be available on the blackboard site. Please familiarise yourself with these.

Other recommended readings which may assist in assignments are on 3-day loan or closed reserve at the Commerce Library. This includes the following:

Colbert, François. (2000). *Marketing Culture and the Arts, 2nd ed.* Montreal: Presses HEC.

Creative New Zealand. (2006). *New Zealanders and the arts: Attitudes, attendance and participation in 2005.* Wellington: Creative New Zealand.

Creative New Zealand. (2003). *Smart Arts: Marketing the arts in New Zealand.* Wellington: Creative New Zealand.

Hill, Liz, O'Sullivan, Catherine, & O'Sullivan, Terry. (2003). *Creative Arts Marketing, 2nd ed.* Burlington, MA: Butterworth-Heinemann.

Kerrigan, Finola, Fraser, Peter and Özbilgin, Mustafa. (2004). *Arts Marketing.* Oxford: Elsevier Butterworth-Heinemann.

Kotler, Philip, & Scheff, Joanne. (1997). *Standing Room Only: Strategies for Marketing the Performing Arts.* Boston, Massachusetts: Harvard Business School Press.

Rentschler, Ruth (ed). (1999). *Innovative Arts Marketing.* St Leonards, NSW, Australia: Allen & Unwin.

Statistics New Zealand, Ministry for Culture and Heritage. (2003). *A Measure of Culture: Cultural experiences and cultural spending in New Zealand.* Wellington: Statistics New Zealand and Ministry for Culture and Heritage.

Materials and Equipment

No additional materials or equipment are necessary for this class or the final examination.

Assessment Requirements

Evaluation for the course is as follows:

Case Assessment

20%

Due Friday, August 21st. Word Limit: 1500 words

Relates to Learning Objectives: 1,2,4,5,6

Tutorial Participation 10%
Assessed throughout the term, on quality of the insights, and contribution to the tutorial discussion.
Relates to Learning Objectives: 1,2,4,5,6

Group Project 30%
Presentations begin in week 7
Final project due Friday, 9th October. Word limit: 3,000
Relates to Learning Objectives: 1,3,4,5,6

- Group component is worth 40% (i.e. 12% of your overall grade)
- Individual component is worth 60% (i.e. 18% of your overall grade)

Final examination 40%
Study/Examination period: 27 October – 14 November, 2009 (inclusive)
Relates to Learning Objectives: 1,3,4,5,6

Note: Your assessed work may also be used for quality assurance purposes, such as to assess the level of achievement of learning objectives as required for accreditation and audit purposes. The findings may be used to inform changes aimed at improving the quality of FCA programmes. All material used for such processes will be treated as confidential, and the outcome will not affect your grade for the course.

Penalties

- **Late assignments:** Assignments received after the deadline will have 10% deducted from the available grade, per day. For example, an assignment that is one day late will lose 10% of the available grade (i.e. a 78% becomes a 68%), 2 days late 20% (i.e. a 78% becomes 58%), etc. However, assignments received 7 days after the due date will not be marked. Consequently, this may jeopardise your ability to pass the course.

Late assignments must be date stamped and signed-in by the 11th floor reception staff. Do NOT slide them under doors or put them into the box after the due date.

- **Extensions:** Extensions will be granted only in exceptional circumstances (e.g. illness with supporting medical documents stating the nature and length of impairment, provincial or national representative activities with supporting documents) by the MARK 310 Course Coordinator. Tutors are **not** authorised to grant extensions. **Only** the Course Coordinator should be approached. Extensions need to be arranged before the due date.
- **Word Count:** Clear word count limits and/or page limits are stated for these assignments. Failure to adhere to these limits will incur a penalty of **5% for every 10% words and/or page** over the limit. In other words, if the word limit is set at 1500 words, a 5% penalty will be applied for every 150 words over the limit.

Mandatory Course Requirements

In order to meet the mandatory course requirements in MARK 310, you must:

- attend at least six of the seven tutorials,
- complete and submit all assignments, as noted above, and
- score over 40% in the final examination.

Communication of Additional Information

Course information and lecture slides will be posted on the Blackboard website – <http://blackboard.scs.vuw.ac.nz>. Lecture slides available will provide a framework only of the main points presented in the lectures. Additional Information and/or announcements which may need to be made from time to time will be posted on the blackboard site, and made in class when possible. Distribution of course material and handing back of assignments will occur during class or tutorial time unless otherwise noted.

Students are expected to regularly consult blackboard to check for announcements, and also to regularly check their student e-mail account for individual messages which may become necessary.

Use of Turnitin (if applicable)

Student work provided for assessment in this course may be checked for academic integrity by the electronic search engine <http://www.turnitin.com>. Turnitin is an on-line plagiarism prevention tool which compares submitted work with a very large database of existing material. At the discretion of the Head of School, handwritten work may be copy-typed by the School and subject to checking by Turnitin. Turnitin will retain a copy of submitted materials on behalf of the University for detection of future plagiarism, but access to the full text of submissions will not be made available to any other party.

For the following important information follow the links provided:

Academic Integrity and Plagiarism

<http://www.victoria.ac.nz/home/study/plagiarism.aspx>

General University Policies and Statutes

<http://www.victoria.ac.nz/home/about/policy/academic.aspx>

Faculty of Commerce and Administration Offices

<http://www.victoria.ac.nz/fca/studenthelp/Contactus.aspx>

Manaaki Pihipihinga Programme

http://www.victoria.ac.nz/st_services/mentoring/