

Department of English & Writing Studies

THEATRE 3210A – Performing Arts Management, Marketing, and Curation - FALL 2021**LOCATION:** TC-343 (Talbot College)**INSTRUCTOR:** Dr. George Ramos, MFA, PhD**CLASS TIME:** Wednesdays, 1:30-4:30PM**EMAIL:** rramos2@uwo.ca**SECTION/ DELIVERY:** 001 (In Person)**OFFICE:** UC 1424**OFFICE HOURS:**

Wednesdays, 4:30 – 5:30 PM (in person)

Mondays, 4:00 – 5:00 PM (zoom)

and by appointment

PREREQUISITE(S): At least 60% in 1.0 of any 1000-level or above “E” or combination of two 1000- level or above “F/G” courses from any department in the following Faculties: Arts and Humanities, School of Humanities (Brescia), Information and Media Studies (FIMS), or Music; or from any of the following additional Departments: Anthropology, English (King’s), English and Cultural Studies (Huron), History (Main and Affiliates), Philosophy (Affiliates), Political Science (Main and Affiliates), the Religious Studies (Affiliates), or permission of the Department.

COURSE DESCRIPTION: An introduction to performing arts management, marketing, and curation. Students will study best practices for management, recruitment, marketing and audience development, learn to use social media effectively for these purposes, and explore challenges facing artistic directors developing repertory. The course will highlight the key differences between effectively running a performance arts organization -- and selecting its artistic offerings -- and managing corporations that produce and market popular entertainment and other consumer products. These differentiators include the primacy of the public good over the profit motive, the highly subjective nature of artistic quality, the artistic vs. corporate temperament, and the heightened need for cultural sensitivity. At the same time, like any product in our contemporary consumer culture, principles of modern marketing govern the creation, development, management, curation, and promotion of the artistic product of performance arts organizations. That is, a comprehensive, systematic, data-driven, and strategic assessment of customer wants and needs; the competitive environment; the organization’s strengths, weaknesses, opportunities, and threats; and the value proposition and positioning of its artistic output determine the performance arts organization’s creative decisions, day-to-day operations, mission and vision as much as its business, community, and social objectives. This course combines an Ivy League business case-study approach with an artistic and experiential one in order to introduce students to ways the creativity of performance arts might be enhanced by a rigorous investigation of its cultural milieu, which only cutting-edge marketing practice makes possible.

LEARNING OBJECTIVES: Upon course completion, students will have demonstrated the ability to:

- Understand and apply the basic principles of modern marketing to specific performance arts business and artistic situations as evident in case studies, exam scenarios, and, in the group marketing plan project, the particular example of an existing or new theatre company in any performance arts market in Canada or the world
- Critically relate consumer insights reflected in marketing research analytics tools to contemporary cultural, social, artistic, and literary trends
- Produce an excerpt of a creative product (i.e., a scene from a play, a production treatment, creative promotional material or social media application, or dramaturge’s season play line-up) from a strategic marketing performance arts brief
- Appreciate how both creative, business, and community objectives can be realized within a team environment (students are grouped into business school-like cohorts) through systematic, data-driven, and strategic professional marketing processes—and how contemporary marketing can both bolster and hinder innovation and risks in the arts.

REQUIRED TEXTBOOKS (available at the bookstore):

- Rosewall, Ellen. *Arts Management: Uniting Art and Audiences in the 21st Century*. 2nd ed. Oxford, 2021. (E-book now available, Print now available.)

- Lamb, Hair, McDaniel, Bovin, Gaudet, and Snow. *MKTG – Principles of Marketing*. 5th Canadian ed., Cengage, 2021. (Print or E-book, both now available)

REQUIRED CASE STUDIES (available online at iveypublishing.ca):

- Register at iveypublishing.ca and purchase two (2) case studies, one for the group case study assignment and the other for the case study assignment (see below). Cost \$ 9-10.30 (before HST). Titles TBA.

