

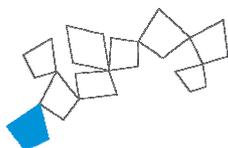


STRATEGIC ARTS MANAGEMENT MASTER CLASS

crafting international strategies

October 23rd and 24th, Barcelona (E)

a project of



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in collaboration with

Monti&Taft
cultura contemporanea e sviluppo

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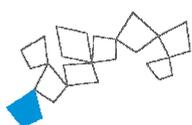
Tafter Journal
Esperienze e strumenti per cultura e territorio

 **Universitat de Barcelona**
Programa de
Gestió Cultural


BellasArtes
UNIVERSIDAD DE GRANADA

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Strategic Arts Management

master class

October 23rd and 24th, Barcelona (E)

the framework: being international in Europe

Cultural and Creative Industries have recently recorded a radical transformation, becoming a strategic asset for the economic development. CCI are a crucial driver for the creation of employment, wealth and new forms of entrepreneurship. Creative and cultural experiences tend to be extended out of National boundaries.

The International Perspective is therefore among the key points for growth, in every sector of economic activity and of social relationships. In such a respect an effective creative and cultural strategy can exert a relevant impact upon the whole economic system, generating benefits that no other activity could attain.

The needed strategic approach to creative and cultural projects must combine creative languages and technical tools. Being internationally oriented requires a solid and dynamic network, intensive exchanges with perspective partners, understanding of programmes issued by the EU, and other institutions and foundations.

Strategic Arts Management Master Class will be held on October 23rd and 24th, at Impact HUB Barcelona. It will the issues of international strategy and action of Creative and Cultural Industries providing participants with the needed know-how to plan and implement an effective strategy.

Intuitions, ideas and experiences related to existing and new projects will be shared and analyzed from various perspectives: from the critical exploration of the emerging cultural markets to the European Union programme framework, from the managerial strategies and choices to marketing and communication.

The Strategic Arts Management Master Class represents a unique opportunity to examine the technical features of projects, to create networks among professionals, to exchange ideas and evaluations with experts active in project building, in a knowledge sharing approach where action prevails upon theory.



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programme

Thursday, October 23rd, 2014

9am | 2pm

Arts market in the international perspective

International markets for the arts: a critical exploration

Lluís Bonet, *University of Barcelona*

A radical change is occurring in the economic and social dynamics, recording the passage between the manufacturing paradigm to the sharing economy, which is being dominated by values such as experience, proximity and relationship. In such an emerging framework the arts are located in a crucial position, where their fertile creativity is needed by the private sector as a credible driver for growth; it can generate an unfungible impact upon the economy and face a variety of local and global markets adopting new strategies and establishing strategic alliances with the productive system. Cultural projects will be locally crafted and internationally oriented.

Networks and alliances

Mercedes Giovinazzo, *Culture Action Europe and Interarts*

Nowadays setting International Networks has a crucial role in cultural strategies thanks to their capacity to immediately create and share knowledge all over the World. For this reason, future cultural planner have to possess a background into the field and the purpose of the course is to give an overview on the best Cultural International Networks, on the strategic value that participation brings into International processes and on the alliances' importance for the European Union. Next to giving the main characteristics of International Networks, will focus upon Interarts and Culture Action Europe to explain their working and operating principles, their development and expansion strategies and, finally, their subscriptions' evaluation parameters.

2pm | 3.30pm

Networking lunch

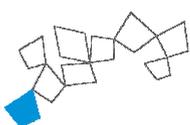
3.30pm |
8.30pm

Strategies for EU projects

European Union Financing

Juan Pedregosa, *Trànsit projectes and Cultural-ceps projectes social-Ita*

Despite the limited relevance of funds allocated specifically for cultural projects in the European Union budget, cultural organizations can access to a richer diversity than expected. Creative Europe, Erasmus +, Europe for citizens, Fundamental Rights, Europeaid, Structural Funds are the name of some of the EU programmes where participation and funding can be reached. In order to do that, it is precise to design long term strategies



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and adopt a pragmatic approach based in a right combination amongst creativity, determination, technical knowledge and networking abilities.

Strategies for EU Funded Projects

Monica Grau Sarabia, *Expert in Cultural Project*

The masterclass aims at providing participants with a broad overview of international strategies, UE-funded programs and technical tools for the arts organisations and projects. Among the issues at stake the exploration of the emerging markets for the arts, the views and skills needed to craft a EU project, the strategies that can combine powerful intuitions with solid networks will be analysed and discussed.

The masterclass is addressed to young professionals active in the arts system, as well as scholars, post-graduate students and project leaders; experience in EU-funded projects is not needed; ideas and projects being crafted or carried out will be analysed emphasizing the exchange of creative views between experts and participants, and among participants within an interactive network approach.

