



**PRESS KIT**

**MOOC**

**MANAGING THE ARTS:  
MARKETING FOR  
CULTURAL  
ORGANIZATIONS**

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Marketing for Cultural Organizations**
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## PRESS RELEASE

# GOETHE-INSTITUT'S MOOC MANAGING THE ARTS OFFERS ONLINE FURTHER TRAINING FOR CULTURAL MANAGERS WORLDWIDE

**From February 2015, Chris Dercon, Director of the Tate Modern in London, will guide the online course "Managing the Arts: Marketing for Cultural Organizations" for practicing and aspiring cultural managers. Developed by the Goethe-Institut in cooperation with Leuphana University of Lüneburg, the Mentored Open Online Course (MOOC) will be available worldwide for free interdisciplinary further training. The basis of the curriculum consists of case studies from cultural institutions in Bangkok, Berlin, Budapest and Lagos especially produced for the course. Those who complete the course successfully can gain a certificate (5 ECTS) for their home university.**

Cultural institutions have a rapidly growing need for trained personnel. Since courses in cultural management cannot meet this demand, especially in the countries of the Global South, for seven years the Goethe-Institut has been offering advanced training courses worldwide on the subject. These on-site courses will be supplemented from February 2015 by the 14-week online course "Managing the Arts: Marketing for Cultural Organizations". Cultural managers, students, and interested parties, for example in Yangon, Dakar and Madrid, can learn the theoretical foundations of cultural management and do practical work on the online learning platform. They can explore questions such as: What is the relationship between the arts and the market and marketing? What does internationalization mean for a growing local cultural landscape? How can cultural organizations meet the demands of digitization?

Chris Dercon, Director of the Tate Modern Gallery in London, will guide students through the six-phase course. Participants will work together in small interdisciplinary groups on solutions to concrete practical scenarios. The course revolves about digital practice reports from four prestigious cultural institutions in Lagos, Budapest, Berlin and Bangkok. In on-site interviews, cultural managers talk about how they organize the areas of cultural marketing, project management, audience loyalty, sustainability, digitization and finance in their institutions.

We will hear from the Centre for Contemporary Art in Lagos, which, as a centre for the development, presentation and discussion of contemporary visual art, pays special attention to photography, film, video, performance and installation art. In Budapest, the Trafó House of Contemporary Arts has made a name for itself with international productions in dance, theatre, literature and music. And we will gain insights into the Thai cultural scene via the Bangkok Art & Culture Centre (BACC), a venue for art, music, theatre, film, design and events in the centre of Bangkok. The Berlin HAU Hebbel am Ufer with its three venues for young, experimental theatre is the participant institution from Germany.

The case studies will be supplemented by video lectures by international cultural scholars such as Arjo Klamer from Erasmus University Rotterdam, Birgit Mandel of the University of Hildesheim and Nishant Shah of Leuphana University of Lüneburg. The course also provides interventions by experienced experts, a digital reader and thematic bibliographies for further reading. Experienced teacher-mentors will individually support the participants' working groups and give informed feedback on their work results. Those who complete the course successfully can obtain a certificate from Leuphana University of

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Lüneburg with credits (5 ECTS) recognized throughout Europe. The course language is English. All of the videos can be viewed with German and English subtitles.

The Digital School of Leuphana University of Lüneburg has implemented its concept of Mentored Open Online Courses since 2012 in various teaching formats. Courses by the Digital School are based on the approach of collaborative, problem-based learning and targeted support for the participants. This promotes academic dialogue within the learning community as well as an intensive learning experience for all stakeholders.

For more information about the MOOC "Managing the Arts: Marketing for Cultural Organizations" and a registration form go to [www.goethe.de/mooc/](http://www.goethe.de/mooc/).