COURSE REQUIREMENTS

Method of Evaluation	Details	Percentage
Two (2) Performance Arts Business Case Studies (Individual/ Group) Sept 29 (Group)/ Oct 27 (Individual)	Using the Harvard/ Ivy League Business School methodologies, students are given a detailed performance arts management/ marketing problem/ issue to solve through short written/ verbal answers, with the activity focusing on a set of basic management and marketing principles (e.g., 4 P's: Promotion, Place, Price, and Positioning)	10% Case Study Group Work 10% Case Study Individual Work
Performance Arts Creative/ Strategic Short Project (Individual Work) Oct 13	Based on a real-world performance arts business scenario (sourced in consultation with the professor) students create a short creative/ strategic project (i.e., scene from a play, creative promotional material, or social media app, competitive study, target market analysis)	15%
Theatre Marketing/ Business Concepts and Case Study Exam (Individual with Group Option) Nov. 10	Students demonstrate their understanding of basic marketing principles by responding to specific performance arts problem scenarios (short answer/ multiple choice)	25%
Class/ Online Discussion Participation (Individual)	Students engage with specific performance arts issues (e.g., equity and diversity, post-pandemic theatre, technology, and eco-dramaturgy)	10%
Capstone Project: Mock Detailed Skeleton Theatre Company Marketing Plan Group Project w/ One More Fully Developed Element (with performance/ creative execution) Dec 8	Student groups select a performance arts market anywhere in Canada or the world and develop a mock detailed skeleton marketing plan for an existing or new theatre company (including SWOT* analysis, analysis of competition, target market analysis, value proposition/ positioning statement, pricing strategy, and advertising strategy) with one more fully developed or realized performance/ creative element; the professor can help connect students to theatre practitioners through industry connections (alternative : case-study based situation provided by professor)	20% Marketing Plan Group Work 10% Marketing Plan Individual Component

* Organization's Strengths, Weaknesses, Opportunities and Threats

TIMETABLE:

Date	Topic/ Assignments	Readings
Sept. 8	Course Introduction	
Sept. 15	Arts Management and Marketing Fundamentals	Rosewall Chapters 1, 2, and 13 Lamb et al. Chapters 1 and 2
Sept. 22	Organizational Structure, Strategic Planning, Marketing Research, and the Consumer	Rosewall Chapters 3, 4, and 14 Lamb et al. Chapters 3, 4, and 5
Sept. 29	Governance, Human Resources, Program Planning/ Curation, Target Markets, Positioning, and Branding Case Study (Group)	Rosewall Chapters 5, 6, and 7 Lamb et al. Chapters 7, 9, and 10 Ivey Case Study (TBA)
Oct. 6	Marketing Communications, Advertising, and Social Media	Lamb et al. Chapter 15, 16, and 18
Oct. 13	Community Engagement, Education and Advocacy Creative/ Strategic Short Project Due	Rosewall Chapters 12, 15, 16
Oct. 20	Financial Management, Fundraising, and Pricing	Rosewall Chapters 9, 10, and 11 Lamb et al. Chapter 12
Oct. 27	Case Study (Individual)	Ivey Case Study (TBA)
Nov. 3	Fall Reading Week	No classes
Nov. 10	Marketing/ Business Concepts and Case Study In-class Exam	
Nov. 17	Writing a Marketing Plan	Review Rosewall Chapters 13 and 14, Lamb et al., 3 and 7
Nov. 24	Marketing Plan Project with Creative Element Group Presentations	
Dec. 1	Marketing Plan Project with Creative Element Group Presentations	
Dec. 8	Marketing Plan Project with Creative Element Group Presentations Marketing Plan Project with Creative Element (Final Group Written Component and Individual Components) Due	

Students are fully responsible for looking at and being familiar with the information posted on the department website at <http://www.uwo.ca/english/undergraduate/Student%20Information.html>.

Attendance

Attendance is mandatory in all classes and tutorials. In cases of excessive absenteeism (e.g. more than 9 unexcused hours for a half course, 18 for a full course), which are not accounted for by either academic consideration or accommodation, students may be debarred from taking the final examination, and will receive an official warning to this effect by or before the course drop date (see

Senate policy). In classes with or without final exams, students who do not attend class will receive 0% for course participation grades. Unless other policies dictate a different set of penalties in specific English and Writing Studies programs, this will apply to all department program.