After an immersive experience based upon action learning and intuitive sharing participants will be able to elaborate and realise effective strategies aimed at carrying out projects in the EU and international framework.

Communication for EU Projects. A case: GlocalFineArt

Ana García López, *GlocaFineArt Dissemination Board Coordinator*

Implementation of a strong Dissemination and Communication strategy constitutes an increasingly important part in any international project. On the one hand, standard dimensions for European projects include the participation of many partners from different countries and cultures. The international dimension of these strategic projects is probably one of the biggest challenges when setting an effective internal communication process, since a focused and targeted communication scheme within the participants is needed. On the other hand, dissemination and communication strategies towards society in general and to targeted groups of professionals in particular have to be carefully designed and differentiated, particularly in projects involving matters and research scopes that are not always easy to make comprehensible to a non-specialized audience. Various cases of study will be presented, including the GlocalFineArt research project on art market in which five partners, four countries and more than twenty people are involved in an international and multicultural environment.



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9am | 2pm

Expanding markets through audiences

Internationalization and digital environment: the case of International music brands

David Loscos, *Global Music Industry Consultant and Lecturer*

As music production has gone digital and Internet has become the preferred media among music users and consumers, the process of internationalization of music brands can be split into two separate but interconnected areas of digital content: the internationalization of music brand's digital music products and formats (audio and video) and the internationalization of music brand's digital communications through all kind of media.

The digital environment in which this flow of contents occurs has set a new paradigm for music brands willing to expand beyond their home market, regardless of the geographical location where they operate from. In this scenario, some music brands have demonstrated to perform particularly successful. The paths they have followed to penetrate international markets (which, to a great extent, most still remain impenetrable to foreign repertoire) and reach out to transnational audiences have frequently challenged common places and practices in the global music industry.

Festival Internationalization. Case studies.

Sónar International Festival of Advanced Music and New Media

Ventura Barba - *Executive director Advanced Music - Sónar*

Since 2002 Sónar has organized more than 50 events in many different parts of the world and it is considered one of the fifth more important cultural event in Barcelona. Sónar philosophy has been adapted to unique venues and environments, and highlighting the most interesting homegrown talent and the scene in the city where it takes place. As well as the event in Barcelona, Sónar organizes festivals every year in other cities.

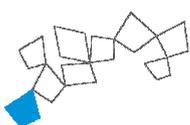
Profestival

Lluís Bonet, *University of Barcelona*

Profestival.net is an interactive space for the dissemination of artistic festivals, with all relevant information (date, place/s of celebration, gender, programming, etc.). It is also a platform of online services for industry players: a website for direct collaboration between organizers, public and professional networks that promotes the creation of synergies between education and work between the different professionals involved in the management and production of festivals.

2pm | 3.30pm

Networking lunch



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3.30pm | 6.30pm **Creative leadership and alignment**

Action learning session

Anna Mastrolitto, *Project Manager of SAM Barcelona* - Ricard Ruiz de Querol, *President of Impact HUB Barcelona*

Sharing knowledge, ideas and tools is a good way to improve cultural projects. Thanks to an action learning methodology, all participants will present their projects and discuss them during this session.

Lab session

Ricard Ruiz de Querol, *President of Impact HUB Barcelona*

Creative leadership is an art. Like all arts, it has its techniques and principles, but we only get by practicing. It has points in common with running a jazz orchestra. The sheet music and arrangements are a guide, but part of the goal is to get the best contributions of the soloists, especially the improvised and unexpected.

Some quotes:

We learn by practice. Whether it means to learn to dance by practicing dancing or to learn to live by practicing living, the principles are the same. Martha Graham.

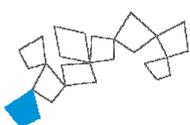
A leader's job is not to do the work for others, it's to help others figure out how to do it themselves, to get things done, and to succeed beyond what they thought possible. Simon Sinek.

Creative leadership is for everyone who wants to increase their creative potential within their teams and organizations. The Kaospilots.

From 6.30pm **Networking cocktail: Ruta del Vermouth**

Vermouth Tour, *In&Out Barcelona*

Vermouth is one of the most traditional weekend rituals amongst Catalans. "Ruta del Vermouth" is a walking tour to a hidden local selection of old wineries in the genuine city-centered neighbourhoods of Poblesec. With this tour you will definitively taste and get to know the real connection between the city and this wine-based drink tradition. Cheers!



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our target: who finds SAM useful?

