



## Master of Arts in Arts Management

### MAM 608 SYLLABUS: EXECUTIVE MANAGEMENT OF ARTS COMMUNICATIONS Summer Semester 2009/Arlington Campus, Room 301 May 18-June 19, 2009

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#### INSTRUCTOR:

Prof. Michael E. Hill

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#### COURSE DESCRIPTION & OBJECTIVES:

Developing a comprehensive communications plan for an arts organization requires more than an understanding of the basics. Building from the foundation provided in MAM 604: Marketing & Public Relations Strategies for the Arts, the course explores the nuances of a communications platform through the in-depth study of four modules: Strategic Communications/Brand Management, Public Relations Management, Advertising Management and Managing the Evolving Marketplace: New Technologies & Theories in Marketing. In each module, students explore the conception, planning and implementation/control of various platforms to create and manage a holistic communications strategy for an arts organization. Case studies, guest speakers and comprehensive projects in each module round out lectures and classroom discussions to provide a higher-level approach to the challenges of serving as arts communications professionals. The course also provides a deeper learning experience for those students who wish to specialize in one of the communications areas of arts organizations.

#### READINGS TO BE CHOSEN FROM THE FOLLOWING:

*Integrated Marketing Comm.: Creative Strategy from Idea to Implementation* (Blakeman)

*Made to Stick: Why Some Ideas Survive and Others Die* (Heath, Heath)

*Marketing Planning for Culture and the Arts* (Brunet, Colbert, Martin, Radbourne)

*Generating Buzz: Strategic Communications for Nonprofit Boards* (Patterson)

*Brand Aid: An Easy Reference Guide to Solving Your Toughest Branding Problems and Strengthening Your Market Position* (VanAuken)

*Branded Nation: Marketing of Megachurch, College Inc. & Museumworld* (Twitchell, Schuster)

*The Secrets of Word-of-Mouth Marketing* (Silverman)

*Wired for Culture: How Email is Revolutionizing Arts Marketing* (Carr)

*Publicity for Nonprofits* (Beckwith)

*Marketing & PR Handbook for Museums, Galleries & Herit. Attractions* (Runyard, French)

Various articles and case studies will be provided by the instructor in advance of assignments and discussions.

## **COURSE OUTLINE:**

### **COURSE INTRODUCTION & MODULE ONE: BRAND MANAGEMENT**

#### **Session 1&2: Thursday, May 21**

**Strategic Communications:** Course overview, including a discussion of the capstone project. An examination of the strategic communications process as a way to integrate all communications vehicles into one focused message around mission

**Brand Design & Building the Brand:** A look at the importance of brands as the manifestation of mission and the ways in which organizations can develop brand identity to further that mission. Included in this session, students will explore the role of customers and competition in creating a brand program, as well as the key building blocks of brand design, identity and its standards and systems. A look at the ways in which creating a “total brand experience” raises institutional awareness and success. In this session, students will look at ways that brand advertising, non-traditional marketing practices, the emergence of new technologies all come together to create an integrated brand marketing strategy.

#### **Session 3: Tuesday, May 26**

**Leveraging the Brand:** An exploration of successful arts branding campaigns and the ways in which arts organizations can solidify brand presence on a budget. In this session, we will explore key elements of “emotional branding” and the ways in which communications programs can tap into the emotions of the arts consumer to create long-term loyalty.

### **MODULE TWO: PUBLIC RELATIONS MANAGEMENT**

#### **Session 4: Thursday, May 28**

**Overview and PR Planning:** This session begins a three-class examination of the role of public relations in creating a competitive communications plan for an arts organization. Students will look at the elements of publicity plans, will study the importance of understanding media outlets, and will understand how to identify, define and create messages as a precursor to a class-long look at the role of the media. A major project on creating a PR campaign will also be explored using a case study of the Baltimore Symphony Orchestra and the appointment of its new Music Director, a real public relations dilemma for one of the region’s most respected arts organizations.

#### **Session 5: Saturday, May 30**

**Media Relations:** Students will explore the role of the media in advancing the arts organization’s mission. From compiling a media distribution list to creating press releases that meet the needs of various media outlets, students will explore the tools and the strategies needed to engage the media as a tool to advance overall organizational goals.