Intellectual Property/Copyright

All instructor-written materials (e.g. PowerPoints, lecture notes, oral lectures) for this course are created solely for students' personal use within the course, and remain the instructor's intellectual property. Further reproduction, fixation, distribution, transmission, dissemination, communication, or any other uses, without securing the consent of the copyright owner (the course instructor) may be an infringement of copyright. You may not distribute, email, or otherwise communicate these materials to any other person. These limitations extend to recording, photographing, or sharing lectures (online or in-person) and lecture material without permission. Posting the instructor's content from this course to online course sharing sites like OneClass or Course Hero without permission is both an infringement of intellectual property law and a violation of academic integrity guidelines. The instructor will pass these cases on to the Western University Ombudsperson or their Department Chair as appropriate.

Accommodation Policies

Students with disabilities work with Accessible Education (formerly SSD) which provides recommendations for accommodation based on medical documentation or psychological and cognitive testing. The accommodation policy can be found here: [Academic Accommodation for Students with Disabilities](#).

Academic Consideration for Student Absence:

Students will have up to two (2) opportunities during the regular academic year to use an on-line portal to self-report an absence during the term, provided the following conditions are met: the absence is no more than 48 hours in duration, and the assessment for which consideration is being sought is worth 30% or less of the student's final grade. Students are expected to contact their instructors within 24 hours of the end of the period of the self-reported absence, unless noted on the syllabus. Students are not able to use the self-reporting option in the following circumstances:

- for exams scheduled by the Office of the Registrar (e.g., December and April exams)
- absence of a duration greater than 48 hours,
- assessments worth more than 30% of the student's final grade,
- if a student has already used the self-reporting portal twice during the academic year

If the conditions for a Self-Reported Absence are *not* met, students will need to provide a Student Medical Certificate if the absence is medical, or provide appropriate documentation if there are compassionate grounds for the absence in question. Students are encouraged to contact their Faculty academic counselling office to obtain more information about the relevant documentation. Students should also note that individual instructors are not permitted to receive documentation directly from a student, whether in support of an application for consideration on medical grounds, or for other reasons. All documentation required for absences that are not covered by the Self-Reported Absence Policy must be submitted to the Academic Counselling office of a student's Home Faculty.

For Western University policy on Consideration for Student Absence, see:

[Policy on Academic Consideration for Student Absences - Undergraduate Students in First Entry Programs](#)

For the **Student Medical Certificate (SMC)**, see:

http://www.uwo.ca/univsec/pdf/academic_policies/appeals/medicalform.pdf

Religious Accommodation:

Students should consult the University's list of recognized religious holidays, and should give reasonable notice in writing, prior to the holiday, to the Instructor and an Academic Counsellor if their course requirements will be affected by a religious observance. Additional information is given in the [Western Multicultural Calendar](#).

Academic Offences

Scholastic offences are taken seriously and students are directed to read the appropriate policy, specifically, the definition of what constitutes a Scholastic Offence, at http://www.uwo.ca/univsec/pdf/academic_policies/appeals/scholastic_discipline_undergrad.pdf

Plagiarism:

Students must write their essays and assignments in their own words. Whenever students take an idea or passage from another author, they must acknowledge their debt both by using quotation marks where appropriate and by proper referencing such as footnotes or citations.

Plagiarism is a major academic offence.

Plagiarism Checking:

All required papers may be subject to submission for textual similarity review to the commercial plagiarism detection software under license to the University for the detection of plagiarism. All papers submitted for such checking will be included as source documents in the reference database for the purpose of detecting plagiarism of papers subsequently submitted to the system. Use of the service is subject to the licensing agreement, currently between The University of Western Ontario and Turnitin.com <http://www.turnitin.com>.

All instances of plagiarism will be reported to the Chair of Undergraduate Studies. Proven cases of plagiarism will result in a grade of zero for the assignment. Subsequent offences will result in failure for the course.

Support Services

Registrarial Services <http://www.registrar.uwo.ca>

Student Support Services <https://student.uwo.ca/psp/heprdweb/?cmd=login>

Services provided by the USC <http://westernusc.ca/services/>

Academic Support & Engagement <http://www.sdc.uwo.ca/>

Students who are in emotional/mental distress should refer to MentalHealth@Western:
<http://www.uwo.ca/uwocom/mentalhealth/> for a complete list of options about how to obtain help.