

School of Marketing and International Business

MARK 308 ARTS MARKETING

Trimester One, 2007

COURSE OUTLINE

Contact Details

Lecturer: Kate Daellenbach

Office: RH1115; Telephone: 463 6255; E-mail: kate.daellenbach@vuw.ac.nz

Office Hours: Mondays, 12.30 – 1.30pm (please make an appointment if you want to speak with me outside office hours).

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.

Class Times and Room Numbers

There are two lectures per week, as follows:

Mon	10.30am – 12.20pm	RH LT3
Wed	10.30am – 11.20am	RH LT3

In addition, starting in the second week of lectures, there will be nine 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.

The final examination for this course will occur in the examination period: June 5 – July 1, 2007.

Course Objectives

This course works towards developing both marketing knowledge and skill, as well as the core attributes identified for graduates of Victoria University of Wellington, that is, to develop *leadership, creative and critical thinking and communication skills*.

Through the examination of theory and case studies, students will acquire knowledge of how leaders in the arts sector have developed their marketing programmes. Particularly through tutorial discussions and Assignment #1, students will be challenged to examine and critique these initiatives. Assignment #2 challenges students to work in groups and apply their theoretical knowledge along with creative and critical thinking skills, in order to develop a marketing programme for a local arts organisation.

As well as developing a level of arts marketing knowledge, and an ability to “think like a marketer,” students will be encouraged to develop their communication skills – through participation in class and tutorial discussions as well as through written reports (assignments).

Expected Workload

MARK 308 is a 24-point course. In keeping with this, the workload expectations for this course amount to approximately 14 hours of study per week, over the 14 week period, in addition to lectures and tutorials. This time includes time reading, preparing for tutorials, completing assignments and thinking about the course material. To get the most out of the course, come **prepared** for all course lectures and tutorials. This will enable you to achieve the objectives for the course on an individual level and also help promote an effective learning environment for the course group as a whole.

Group Work

Assignment #2 is a group project, and is worth 30% of the overall grade in this course. The details of this assignment are clearly provided in the assignment sheet. Each person in the group should contribute equally to the project, and it is important that the group work out clear allocations of tasks.

Readings

A readings package will be handed out to all enrolled students, in the first week of lectures. Additional readings may be distributed throughout the course from time to time. Readings required for each lecture and tutorial are noted on the course schedule.

In addition to the readings package and readings supplied, a number of resources are available for you at the Commerce Library, and certain web-sites are recommended. A list of recommended readings is included in this outline.

Assessment Requirements

Evaluation for the course is as follows:

Case Assessment

20%

The assessment is due Thursday, April 5th. Late assignments should be handed in to the 11th floor reception desk (not to the box on the mezzanine floor please).

Tutorial Participation 10%

Participation will be assessed on the quality of the insights offered by the student, linking the case discussion with marketing concepts. Participation will be evaluated and recorded at the end of each tutorial by the tutor. An overall mark will be awarded at the completion of the semester.

Group Project 30%

In-class presentations/discussions make up 10% of the group project mark, and will begin in week 5, in the second hour of Monday lectures. Groups will sign up for these presentations in week 4. The final project report is due: 12 noon, Friday, 25th May, either directly to the lecturer (RH1115) or to the box labelled “MARK 308” on the Mezzanine Floor. Late assignments should be handed in during office hours, in person to the School Office, 11th floor of Rutherford House, and date-stamped.

Final examination 40%

The study week final examination period runs from June 5 – July 1st, 2007.

Penalties

Grades for assignments which are handed in late will be reduced by 10% per day. In other words, if the assignment is one day late, it will lose 10%, 2 days late, 20%, etc.

Mandatory Course Requirements

In order to meet the mandatory course requirements in MARK 308, you must:

- ***achieve 50% of total marks,***
- attend at least seven of the nine 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.