*The Mentored Open Online Course "Managing the Arts: Marketing for Cultural Organizations" is a project by the Goethe-Institut and the Digital School of Leuphana University of Lüneburg, technically implemented by candena GmbH. The project is supported by the Alumniportal Deutschland.*

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## MOOC MANAGING THE ARTS: MARKETING FOR CULTURAL ORGANIZATIONS

Developed by the Goethe-Institut in cooperation with Leuphana University of Lüneburg, the Mentored Open Online Course (MOOC) will be available worldwide for interdisciplinary further training of (aspiring) cultural managers. Chris Dercon, Director of the Tate Modern in London, will guide the course. Participants will join a global network to discuss and share with academics, cultural professionals, artists, students, experts, journalists and cultural policy-makers. With specially produced video case studies about cultural institutions in Bangkok, Berlin, Budapest and Lagos, the MOOC builds a bridge between academics and the practical demands of cultural management. Those who complete the course successfully can obtain a certificate (5 ECTS) for their home university.

### Requirements

Participation in the course is open to all. Specific professional or formal training is not required. Participants should master the English language and have a computer with Internet access. Participation is free of charge.

### Target group

The MOOC offers prospective cultural managers insights into practical work and gives experienced cultural professionals the opportunity for reflection and networking. Students will be able to draw up concepts in the fields of cultural management and marketing in a dialogue with cultural professionals from around the world and gain university credits.

### Benefits for participants

- Practical orientation
- Interdisciplinary
- International network
- Academic qualifications
- Work at your own pace
- Free of costs

### Course structure

The online course is divided up into six phases, which will be conducted with motivations by Chris Dercon. In a multimedia and interactive online learning environment, video contributions by selected academics and experts convey the core terminology of cultural marketing and management. A comprehensive digital reader with academic articles forms the theoretical framework. In small interdisciplinary groups, the participants will work on one assignment per course phase in which they will discuss the knowledge they have acquired and apply it to actual case studies. The groups will have personally supervising mentors as well as the entire learning community at their disposal for feedback and expert support via the online platform. Cultural professionals from four renowned cultural institutions in Lagos, Budapest, Bangkok and Berlin offer a look at the challenges they face. Interviews and on-site impressions put tasks and strategies of cultural marketing, project management, audience loyalty, sustainability, digitization and finance in concrete terms.

We will hear from the Centre for Contemporary Art in Lagos, which, as a centre for the development, presentation and discussion of contemporary visual art, pays special attention to photography, film, video, performance and installation art. In Budapest, the Trafó House of Contemporary Arts has made a name for itself with international productions in dance, theatre, literature and music. And we will gain insights into the Thai cultural scene via the Bangkok Art & Culture Centre (BACC), a venue for art, music, theatre, film, design and events in the centre of Bangkok. The Berlin HAU Hebbel am Ufer with its three venues for young, experimental theatre is the participant institution from Germany.



## Evaluation and course assessments

Participants will regularly receive feedback on the quality of their work, both from fellow students (peer review) and from academic teaching staff, their mentors and instructors. Students who complete the course successfully have the opportunity to obtain a certificate from Leuphana University of Lüneburg with credit points recognized throughout Europe (5 ECTS) that they can transfer to their home university.

## Content of studies

The overarching objective of the online course is to convey decisive skills in reflection and performance for practising and prospective cultural managers. The MOOC is structured in six phases, each of which has a thematic focus:

### 1. The cultural economy

This learning phase illuminates the markets and marketing for cultural organizations. It introduces students to the basic terminology and approaches of cultural management.

### 2. Mapping the terrain

Participants will reflect on the position of cultural institutions in their socio-cultural context. They will examine material and immaterial resources to ask what role sponsors, competitors, critics, target groups and cultural policy-makers play.

### 3. Enabling creativity

Facilitating and efficiently steering artistic processes requires an adequate understanding of success criteria. The focus of this course phase lies in communication strategies that ensure successful curating and effective marketing.

### 4. Building audience relationships

Cultural managers must address culturally interested target groups in competition with a growing number of recreational activities. What strategies are helpful for winning over a future audience? What factors are crucial for the long-term growth of an arts organization?