SAM Master Class is a training proposal mainly addressed to:

- professionals of cultural and creative organizations;
- professionals involved in building and realizing a cultural project;
- cultural and creative entrepreneurs involved in internationalization processes;
- cultural managers and experts active in cultural project designing;
- students, graduates (from bachelors to PhDs) who aim at becoming experts in the field of cultural project management on the European dimension;
- scholars, researchers and academics.

your goal: moving closer to the world

The SAM master class will provide participants a set of tools whose adoption allows the arts and cultural managers to improve their awareness about their strategic position in the range of cultural markets, their orientation towards establishing international alliances, their view of synergies and sustainability.

The master class is a sort of dynamic interactive lab where the emerging approaches to creative and cultural entrepreneurship will be focused upon, crafting guidelines and technical tools from the shared analysis of intuitions and projects overcoming the conventional training methods and building a multiple perspective.

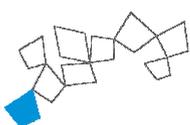
The strategic framework will allow experts and participants to critically analyze tools, criteria and mechanisms aimed at optimizing the allocation of infrastructure, technology, resources and connections in each organization and project, also identifying the range of stakeholders to be involved.

the format: knowledge and experience sharing

The Strategic Arts Management Master Class offers a new approach to the management of the arts and cultural projects and organizations exploring the needed agenda for managers within a complex institutional, economic and social framework where models and fixed protocols are no more appropriate.

Discussion rather than lecture, exchange rather than disclosure of tricks, SAM master class founds its specificity upon the hybrid experience of its senior professionals, who are normally engaged in teaching as well as in project management, creative crafting of organizations, initiatives and cultural action.

Before the beginning of the master class each participant is encouraged to send a document containing the description of ideas, intuitions, projects and experiences in order for experts could analyze them critically during the



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discussion, providing participants with specific technical guidelines and tools and, at the same time, stimulating a laboratory of interactive simulation.

Adopting the "action learning" methodology, Tools for Culture offers the opportunity to share skills and experiences of both experts and participants. In such a way each individual skill and view is transformed into group competence and orientation based upon the transfer and the critical evaluation of experiences.

method and outcomes: the value of talent

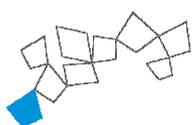
SAM master class has been conceived (and will be carried out) as a laboratory of action learning, allowing participants to overcome the comfortable and conventional description of pre-defined models and engaging both experts and professionals in the elaboration of views and approaches aimed at facing emerging problems.

The master class will work on individual and collective experiences and cases, focusing upon intuitions and projects previously sent by participants and examined by expert of different disciplines and professional areas. Action learning will be carried out transforming technical information into strategic knowledge.

follow-up: a continuous path of sharing

The SAM experience will not end with the Master Class: participants and experts will continue sharing experiences and projects in an accurate exchange on a dedicated area of the website of Tools for Culture, where texts, documents, audiovisuals and maps will be hosted and shared.

In such a way SAM master class is the starting point of a much longer relationship between participants and experts, who will have the continuous opportunity to engage into critical discussion in order for each professional to craft projects and actions with specific reference to its cultural, social and economic framework.



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experts

Ventura Barba | Executive Director at Advanced Music, the organizer of Sónar and Sónar +D, Member of the Academic Board of ISDI (Institute for the Internet Development).

Lluís Bonet | Professor of Public Economy, and Director of the Doctoral and the Graduate Program on Cultural Management at the University of Barcelona. President of the Jury of the European Cultural Policy Research Award (CPRA). He has been President of the European Network of Cultural Administration Training Centers (ENCATC), Vice-President of Abacus, Vice-President of the Association of Arts Administration Educators (AAAE), and Board member of the Association of Cultural Economics International (ACEI).

Ana García López | PhD, lecturer of Fine Arts and Vice-Dean for International Relationships and Research at University of Granada. Curator of the *Bienal del Milenio de Granada. Arte Contemporáneo y Patrimonio*. President of Asociación ARte, TEcnología y Sociedad_ARTES, founder of ALDEAVISUAL and coordinator of the dissemination board of the EU project GlocalFineArt.

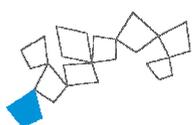
Mercedes Giovinazzo | is the general manager of Interarts Foundation of Barcelona and the president of the executive committee of Culture Action Europe, the European political platform for the arts and culture. She was the head of Master Management for cultural enterprises and creative industries at the ESC Dijon and the administrator at the European Council for the General Management of Education, Culture, Heritage, Youth and Sport. She was also the president of the "Access to Culture", platform run by the European Commission.

Monica Grau Sarabia | Researcher and European Project Manager with Psychology and Management educational background and experience. She is currently working as European Project Manager at ESADE and she is managing two European projects: Innovation, Creativity and Talent for Small and Medium Enterprises: ICT4SMEs; Women Innovators for Social Business in Europe: WISE.

