



BUSI 4229: Marketing in the Arts and Culture Sectors

Winter 2026

Instructors	Carole Anne Piccinin and Victoria Steele
Email Address	<ul style="list-style-type: none"> Carole Anne Piccinin: caroleanne.piccinin@cunet.carleton.ca Victoria Steele: victoriasteele@cunet.carleton.ca
Class Times	Wednesday 11:35 to 14:25 EST
	In person: 3 hours each week for 12 weeks for a total of 36 hours. In the event of extreme weather or reasons determined necessary by the professors, on-campus sessions may be moved online using Zoom. You will be notified via Brightspace ideally at least 12 hours in advance (or as soon as possible only in extenuating circumstances) if the class is moved online.
Modality	Online and Offsite: Three panel discussions: One (artist panel) will take place on Zoom; another (meeting clients) at the Carleton University Art Gallery and a third (intermediary panel) at the National Arts Centre - 1 Elgin Street, Ottawa. Brightspace: Contains all pertinent course information and distribution of material, assignments, readings, grades, etc.
Office Hours	Fridays 11AM - 12PM
Office Location	On Zoom
TA Name/Email	TBC

Pre-Requisites & Preclusions:

Third year standing, and BUSI 2204 (*Basic Marketing*) or BUSI 2208 (*Introduction to Marketing*) with a grade of C or higher in each

Course Description/Instructor's Statement

Carleton Calendar Description

Advanced study of marketing within the arts and culture sectors. Facilitates sophisticated understanding of the knowledge and skills required for marketing managers to respond to changing market environments in order to bring arts and culture offerings to their target audiences.

Instructors' Description

Arts and cultural enterprises - including nonprofits, for-profits, artists, and cultural workers - play a vital role in society. Today, these groups face major social and economic challenges, putting arts and culture marketers at the centre of ensuring their resilience and growth. Marketers' responsibilities can range from relationship building with evolving audiences to developing compelling brand narratives, to fundraising and cultivating donors, and more. Their role is increasingly crucial and innovative in driving sustainability and success.

Effective arts and culture marketing relies on strategic, value-driven approaches and strong community engagement. Marketers must be agile, data-informed, collaborative, and attuned to changing audience needs and engagement trends.

Through this course, you will gain insights into:

- What distinguishes and drives the success of arts and cultural organizations, businesses, and individual artists;
- Key principles, strategies and tactics that make arts and cultural marketing effective across various creative entities and practices; and
- Core knowledge and skills, and essential traits required to become a successful arts and culture marketer.

This course explores contemporary arts and culture marketing through research, case studies, marketing principles, and a focus on practical application with local client engagement.

Course Learning Objectives (CLO)

1. Demonstrate understanding of how arts and culture marketing differs from traditional marketing, what the issues influencing arts and culture marketing in Canada in 2026 are, and current sector marketing practices.
2. Reflect critically on the ways arts and culture marketing strategies support community and audience development, the creative industry, creative expression and the arts' societal role.
3. Apply marketing theory, i.e., branding, market research, audience loyalty, customer journey, etc. - to real-world arts and culture organizations, with well-reasoned principles and recommendations.
4. Apply marketing strategies and tactics to address marketing issues and improve marketing of arts and cultural organizations.
5. Demonstrate strong communication and marketing skills through oral and written presentations and discussions, preparing for employment in the field.

Required and Optional Materials & Prices

Each week, you are expected to read or review the assigned materials, e.g., case studies, videos, articles, and other resources - posted on Brightspace within the weekly modules.

These materials provide the foundation for our discussions, in-class marketing activities, and your assignments, test and final exam. Many readings are available through ARES Library Reserve.

While you are not required to purchase a textbook, we will draw regularly on several key texts and reference sources (listed below), all of which are accessible as e-books through the Carleton Library or as online documents in Brightspace.