Course Content / Schedule

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

LECTURE	SUBJECT & REQUIRED READING
Week One	
Monday Feb 26	An Introduction to the Course and Assignments <ul style="list-style-type: none">• Case: Fortune Theatre (in-class handout)
Wednesday Feb 28	Marketing the Arts: what makes the arts different? <ul style="list-style-type: none">• Colbert: Pgs 4-7, 11, 13-18• “The Dead Have Customers Too” (handout)
Week Two	
Industry Analysis <i>Tutorial 1: Read “West Yorkshire Playhouse”</i>	
Monday Mar 5	Consider the industry & competition <ul style="list-style-type: none">• Hill & O’Sullivan: pgs 8-21• Case: The Abbey Theatre
Wednesday Mar 7	The Industry <ul style="list-style-type: none">• Case: New Zealand International Festival of the Arts
Week 3	
Arts Audiences / Consumers <i>Tutorial 2: Read “Sydney Opera House”</i>	
Monday Mar 12	Who is the Customer? What do we know about arts audiences and the segmentation bases used in the arts? What does that mean to us as marketers? <ul style="list-style-type: none">• Colbert: “Entrepreneurship and Leadership in the Arts”
Wednesday Mar 14	The Customer (continued) <ul style="list-style-type: none">• Review the Todd article: “New Zealanders and the Arts”
Week 4	
Audience Strategies <i>Tutorial 3: Read “The Louvre”</i>	
Monday Mar 19	Audience Strategies: Consider a variety of audience/market strategies including Eichten’s approach, the Ansoff matrix (see MARK 101) and RAND Model. <ul style="list-style-type: none">• Eichten: “The Marketing Plan”• McCarthy & Jinnett “Developing Strategies and Tactics” (RAND Model)• Case: In-class handout: <i>International Theatre Festival</i>

Wednesday Audience Strategies continued
Mar 21

Week 5 **Audience Strategies: Subscriptions and Loyalty Programs**
Tutorial 4: Read “Philharmonia Orchestra”

Monday Audience Strategies, Subscriptions and Loyalty Programs
Mar 26

- Kotler & Scheff: “Building Audience Frequency and Loyalty” pg 261-246

Presentations & Discussion

Wednesday Audience Strategies, Subscriptions and Loyalty Programs
Mar 28

- Case: Royal New Zealand Ballet

Week 6 **The Arts Product and Place**
Tutorial 5: Read “Tafelmusik”

Monday Consider and apply the concept of the augmented product
Apr 2

- Lovelock: pgs 18-23.
- Rentschler & Gilmore: “Museums: Discovering Services Marketing”

Presentations & Discussion

Wednesday Product & Place continued
Apr 4

Thursday ***NOTE: Case Assessment is due by 12noon. Hand in your reports directly to***
Apr 5 ***Kate in RH1115, or to the box labelled MARK 308, on the Mezzanine Floor of***
Rutherford House. Late assignments should be handed in to a staff member at
the 11th floor reception desk. Don’t forget to also submit electronically.

Mid-semester break: April 6th – 22nd

Week 7 **No tutorials**

Monday Presentations and Discussion
Apr 23

Wednesday **ANZAC DAY -- no class**
Apr 25 **Note: no tutorials this week ☹**

Week 8 **Promotions Strategies**
Tutorial 6: Read “Fine Art and the Internet”

Monday Integrated Marketing Communications (IMC) and the almighty database.
Apr 30

- Kotler & Scheff: pgs 299-320
- Kotler & Scheff: “ACT Attracts More than 7500 ...”

Presentations & Discussion

Wednesday Promotions & IMC continued
May 2

Week 9 **Promotions and Media Relations**
Tutorial 7: Read “Spoleto Festival USA”

Monday Promotions and the Role of the Media:
May 7

- Creative New Zealand: “The Media”
- Tough: “The New Auteurs”

Presentations and Discussion

Wednesday Promotions continued
May 9

Week 10 **Pricing and Fund Raising**
Tutorial 8: Pricing Workshop (details will follow in class on Monday)

Monday Pricing Strategies:
May 14 What are the particular challenges for the arts?

- Hill & O’Sullivan: pgs 156-177
- Case: In-class exercise

Wednesday Fund-raising, Development & Memberships:
May 16

- No readings but come prepared to take some serious notes!

Week 11 **Sponsorship**
Tutorial 9: Read “Booksellers/NZ Post” & “Court Theatre/BNZ”

Monday Sponsorship:
May 21

- Colbert “Comparison of Sponsorships and Charitable Contributions”
- Kelly: “Creative partnerships: Fundraising for short film projects”

Wednesday Sponsorship continued
May 23 • In-class exercise

Friday ***NOTE: Group Project is due by 12noon. Hand in your projects directly to Kate***
May 25 *in RH1115, or to the box labelled MARK 308, on the Mezzanine Floor of*
Rutherford House. Late assignments should be handed in to a staff member at
*the 11th floor reception desk. **Don't forget to also submit electronically.***

Week 12 **Course Wrap-up – no tutorials**

Monday **Reporting:**
May 28 Financial analysis and reporting; the role of the Board of Directors.
 • Creative New Zealand: Getting on Board

Wednesday **Course wrap-up / final examination review ☺**
May 30

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.

Tutorial schedule: MARK 308

One of the term requirements of this course is that you must attend a minimum of 7 out of the 9 tutorials. If you are absent for additional tutorials, you must provide an authorized doctor's note to explain your absence.