#### **Session 6: Tuesday, June 2**

**with Richard Weinberg, guest lecturer**

**Messaging:** Using the concepts in the best-selling book “Made to Stick,” students explore the creation, implementation and maintenance of organizational messaging systems and platforms.

#### **Session 7: Thursday, June 4**

**PR Campaigns:** Split into groups, students will present a public relations plan to reverse a major PR disaster for one of the region’s most-respected arts organizations. Building on material from MAM 604 and the first five sessions of this course, students will bring together all the knowledge they have gained in both courses to chart a comprehensive PR response to right a course that has gone terribly wrong.

## **MODULE THREE: ADVERTISING MANAGEMENT**

### **Session 7: Saturday, June 6**

**The Advertising Campaign:** Working off a review of the basics in advertising, students will explore the ways in which paid and unpaid advertising can place targeted message about an arts institution and its key events or product. Students will learn how to create an advertising schedule and budget to supplement a comprehensive communications program.

### **Session 8: Tuesday, June 9**

**Advertising Design:** Outside of the business planning and key messages, advertising campaigns can rise or fall through design elements. Students will explore key design concepts with a graphic designer and advertising specialist and will explore the ways in which design can create powerful institutional awareness and increased sales.

### **Session 9: Thursday, June 11**

**Advertising Solutions:** Through various case studies, students will explore the power of advertising to sell tickets, drive membership sales, create institutional awareness and address crises.

## **MODULE FOUR: MANAGING THE EVOLVING MARKETPLACE: NEW TECHNOLOGIES & THEORIES IN MARKETING**

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### **Session 11: Saturday, June 13**

**Viral Marketing and Word-of-Mouth Campaigns:** In an age where the customer is bombarded with messages from every available medium, the most effective sales vehicle is often “word of mouth.” While arts marketers have often hoped that adoring fans would tell multiple friends, the field of marketing has adapted to manage the process of word-of-mouth campaigns. Emerging technologies also provide other tools from which to engage this technique. From blogs to clever ads disguised as games or video clips, marketers are harnessing the power of technology to create viral campaigns to drive ticket sales and media attention. In this session, students will explore the history of viral marketing and techniques to use word-of-mouth campaigns to supplement traditional marketing tools.

### **Session 12: Tuesday, June 16**

**Web 2.0 and Other Emerging Technologies:** The advent of the Web was just the beginning of the ways that technology has impacted the work of communications professionals. From web site to e-blasts and from I-pods to simulcasts, technology has added powerful tools to the spread key messages for arts organizations. In this session, we will explore various new technologies and the ways in which they can be utilized as part of an overall marketing plan.

### **Session 14: Saturday, June 18**

**Culminating Projects:** Students will present a capstone project focusing on one of the areas explored in one of the four modules. This project will involve an outside arts organization covering one topic area in-depth.

## **GENERAL COURSE INFORMATION:**

### **METHODS**

A directed seminar approach will be the order for this course. It is the task and responsibility of the participants to assimilate the various readings, lectures, visits with professionals in the field and peer presentations to create an active learning environment.

### **EXPECTATIONS**

Students will:

1. Be willing to engage in a shared learning experience.
2. Read and think about assigned materials before each class.
3. Attend all classes, be prompt and participate in discussions. Students that need to miss class for any reason should notify the professor as soon as possible and make arrangements for missed materials and assignments. Attendance is a key component of the student's classroom participation grade.
4. Be courteous and respectful of other students.
5. Hand in assignments on time. Grades on late papers will be reduced by 5 points per day late from the expected date of submission.
6. Write clearly, concisely, and grammatically correct. (Consult "Element of Style" for issues of grammar and usage)

### **EVALUATION**

25%	Individual assignments and papers
25%	Attendance/classroom discussion/participation
50%	Final projects and presentations

### **GRADING SCALE**

A+	100-97	B+	89-87	C	79-70
A	96-94	B	86-84	F	69-
A-	93-90	B-	83-80		