As per the prerequisites, **this course assumes a working knowledge of basic marketing** theory and practices. **If you would benefit from a refresher**, we recommend consulting an introductory marketing textbook such as this helpful Canadian resource:

- *Marketing: An Introduction*, Canadian Edition, 7th or 8th eds., Pearson Canada Inc.

Required four texts and reference sources for this course are (available online or via library e-books):

- *The Audacity of Relevance* (2024) by Alex Sarian: e-book via Carleton Library
- Chapter 10, *Management and the Arts* (6th ed., 2022) by William Byrnes - e-book via Carleton Library
- *The Experts' Guide to Marketing the Arts* (3rd ed., 2017): available online
- WorkInCulture's *Marketing Masterclass Toolkits* (2022): available online

You will also find this textbook to be an excellent Canadian resource: *Marketing Culture and the Arts*, 5th ed. (2018), by François Colbert and Philippe Ravanas. It is available as a hardcopy in the Carleton Library.

Equipment and software requirements:

Laptop: Required for in-class group activities and for the digital midterm test and final exam.

E-Proctoring: The test and final exam will be e-proctored by CoMaS+. Minimum requirements:

- Hardware: Laptop
- OS: Windows 10, MacOS 10.14, Linux Ubuntu 18.04
- Browsers: Chrome, Firefox, Safari, or Edge

Not supported: Chromebooks, tablets, smartphones. Exams must be completed on a Windows or MacOS laptop.

Grading Scheme and Assessments

Your success in this course depends on coming to each class well prepared. Weekly readings and materials provide **essential context** for our discussions, activities and assignments; without completing them, it will be difficult to fully participate or keep pace with the course.

Evaluation components (assessments) summary:

- **Individual work: 65%**
- **Group work: 35%**
- **Extra individual credit opportunity: 5%**

At-a-glance summary chart of evaluation components (assessments):

Due Date	Deliverable	Individual or Group	Learning Outcomes Assessed	Weight
Weeks 3-12	Assessment #1 In-class short written reflections	Individual	CLO1, CLO2	10%
Wed Feb 11 (in class)	Assessment #2: Test: Understanding arts & culture sector and system	Individual	CL01, CL02	15%
Fri Feb 13 10:00 PM	Assessment #3 Value proposition and messaging platform assignment	Group	CLO3, CLO4, CLO5	10%
Fri Feb 27 10:00 PM	Assessment #4: Live arts & culture experience critique	Individual	CLO2, CLO3, CLO5	15%
Fri Mar 13 10:00 PM	Assessment #5: Customer journey assessment	Group	CLO3, CLO4, CLO5	10%
Wed Apr 1 (in-class: report presentation; report due Thurs Apr 2)	Assessment #6: Client-requested solution: presentation and report	Group	CLO3, CLO4, CLO5	15%
TBD – as scheduled	Final exam	Individual	CLO1, CLO2, CLO3	25%
	TOTAL			100%
Event date – TBA – late Mar/early Apr	Optional bonus marks assignment: AudienceAmp: Marketing forum event. Promotions & logistics support and short critique.	Individual	CLO1, CLO4, CLO5	5%

Description of evaluation components (assessments):

INDIVIDUAL: 65%

Assessment #1: In-class written reflections (10%)

- In each of 10 classes you will write (i.e., pen and paper) a short reflection on the assigned class preparation content. Your engagement and participation are important for optimal learning and success. You must be present to receive these points.

Assessment #2: Test: Understanding the arts and culture sector and marketing related systems (15%)

- This one-hour closed book test will be an in-person, online in-class test. It will be based on all lectures and materials covered up to the date of the test. The format of the test will be announced in class prior to the test. Test deferrals will be granted only in

extenuating circumstances. Please refer to section “Deferred in-class test or exam” on p.10 regarding our policy on test deferrals.

Assessment #4: Live arts & culture experience critique (15%)

- Part of becoming adept at arts and culture marketing is learning to understand and assess both the quality of the product and the customer experience. You will attend a local live art or cultural event (e.g., musical performance, gallery exhibition, festival, theatre, or dance) and critique the customer experience and artistic value. Films are excluded.