The tutorial sessions for MARK 308 are designed to provide you with opportunity to have an in-depth discussion of case studies from the arts sector. Please come well prepared and plan to participate. Knowledge gained in the tutorial may also be helpful for your first assignment.

The cases concerned may address marketing concepts covered in the previous weeks' lecture, as well as other marketing concepts with which you will already be familiar. The best preparation for tutorials is to read the case, note the marketing issue(s) the company faced and how they dealt with it. Linking the case to key marketing concepts is essential.

TUTORIAL NO.	LECTURE WEEK	CASE STUDY
1	March 5	Introduction to the format of tutorials, tutorial assignment details & sign-up. Case Study: West Yorkshire Playhouse
2	March 12	Case study: Sydney Opera House
3	March 19	Case study: Organisational Saga of a Superstar Museum: The Louvre.
4	March 26	Case study: The Decline of the Subscriber Base: A Study of the Philharmonia Orchestra Audience
5	April 2	Case study: Achieving Stability and Success in Crowded Markets: The Case of Tafelmusik.
6	April 30	Case study: Marketing Fine Art on the Internet: Issues and ideas.
7	May 7	Case study: How the 1998 Spoleto Festival USA Attracted Media Coverage
8	May 14	Pricing Workshop – details will be provided in the lecture prior.
9	May 21	Case studies: Booksellers New Zealand & NZ Post - Celebrating Excellence. Court Theatre & Bank of New Zealand - Mutual Benefits.

MARK 308: Recommended Additional References

In addition to the readings package and readings supplied in the lectures, a number of resources are available for you at the Commerce Library (either 3-day or 2-hour loan):

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.

Creative New Zealand. (2000). *Know your Audience: a survey of performing arts audiences, gallery visitors and readers*. Wellington: Creative New Zealand.

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

International Journal of Arts Management. (this journal is also available on ProQuest).

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. (Also available as a pdf via our blackboard site)

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.

Internet-based materials:

Creative New Zealand site: creativenz.govt.nz. Specific resources to consider (listed under their resources section, and downloadable) are: *Smart Arts: Marketing the arts in New Zealand*; *Getting on Board: a governance resource guide for arts organizations*; and *Know your audience: a survey of performing arts audiences, gallery visitors and readers*.

Statistics New Zealand: www.statisticsnz.govt.nz. Specific resources to consider are as follows: 1. *A Measure of culture: Cultural Experiences and cultural spending in New Zealand*. This document is downloadable (&/or viewable in part (no graphs)) by selecting "People" on the menu, and then "arts, culture and recreation"; and 2. Population projections. This is available by selecting "people", then "populations" and then "population projections"

www.fuel4arts.co.nz. This is a terrific website and will direct you to a number of excellent resources for marketing issues/problems and for different genres of art.

Faculty of Commerce and Administration Offices

Railway West Wing (RWW) - FCA Student and Academic Services Office

The Faculty's Student and Academic Services Office is located on the ground and first floors of the Railway West Wing. The ground floor counter is the first point of contact for general enquiries and FCA forms. Student Administration Advisers are available to discuss course status and give further advice about FCA qualifications. To check for opening hours call the Student and Academic Services Office on (04) 463 5376.

Easterfield (EA) - FCA/Education/Law Kelburn Office

The Kelburn Campus Office for the Faculties of Commerce and Administration, Education and Law is situated in the Easterfield Building - it includes the ground floor reception desk (EA005) and offices 125a to 131 (Level 1). The office is available for the following:

- Duty tutors for student contact and advice.
- Information concerning administrative and academic matters.
- Forms for FCA Student and Academic Services (e.g. application for academic transcripts, requests for degree audit, COP requests).
- Examinations-related information during the examination period.

To check for opening hours call the Student and Academic Services Office on (04) 463 5376.

General University Policies and Statutes

Students should familiarise themselves with the University's policies and statutes, particularly the Assessment Statute, the Personal Courses of Study Statute, the Statute on Student Conduct and any statutes relating to the particular qualifications being studied; see the Victoria University Calendar available in hard copy or under 'About Victoria' on the VUW home page at www.vuw.ac.nz.

Student and Staff Conduct

The Statute on Student Conduct together with the Policy on Staff Conduct ensure that members of the University community are able to work, learn, study and participate in the academic and social aspects of the University's life in an atmosphere of safety and respect. The Statute on Student Conduct contains information on what conduct is prohibited and what steps are to be taken if there is a complaint. For information about complaint procedures under the Statute on Student Conduct, contact the Facilitator and Disputes Advisor or refer to the statute on the VUW policy website at www.vuw.ac.nz/policy/studentconduct. The Policy on Staff Conduct can be found on the VUW website at www.vuw.ac.nz/policy/staffconduct.