### 5. Co-creating and shaping digital brands

Digitalization affects all spheres of life today and involves both opportunities and risks for cultural organizations. The brand development of an institution has to be communicated in a participatory and conversational manner; it should tell stories and appeal to the emotions. In this phase, the participants will reflect on strategies and processes of digital marketing.

### 6. Curating strategies

How can artistic practices be enabled sustainably? What approaches from marketing and project management offer benefits to the development of an actual institution? Course participants will face this challenge in the final phase on the basis of actual scenarios and concrete proposed solutions.



## CASE STUDIES

The unique quality of this online course by the Goethe-Institut and the Leuphana University of Lüneburg is the direct practical relevance of the topics covered. Experienced stakeholders, cultural managers and artists have their say and describe their daily challenges working in four arts organizations. In addition, peer learning and discussion within an international, heterogeneous learning community foster an intensive learning experience.

### Bangkok Art & Culture Centre (BACC), Thailand

A quiet spot in the commercial heart of the city, the BACC is like a blend of the snail shell architecture of the Guggenheim Museum and a socio-ecologically curated shopping mall. The venue with programmes for the visual arts, music, theatre, film, design and other cultural events is an inviting and uncomplicated magnet for young and old.

The BACC arose from lengthy political efforts of private artists' organizations to create a public cultural institution in Bangkok. The house is currently experiencing such dynamic growth that it requires constant renegotiation of its own identity and increasing professionalization.



**Luckana Kunavichayanont**, director: "For the city, BACC is an experiment how we could go about funding ourselves by designing the space like this: To have a combination of commercial spaces and gallery spaces with other facilities like a theatre and an auditorium."



**Pichaya Suphavanij**, director of exhibitions: "We have to develop the audience for arts as well, meaning people who really understand art or who feel that art is something that is accessible to them and that it's part of their life."

More information is available at [en.bacc.or.th/](http://en.bacc.or.th/).



## HAU Hebbel am Ufer Berlin, Deutschland

More than ten years ago, the fusion of three independent theatres created an experimental theatre with strong international ties in Berlin-Kreuzberg. The growing focuses are dance and performance. The house is receiving new stimuli under the direction of Annemie Vanackere.



**Annemie Vanackere**, managing director: "There is another way of being successful. And that is when artists say, 'we love to work with you'. That is a very different way of getting feedback on our organization."

More information is available at [www.hebbel-am-ufer.de/](http://www.hebbel-am-ufer.de/).

## Trafó House of Contemporary Arts in Budapest, Ungarn

The House of Contemporary Arts is housed in a former electrical substation in a working neighbourhood of the twin city. After the fall of the Communist regime, the Trafó House of Contemporary Arts became a place where new political freedom was manifested in artistic innovations. A production site for alternative Hungarian and innovative international staged works of all genres evolved here. Since then, the arts scene has changed a great deal and the house needs to realign itself. Trafó stands for high demands on the portrayal of socially relevant topics, the aesthetic sensitization of young people and support for independent young artists.



**György Szabó**, managing director: "Trafó has to make connections—build bridges—between contemporary art and society. We are a mediator."

More information is available at [www.trafo.hu/en-US/](http://www.trafo.hu/en-US/).



## Centre for Contemporary Art (CCA) in Lagos, Nigeria

Situated in the middle of the West African metropolis, this institution enables the creation of a network of artists for the development, presentation and discussion of contemporary art. The CCA contextualizes and links local, regional and international art discourses. Independence and sustainability are special challenges for the privately funded institution with a strong art education focus.



**Jude Anogwih**, curator: "It's not about the drawing, but it's about how your drawing relates to your experience and to the contextual space or environment in which it's being made. That is what

makes art from Nigeria, particularly from Lagos, quite interesting and different."



**Bisi Silva**, director: "We believe every single person that comes into CCA has an opinion. They don't have to be art historians, art critics, artists. Everybody has an opinion and in that way we actually also learn from those kinds of people who just walk in and want to see what's going on."

More information is available at [www.ccalagos.org/](http://www.ccalagos.org/).