Assessment #7: Final exam (25%)

- The final examination will be an in-person, online exam and will be held during the formal exam period. The exact date and time will be announced later in the term. Students are advised to take final exam dates into consideration prior to making any travel arrangements. The content and format of the final exam will be discussed in class.

Optional extra credit opportunity - worth 5%

- Participation in a marketing forum supporting our local arts and culture community followed by a critique. Student volunteers are to develop and run a short online marketing campaign, support logistics, participate on the event day and write a short critique.

GROUP: 35%

Group work is centered around a **project for a local client organization**. **Group membership** will be assigned by the professors based on input from the **Student Information and Interests Survey** to be completed the first week of the course.

Assessment #3: Value proposition and messaging platform assessment (10%)

- This is the first of three iterative group assignments for your client organization. This is to consist of a 10-slide presentation evaluating your client's current value proposition, brand and messaging with three recommendations for improvement.

Assessment #5: Customer journey assessment (10%)

- This is the second of three iterative group assignments for your client organization. This consists of an assessment of your organization's full customer journey with recommendations for improvement. It consists of an on-site visit to your client and a written report.

Assessment #6: Client-requested solution – (15%)

- This is the third and final three iterative group assignments for your client organization. Clients will present a focused strategic marketing challenge that addresses a real, pressing need within their organization. Each student group will meet with their client for one hour, then research and prepare a solution to address the client issue. Students will prepare a short-written report and a PowerPoint presentation that addresses the solution for April 1, 2026. Clients will be invited to attend students' presentations.

NB:

- All BUSI4229 assignments will have corresponding assignment guides and grading rubrics. These will be posted in the Assignments Section on Brightspace.

- All assignments will be discussed in advance of due dates in class. Questions about assignments can be discussed in class, during office hours, or via email to the instructors with a cc to the TA.
- All assignments will be submitted with a signed Declaration of Academic Integrity Statement.
- Group assignments must be co-signed by all group members to obtain a grade.

Course Schedule

NB: While every attempt will be made to keep to the schedule listed below, unforeseen circumstances may necessitate modifications throughout the semester.

Week & Class Date	Topic Theme(s) and Guests	Student Deliverables
Part A: Understanding the arts + culture sector and its marketing systems		
Week 1 – Jan 7 This class takes place on Zoom. A link is forthcoming.	Getting to know you, and “What is arts and culture marketing?” <ul style="list-style-type: none"> • Student information and interests survey • What is arts and culture marketing? How does it differ from traditional marketing? • Art and culture ecosystem and sector realities today 	Student information and interests survey due Fri Jan 9 10PM
Week 2 – Jan 14 This class takes place on Zoom. A link is forthcoming.	Understanding the art, artist and marketer relationship <ul style="list-style-type: none"> • Values, ethics and intellectual property • Guest panel: Meet local artists via Zoom 	In-class reflection
Week 3 – Jan 21 Location: Carleton University Art Gallery (St. Patrick Hall)	Today's arts and culture organizations and their consumers <ul style="list-style-type: none"> • Market • Audiences • Segmentation and personas Introduction of the group project and meet your clients	In-class reflection
Week 4 – Jan 28	Art and artists: Value proposition and brand <ul style="list-style-type: none"> • Understand and develop foundational brand materials • Messaging platform Groups and clients assigned	In-class reflection

