

CONTENTS

	Page
SERIES EDITOR'S FOREWORD	xi
FOREWORD by Philip Kotler	xiii
PREFACE	xvi
Chapter	

PART I

MANAGING THE ARTS MARKET

	Introduction to Part I	3
1	THE ARTS AND MARKETING	
	William M. Dawson	7
	Money, Need, and Paradox	7
	Marketing as an Answer	10
2	MARKETING MANAGEMENT AND THE ARTS	
	Michael P. Mokwa, Kent Nakamoto, and Ben M. Enis	14
	The Nature of Marketing	15
	Marketing Management Philosophies	18
	Marketing Management	19
	Marketing the Arts	26
	References	28
3	ARTS CONSUMERS AND AESTHETIC ATTRIBUTES	
	Sidney J. Levy	29
	Obstacles to Appreciating the Arts	32
	Avenues to Participation	35
	Aesthetic Attributes	39
	Marketing of the Arts	42
	Appendix to Chapter 3	46
	References	44
4	A SURVEY OF MARKETING PERSPECTIVES OF PERFORMING ARTS ADMINISTRATORS	
	Steven E. Permut	47

	Introduction	47
	Method	48
	Findings	49
	Discussion and Conclusion	55
	References	57
5	ARE ARTS ADMINISTRATORS REALLY SERIOUS ABOUT MARKETING?	
	Paul M. Hirsch and Harry L. Davis	59
	Introduction	59
	Marketing and "Elite" Arts Organizations	60
	Marketing, Constituencies, and Intraorganizational Politics	62
	Conclusion	63
	References	64
6	MARKETING PRINCIPLES AND THE ARTS	
	P. David Searles	65
	Appropriate Principles	65
	Questionable Principles	68
	Conclusion	69

PART II

STRATEGIC ARTS MARKETING: PLANNING AND PRODUCT POLICIES

	Introduction to Part II	73
7	ORGANIZATIONAL SIZE AND ITS IMPLICATIONS FOR MARKETING STRATEGY IN THE ARTS	
	Phillip Hyde and Christopher Lovelock	75
	Fragmentation and Diversity in the Arts	75
	How Should Arts Organizations Be Categorized?	76
	An Exploratory Study	76
	Marketing Implications for Larger Organizations	80
	Marketing Implications for Smaller Organizations	000
	The Role of Marketing for Larger Arts Organizations	83
	The Role of Marketing for Smaller Arts Organizations	88
	Future Considerations	91
	Appendix A to Chapter 7	93
	Appendix B to Chapter 7	95
	References	100

8	MARKETING PLANNING FOR THE ARTS ORGANIZATION	
	Charles B. Weinberg	101
	The Nature of Planning	102
	Product-Market Strategies	105
	Planning Aids	108
	A Marketing Plan Format	110
	Summary	117
	Appendix A to Chapter 8	118
	Appendix B to Chapter 8	119
	Appendix C to Chapter 8	122
	References	123

9	PRODUCT MANAGEMENT AND THE PERFORMING ARTS	
	Gene R. Lacznia	124
	Product Objectives	127
	Product Utility	128
	Product Evaluation	129
	Product Symbolism	129
	Arts Product Development	130
	The Product Life Cycle and the Performing Arts	132
	Needed Research in Arts Product Management	136
	Conclusion	137
	References	137

10	INTERACTIVE BEHAVIORS OF ARTS CONSUMERS AND ARTS ORGANIZATIONS	
	Eric Langeard and Pierre Eiglier	139
	Interactions between Consumers and Arts Organizations	140
	Implications for Action	145
	Conclusion	149
	Appendix to Chapter 10	150
	References	150

PART III

MARKETING RESEARCH AND ARTS MARKET ANALYSIS

	Introduction to Part III	153
--	--------------------------	-----

11	TOWARD BRIDGING THE UTILITY GAP IN MARKETING RESEARCH FOR THE ARTS Stephen A. Greyser	155
	Promise and Failure	156
	Changing Attitudes toward Marketing	156
	Appraising and Applying Marketing Research	157
	Improving the State of the Art	158
	Observations on Past Marketing Research in the Arts	164
	Toward Closing the Gap	167
	References	168
12	MARKETING RESEARCH FOR THE ARTS Patrick E. Murphy	169
	Marketing Research Procedure	170
	Conclusion	178
	Future Research Directions	178
	Appendix to Chapter 12	180
	References	180
13	MARKETING ANALYSIS, SEGMENTATION, AND TARGETING IN THE PERFORMING ARTS Robert A. Peterson	182
	Marketing Fundamentals	183
	Market Analysis	186
	Market Segmentation	193
	Market Targeting	195
	Concluding Comments	199
	References	200
14	AN EMPIRICAL ANALYSIS OF THE MARKETING CHANNELS FOR THE PERFORMING ARTS John R. Nevin	201
	Marketing Channels for the Performing Arts	202
	Research Questions and Methodology	205
	Importance of the Channels for the Performing Arts	206
	Role Relationships among Channel Members	208
	Importance of Channel Activities in Organizing a Successful Performance	212
	Assortment of Performing Arts Offered	212
	Decision Criteria and Influences in Choosing and Pricing Performances	214
	Promotional Devices Essential to Promote a Performance Adequately	216

Channel Member Attitudes toward the Performing Arts	217
Conclusion	218
References	219

PART IV

ELABORATING AND CONTROLLING THE ARTS MARKETING PROGRAM

	Introduction to Part IV	223
15	PROMOTION POLICY MAKING IN THE ARTS: A CONCEPTUAL FRAMEWORK Roger A. Strang and Jonathan Gutman	225
	Tools of Promotion	225
	Promotion Objectives	226
	Target Audience	227
	Promotion Strategy	230
	Conclusion	237
	References	238
16	PRICING POLICIES FOR ARTS ORGANIZATIONS: ISSUES AND INPUTS Christopher Lovelock and Phillip Hyde	240
	Downward Pressures on Arts Pricing	241
	Conventional Wisdom	242
	Pricing and Demand Levels	247
	Pricing as Part of Marketing Strategy	250
	Formulating a Pricing Strategy	253
	Conclusion	260
	Appendix A to Chapter 16	261
	Appendix B to Chapter 16	261
	References	262
17	MARKETING CONTROL AND EVALUATION: A FRAMEWORK FOR STRATEGIC ARTS ADMINISTRATION Michael P. Mokwa	263
	Benefits of Explicit Marketing Control and Evaluation	264
	Problematic Issues	264
	Strategy and Methodology of Control and Evaluation	265
	Prescription for Strategic Evaluation and Control	271
	Conclusion	275

Appendix to Chapter 17	277
References	279
APPENDIX	281
ABOUT THE EDITORS AND CONTRIBUTORS	283