Academic Grievances

If you have any academic problems with your course you should talk to the tutor or lecturer concerned; class representatives may be able to help you in this. If you are not satisfied with the result of that meeting, see the Head of School or the relevant Associate Dean; VUWSA Education Coordinators are available to assist in this process. If, after trying the above channels, you are still unsatisfied, formal grievance procedures can be invoked. These are set out in the Academic Grievances Policy which is published on the VUW website at www.vuw.ac.nz/policy/academicgrievances.

Academic Integrity and Plagiarism

Academic integrity is about honesty – put simply it means **no cheating**. All members of the University community are responsible for upholding academic integrity, which means staff and students are expected to behave honestly, fairly and with respect for others at all times.

Plagiarism is a form of cheating which undermines academic integrity. The University defines plagiarism as follows:

The presentation of the work of another person or other persons as if it were one's own, whether intended or not. This includes published or unpublished work, material on the Internet and the work of other student or staff.

It is still plagiarism even if you re-structure the material or present it in your own style or words.

Note: It is however, perfectly acceptable to include the work of others as long as that is acknowledged by appropriate referencing.

Plagiarism is prohibited at Victoria and is not worth the risk. Any enrolled student found guilty of plagiarism will be subject to disciplinary procedures under the Statute on Student Conduct and may be penalised severely. Consequences of being found guilty of plagiarism can include:

- an oral or written warning
- cancellation of your mark for an assessment or a fail grade for the course
- suspension from the course or the University.

Find out more about plagiarism, and how to avoid it, on the University's website at www.vuw.ac.nz/home/studying/plagiarism.html.

Notice of Turnitin Use

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 identifies material that may have been copied from other sources including the Internet, books, journals, periodicals or the work of other students. Turnitin is used to assist academic staff in detecting misreferencing, misquotation, and the inclusion of unattributed material, which may be forms of cheating or plagiarism. At the discretion of the Head of School, handwritten work may be copy typed by the School and subject to checking by Turnitin. You are strongly advised to check with your tutor or the course coordinator if you are uncertain about how to use and cite material from other sources. 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.

Students with Impairments

The University has a policy of reasonable accommodation of the needs of students with disabilities. The policy aims to give students with disabilities the same opportunity as other students to demonstrate their abilities. If you have a disability, impairment or chronic medical condition (temporary, permanent or recurring) that may impact on your ability to participate, learn and/or achieve in lectures and tutorials or in meeting the course requirements, please contact the Course Coordinator as early in the course as possible. Alternatively you may wish to approach a Student Adviser from Disability Support Services (DSS) to discuss your individual needs and the available options and support on a confidential basis. DSS are located on Level 1, Robert Stout Building, telephone (04) 463 6070, email disability@vuw.ac.nz. The name of your School's Disability Liaison Person is in the relevant prospectus or can be obtained from the School Office or DSS.

Student Support

Staff at Victoria want students to have positive learning experiences at the University. Each Faculty has a designated staff member who can either help you directly if your academic progress is causing you concern, or quickly put you in contact with someone who can. Assistance for specific groups is also available from the Kaiwawao Māori, Manaaki Pihipihinga or Victoria International.

In addition, the Student Services Group (email student-services@vuw.ac.nz) is available to provide a variety of support and services. Find out more at www.vuw.ac.nz/st_services/.

VUWSA employs Education Coordinators who deal with academic problems and provide support, advice and advocacy services, as well as organising class representatives and Faculty delegates. The Education Office (tel. 04 463 6983 or 04 463 6984, email education@vuwsa.org.nz) is located on the ground floor, Student Union Building.

Manaaki Pihipihinga Programme

Manaaki Pihipihinga is an academic mentoring programme for undergraduate Māori and Pacific students in the Faculties of Commerce and Administration, and Humanities and Social Sciences. Sessions are held at the Kelburn and Pipitea Campuses in the Mentoring Rooms, 14 Kelburn Parade (back courtyard), Room 109D, and Room 210, Level 2, Railway West Wing. There is also a Pacific Support Coordinator who assists Pacific students by linking them to the services and support they need while studying at Victoria. Another feature of the programme is a support network for Postgraduate students with links to Postgraduate workshops and activities around Campus.

For further information, or to register with the programme, email manaaki-pihipihinga-programme@vuw.ac.nz or phone (04) 463 5233 ext. 8977. To contact the Pacific Support Coordinator, email pacific-support-coord@vuw.ac.nz or phone (04) 463 5842.