Week 5 – Feb 4 Location: National Arts Centre, 1 Elgin, Ottawa ON (TBC)	Arts and culture organizations and the role of intermediaries: Arts and culture marketing as a profession <ul style="list-style-type: none"> Guest panel: Meet arts and culture marketers (the role of intermediaries) Tour of the National Arts Centre 	In-class reflection
Part B: Arts + culture marketing application		
Week 6 – Feb 11	Part 1: Test: Understanding the arts + culture sector and its marketing systems; In-class, 1 hour Part 2: Customer journey in the arts and culture context <ul style="list-style-type: none"> Managing the live and digital consumption experiences 	Test: Understanding arts and culture sector and its marketing systems Value proposition + messaging platform assessment due Fri Feb 13 at 10PM
Feb 16-20	Reading Week	N/A
Week 7 – Feb 25	Customer experience to deepen belonging <ul style="list-style-type: none"> Redesigning customer experience to deepen belonging 	In-class reflection Live arts and culture experience critique due Fri Feb 27 10PM
Week 8 – Mar 4	New approaches to audience loyalty <ul style="list-style-type: none"> Membership vs subscription Segmentation strategies, e initiators vs influencers 	In-class reflection
Week 9 – Mar 11	Marketing mix for the arts and culture today: The 7 P's <ul style="list-style-type: none"> Working with small budgets Focus on packaging (programming) and pricing 	In-class reflection Customer journey assessment due Fri Mar 13 10PM
Week 10 – Mar 18	Promotion in arts and culture <ul style="list-style-type: none"> Typical campaign approaches The importance of media relations 	In-class reflection
Week 11 – Mar 25	Evaluating and measuring arts and culture marketing <ul style="list-style-type: none"> How do you know your marketing is working? 	In-class reflection
Week 12– April 1	Client solution presentations <ul style="list-style-type: none"> Presented in class to your classmates and clients 	Client requested solution due Thurs Apr 2 10PM
Part C: Optional Bonus Marks Assignment		

OPTIONAL - date TBA (late Mar/early Apr)	AudienceAmp marketing forum	Optional bonus mark activity Date TBA
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Refer to Academic Calendar for dates University Closed Dates and Holidays
<https://calendar.carleton.ca/academicyear/>

Policies & Accommodations

<https://students.carleton.ca/course-outline/>

<https://carleton.ca/PMC/current-students/academic-accommodations/>



Stay updated with important notifications and announcements from Carleton University, by downloading the Carleton University App!

Preparation and participation

This course combines in-person lecture-seminars (approx. 60% of learning) with online learning resources and activities (approx. 40%). We use an active-learning approach, which means that arriving prepared allows you—and your peers—to get the most from each class.

Preparation:

Each week's Brightspace module includes materials that introduce the upcoming topic. You are expected to:

- Check the weekly schedule and read or watch the assigned articles, chapters, case studies, and videos
- Arrive ready to discuss key terminology, concepts, and ideas
- Engage critically with the material by identifying patterns, themes, and connections

Some weeks will include invited guests. You will have the opportunity to prepare questions and participate in discussions with them.

Weekly office hours are available, and we encourage you to use them. We are here to support your success!

Participation:

Regular attendance is essential. Participation includes short in-class written reflections that contribute to your grade.

If you must miss a class, you are responsible for obtaining notes or information from classmates; class content will not be re-taught during office hours.

Classes often involve small-group work, collaborative activities, and discussion. Students are encouraged to contribute actively by asking and answering questions, offering perspectives, and participating in group presentations or exercises. As marketers must be able to pitch ideas clearly and confidently, your active engagement supports your learning and builds essential professional skills.

Respectful, diverse classroom: We value the diverse experiences, perspectives, and backgrounds that each student brings. Everyone is expected to contribute to a supportive and professional learning environment. A pre-class survey will help us get to know you and foster a respectful, inclusive classroom community.

Email and correspondence policy:

We will not answer email questions that have already been asked and answered in class. Before you write “enquiry emails” about administrative aspects of the course, check the course outline or modules on Brightspace to see if the information you are looking for is already posted, or if your classmates can assist you. As well, we are available each week during Office Hours.

Send your emails to both of us (as we co-instruct this course). Please add “BUSI4229” in your email’s subject line. In keeping with Carleton University policy, your@cmail accounts must be used for any enquiries which involve confidential student information (e.g., about grades or health issues).