## THE MOOC IN BRIEF

### Dates

Beginning of registration: 15 January 2015  
 Course begin: 19 February 2015  
 Course end: 28 May 2015

### Figures

Instructors: 17  
 Cultural institutions: 4  
 Group size of each team: 5 maximum  
 Course phases and assignments: 6  
 Total length of the teaching videos: 10 hours  
 Number of teaching videos: 150  
 Time required for certificate: 150 hours

## SHORT BIOGRAPHIES

### MOOC Director



**Chris Dercon**, is an art historian, a documentary filmmaker and cultural producer. In April 2011, he was appointed Director of Tate Modern in London. He was decorated with Officier dans l'Ordre National des Arts & Lettres on 4 July 2012. Previously, he was Director of Haus der Kunst in Munich, the Boijmans Van Beuningen Museum in Rotterdam and Witte de With–Center for Contemporary Art in Rotterdam, as well as Program Director of the Institute of Contemporary Art P.S.1, a branch of the Museum of Modern Art (MoMA) in New York. His current interest lies particularly in reflecting about the future of the museum.

### Academic Director

**Prof Nishant Shah**, Professor at the ICAM–Institute of Culture and Aesthetics of Digital Media, Lüneburg, Germany, founder and Director of Research for the Bangalore-based Centre for Internet and Society, India

### MOOC Facilitator

**Felix C Seyfarth**, assistant at the Research Centre for Public Management of the University of St. Gallen, Senior Fellow of the Digital Campus Initiative of the University of St. Gallen, Switzerland, and research coordinator at the Leuphana Digital School, Lüneburg, Germany

### Speakers

**Prof Hans Abbing** is an artist, economist, sociologist and author with the forthcoming book titled "The Art Period", The Netherlands

**Annett Baumast (Ph.D.)**, sustainability expert, founder and CEO of baumast. kultur & nachhaltigkeit, Lenzburg, Switzerland

**Prof Carsten Baumgarth** is professor of Marketing and Brand Management at the Berlin School of Economics and Law, Berlin

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**Prof Gesa Birnkraut**, chair for Strategic Management at the Osnabruck University of Applied Science, Germany, founder and managing partner at the consulting company BIRNKRAUT | PARTNER

**Patrick S. Föhl (Ph.D.)**, founder and director of the Network for Cultural Consulting since 2004 and academic director of the Ulm Danube School for Arts Management, Germany

**Leonie Hodkevitch (M.Phil.)**, docent of cultural management and intercultural communication at the University of Vienna and other institutions and, as of 2015, New York University, USA

**Péter Inkei**, deputy to the Minister for Culture of Hungary between 1996 and 1998, director of the Budapest Observatory: Regional Observatory on Financing Culture in East-Central Europe, Hungary

**Sacha Kagan (Ph.D.)**, founding coordinator at Cultura21 International and research associate at the Institute of Sociology and Cultural Organization of Leuphana University, Lüneburg, Germany

**Prof Volker Kirchberg**, professor for Cultural Distribution and Cultural Organization in Applied Cultural Sciences of Leuphana University of Lüneburg, Germany

**Prof Arjo Klamer**, professor of Economics of Art and Culture and chair in the field of cultural economics at Erasmus University, Rotterdam, The Netherlands

**Prof Armin Klein**, professor for cultural studies and cultural management at the Institute of Cultural Management in Ludwigsburg, and founder of Ulm Danube School of Arts Management, Germany

**Prof Birgit Mandel**, professor and manager at the Department of Cultural Policy in the area of Cultural Management and Communication at the University of Hildesheim, Germany

**Prof Oliver Scheytt**, professor for cultural policy and cultural infrastructure at the Institute for Culture and Media Management, part of the Academy for Music and Theatre in Hamburg, Germany

**Ingrid Leonie Severin (Ph.D.)**, art and cultural historian, curator, knowledge manager at Fraunhofer Institute for Media Communication, Head of Museum für Neue Kunst, Karlsruhe, Germany