David Loscos | Director of the Postgraduate Degree in Music Industry Management at the University Pompeu Fabra in Barcelona. As an international consultant, he has been appointed by the Ministry of Culture of Chile to design the national music export strategic plan.

Anna Mastrolitto | Project Manager of SAM Barcelona. With almost ten years experience in the Cultural and Creative Industries, developing competence in communication, public relations and event management, she has also written articles and organised several conferences dedicated to the world of festivals. This year she will run the first edition of LiveSoundtracks festival.

Juan Pedregosa | Philologist. Social educator. Head of international projects at Trànsit projectes and Cultural-ceps projectes social-ltd. Director, developer and/or consultant in projects blending arts/culture, education and training, ICTs, communication and local



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development. Founder of European and Latinamerican networks of cultural organizations.

Ricard Ruiz de Querol PhD, strategic thinker, passionate about the future of technology and society. 30 years professional experienced, especially in the ICT sector. He was Director of Information Society in Barcelona and Consultant on Social Media in Barcelona Media. Now he is fully involved as Partner in Coperfield for Social Good and President of Impact HUB Barcelona.



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tools for culture



Tools for Culture is active in the fields of cultural management research, education, and training. Our mission is to provide cultural professionals and young graduates insights and tools to make culture a driving force behind social and economic development in coming years.

Through partnerships with important European organizations and institutions, it designs workshops, master classes and other training meetings addressed to national and international audience.

The multidisciplinary and innovative approach is led by internationally renowned experts and practitioners, who adopt an integrated view of the cultural phenomena and mechanisms in order to explore themes such as the complexity of the sector and the ways in which the creation, development and dissemination of culture are linked to the local, regional and global economy.

Tools for Culture experiences new way of learning and non-traditional sharing, believing that creativity and innovation are fundamental assets of culture. In a complex economic framework, although every experience is linked to an international approach, needs and expectations vary from place to place.

This is the reason why SAM Master Class has been set up as an itinerant appointment among experts of the cultural system, drawing a "learning trajectory" across Europe, with multiple destination points. Starting from Italy and crossing Spain "Tools for Culture" aims at linking the main cultural production poles.



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information

where

Impact HUB Barcelona
Plaza Real, 18 - 08002 Barcelona, Spain

when

Thursday 23rd and Friday 24th of October 2014

how

The fee of the course is **320 euro**.

The fee includes course materials, technical equipment, lunches on Thursday and Friday, cocktail, insurance fee, networking starter.

The fee does not include participants' transport costs, meals not specified and overnight. You can take advantage of facilities affiliated with the initiative or choose our all inclusive fare of **1.200 euro** (SAM Master Class' fee, flights and accommodation).

In case of interest, please contact the organizing secretary.

reductions

A reduced fare of **280 euro** is provided for the following categories:

- Impact HUB's members;
- Societies, companies, associations or non-profit organizations which would like to enroll in the master class 2 or more employees;
- Students of the "Programa de Gestió Cultural" - University of Barcelona, the "Company Management in the Music Industry" - Universitat Pompeu Fabra, the "Facultad de Bellas Artes" - University of Granada, "The Art of English".

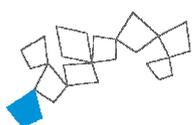
For more information about the payment procedures and registration with reduced fee, please contact the organizing secretary.

registration

The number of participants in the Strategic Arts Management Master Class is limited. To proceed with the registration, you must fill in the application form available on-line at the following addresses:

<http://toolsforculture.tumblr.com/>
<http://www.monti-taft.org>

The compiled form should be sent with the payment confirmation to this e-mail address: info.tools@monti-taft.org
It is not allowed to register on-site and the maximum inscription term is 22th October 2014.



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Payment

Bank transfer to Tools for Culture

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BNL Gruppo BNP Paribas

Agenzia 19 - Roma

Causal: Inscription SAM Barcelona 2014, name and surname of the participant.

reimbursement

Refunds will be granted only in the event of cancellation of the master class or, at the discretion of Tools for Culture, extraordinary participant's circumstances that must be supported by relevant documentation.

accessibility

Tools for Culture supports the plurality of ideas, thoughts and opinions.

If you have special needs or requests, please do not hesitate to contact us. We will be happy to meet your needs.

all participants will receive a certificate of participation
*follow us on our social media for news, updates and surprises
 about the course and the art world management*

contact us

info.tools@monti-taft.org

telephones:

Italy +39 051 225565 / Spain +34 633 073938 (call only from 11-14 am and 17-20 pm)

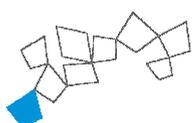
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@SAMMasterClass #SAM14



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