- Response time: Unless urgent, students should not expect us to answer emails over the weekend. During the week, you need to allow two working days to hear back from us; you should not expect an immediate response. Therefore, it is best to email far in advance with questions/comments. So, for example, there is no guarantee for an immediate response to an email which was sent the day before a class or the day before the due date for a paper submission.
- Email in general: Please be respectful when writing emails. Write clearly and be as brief as possible. This is good professional business practice.
- If you need to reach the TA, please also do so via email.

Late assignments:

All assignments are **due in Brightspace at 10:00 pm EST on the dates specified.**

Late assignments are penalized at the rate of 5% of the value of the assignment per day (e.g., an assignment worth 15 marks will be penalized 0.75 marks per day). It is to your advantage to keep up with the required work and hand your assignments in on time. No deadline extension will be given for group assignments. Students who are unable to meet their individual work deadlines due to certified illness should contact the instructors.

Deferred in-class test or exam:

Test Deferral: Test deferrals will be granted only in extenuating circumstances. Students must notify the professors about the need for deferral and the reason prior to the start of the test. You must provide appropriate supporting documentation to your professors. Upon review, a deferred test may be offered. Please note that students who do not provide valid documentation or fail to offer a reasonable explanation for missing a test will receive a grade of 0% for that test. Also note that the weight of the test will NOT be transferred to the final exam.

In the case where the test deferral is granted, the deferral will be held on Monday, February 23, 2026 at 7:15 am.

Final exam deferral: If you wish to defer a Formal Final Exam, you – the student – must apply by reaching out to the registrar's office with the proper documentation prior to the deadline (please refer to <https://carleton.ca/registrar/deferral/> for dates). Once the request has been put through, your instructor will be notified for their approval. Your final exam will be formally scheduled. If you miss the deadline for applying for a deferral, please reach out to your instructor personally to discuss.

Use of generative artificial intelligence (AI):

This course is human-centred, creative-thinking–driven, and AI-forward with academic integrity aligned principles.

While this course will use AI as a support tool, it is not a substitute for your own thinking. Copilot will be used to support some in-class activities to explore ideas and clarify concepts, for example. You may also decide to use generative AI for research. Resources on how to cite generative AI are available on the MacOdrum Library website, and additional guidance can be found on Carleton's Artificial Intelligence Hub.

However, **all graded work must be represented by independent analysis, creativity, and original thought.** AI *cannot* generate the substance of your assignments.

If you choose to consult AI while working, you must **verify outputs, apply your own judgment, and cite AI use when relevant.** Creative thinking, and your ability to articulate your own reasoning, remains the core of evaluation. Using AI to produce graded submissions without disclosure, or in place of your own work, constitutes an academic integrity violation.

Contribution to Learning Goals of the Program ([BCom](#), [BIB](#)):

Program Learning Goal	Competencies Not Covered	Competencies Introduced (only)	Competencies Taught But Not Assessed	Competencies Taught and Assessed
CHECK (X) ONE PER ROW				
BC1 Knowledge <i>Graduates will be skilled in applying foundational business knowledge to appropriate business contexts.</i>				x
BC2 Collaboration				x

<i>Graduates will be collaborative and effective contributors in team environments that respect the experience, expertise and interest of all members.</i>				
BC3 Critical Thinking <i>Graduates will be discerning critical thinkers, able to discuss different viewpoints, challenge biases and assumptions, and draw conclusions based on analysis and evaluation.</i>				x
BC4 Communication <i>Graduates will be effective and persuasive in their communications.</i>				x
BI5 Global Awareness (BIB ONLY) <i>Graduates will be globally-minded.</i>	x			

ADDITIONAL INFORMATION

Course sharing websites

Materials created for this course (including presentations and posted notes, labs, case studies, assignments, and exams) remain the intellectual property of the author(s). They are intended for personal use and may not be reproduced or redistributed without prior written consent of the author(s).