**Gabriëlle Schleijsen**, director of the Dutch Art Institute (DAI) and head and curator-in-chief at the Studium Generale Rietveld Academie in Amsterdam, The Netherlands

## Interview partners at the participating cultural institutions (selection)

**Jude Anogwih**, curator at the Centre for Contemporary Art in Lagos, Nigeria

**Luckana Kunavichayanont**, director of the Bangkok Art & Culture Centre (BACC) in Bangkok, Thailand

**Bisi Silva**, director of the Centre for Contemporary Art in Lagos, Nigeria

**Pichaya Suphavanij**, director of exhibitions at the Bangkok Art & Culture Centre (BACC) in Bangkok, Thailand

**György Szabó**, managing director of the Trafó House of Contemporary Arts in Budapest, Hungary

**Annemie Vanackere**, managing director of the HAU Hebbel am Ufer, Berlin, Germany



## THE ORGANIZERS

### Goethe-Institut

Germany's cultural institute, active worldwide, promotes knowledge of the German language abroad, fosters international cultural cooperation and conveys a comprehensive image of Germany. In times of new global challenges, the work of the Goethe-Institut aims at deepening understanding between cultures and strengthening the standing of Germany in the world. The Goethe-Institut presently operates 160 institutes worldwide. An overview of other programmes offered in the field of cultural management can be found at [www.goethe.de/culturemanagement/](http://www.goethe.de/culturemanagement/).

### Leuphana University of Lüneburg– Leuphana Digital School

Leuphana Digital School is the provider of Leuphana University's online education formats. Unlike other Massive Open Online Courses (MOOC), the approach taken by Leuphana University is characterized by intensive support for participants and the focus on a methodology of

collaborative, problem-based learning. The Digital School therefore calls its programme Mentored Open Online Courses and has already used its educational concept in a number of different online courses and blended learning formats, some of which were designed in cooperation with corporations and other universities. After successfully completing the Digital School course, participants will have the opportunity to obtain a certificate from the Leuphana University of Lüneburg (5 ECTS). More information is available at [digital.leuphana.com/](http://digital.leuphana.com/).

### Candena GmbH

Candena is a platform and solutions provider for online educational and training programmes such as Massive Open Online Courses. As a provider of technical solutions for the field of social education, Candena has already conducted many successful projects with Leuphana University. More information is available at [candena.com/de/](http://candena.com/de/).

## PARTNERS

### The Alumniportal Deutschland

The Alumniportal Deutschland is an online community for anyone who has studied, researched, worked, trained or taken a German course either in Germany or at a German institution abroad. The portal offers "Germany alumni" the opportunity to share information, to expand their network of contacts, enhance their skills and intensify their links to Germany. The portal is a social network with topics ranging from the arts, society, education, science and research, employment and careers to the German language and alumni networks.

The Alumniportal Deutschland is a joint project by German organizations active in development policy, economic, cultural and academic cooperation. [www.alumniportal-deutschland.org/](http://www.alumniportal-deutschland.org/)

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## CULTURE AND DEVELOPMENT

The project “MOOC Managing the Arts: Marketing for Cultural Organizations” is being implemented in the scope of the Culture and Development initiative, which was launched by the Goethe-Institut in 2008.

The arts, culture and education play pivotal roles in the constitution of societies and in dealing with current global and regional challenges. This awareness shapes the work of the Goethe-Institut and is the springboard of the Culture and Development initiative.

The initiative's programmes contribute to strengthening the cultural infrastructure and the arts sector. They aim to improve the parameters for the arts and culture and to support the development of education and knowledge-based societies in the host countries. With its educational programmes, the Goethe-Institut trains cultural professionals, advises cultural institutions and networks the stakeholders with one another and with initiatives in Germany.

In this capacity, the Goethe-Institut cooperates with cultural institutions, television broadcasters and schools as well as with organizations involved in international cooperation, universities and ministries.

More information is available at [www.goethe.de/development/](http://www.goethe.de/development/).