Required calculator in BUSI course examinations

If you are purchasing a calculator, we recommend anyone of the following options: Texas Instruments BA II Plus (including Pro Model), Hewlett Packard HP 12C (including Platinum model), Staples Financial Calculator, Sharp EL-738C & Hewlett Packard HP 10bII

Group work

The Sprott School of Business encourages group assignments in the school for several reasons. They provide you with opportunities to develop and enhance interpersonal, communication, leadership, followership, and other group skills. Group assignments are also good for learning integrative skills for putting together a complex task. Your professors may assign one or more group tasks/assignments/projects in this course. Before embarking on a specific problem as a group, it is your responsibility to ensure that the problem is meant to be a group assignment and not an individual one.

Grading

In accordance with the Carleton University Undergraduate Calendar (p 34), the letter grades assigned in this course will have the following percentage equivalents:

A+ = 90-100 B+ = 77-79 C+ = 67-69 D+ = 57-59

A = 85-89 B = 73-76 C = 63-66 D = 53-56

A - = 80-84 B - = 70-72 C - = 60-62 D - = 50-52

F = Below 50

Grades entered by Registrar:

WDN = Withdrawn from the course

DEF = Deferred

Academic regulations

University rules regarding registration, withdrawal, appealing marks, and most anything else you might need to know can be found on the university's website, here:

<http://calendar.carleton.ca/undergrad/regulations/academicregulationsoftheuniversity/>

Requests for academic accommodation

Carleton is committed to providing academic accessibility for all individuals. You may need special arrangements to meet your academic obligations during the term. The accommodation request processes, including information about the *Academic Consideration Policy for Students in Medical and Other Extenuating Circumstances*, are outlined on the Academic Accommodations website (students.carleton.ca/course-outline).

You may need special arrangements to meet your academic obligations during the term. For an accommodation request, the processes are as follows:

Pregnancy accommodation

Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. For more details, visit the Equity Services website: [Pregnancy Academic Accommodation Information - Equity and Inclusive Communities](#)

Religious obligation

Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. For more details, visit the Equity Services website: [Academic Regulations for Students with Religious Obligations < Carleton University](#)

Academic accommodations for students with disabilities

If you have a documented disability requiring academic accommodations in this course, please contact the Paul Menton Centre for Students with Disabilities (PMC) at 613-520-6608 or pmc@carleton.ca for a formal evaluation or contact your PMC coordinator to send your instructor your Letter of Accommodation at the beginning of the term. You must also contact the PMC no later than two weeks before the first in-class scheduled test or exam requiring

accommodation (if applicable). After requesting accommodation from PMC, meet with your instructor as soon as possible to ensure accommodation arrangements are made.

carleton.ca/pmc

Survivors of sexual violence

As a community, Carleton University is committed to maintaining a positive learning, working and living environment where sexual violence will not be tolerated, and its survivors are supported through academic accommodations as per Carleton's Sexual Violence Policy. For more information about the services available at the university and to obtain information about sexual violence and/or support, visit: [Sexual Violence Prevention & Survivor Support - Equity and Inclusive Communities](http://Sexual%20Violence%20Prevention%20&%20Survivor%20Support%20-%20Equity%20and%20Inclusive%20Communities)

Accommodation for student activities

Carleton University recognizes the substantial benefits, both to the individual student and for the university, that result from a student participating in activities beyond the classroom experience. Reasonable accommodation must be provided to students who compete or perform at the national or international level. Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. <https://carleton.ca/senate/wp-content/uploads/Accommodation-for-Student-Activities-1.pdf>

For more information on academic accommodation, please contact the departmental administrator or visit: students.carleton.ca/course-outline

Academic integrity

Violations of academic integrity are a serious academic offence. Violations of academic integrity – presenting another's ideas, arguments, words or images as your own, using unauthorized material, misrepresentation, fabricating or misrepresenting research data, unauthorized co-operation or collaboration or completing work for another student – weaken the quality of the degree and will not be tolerated.

Process: If an alleged violation occurs, all relevant documentation will be forwarded to the Dean. If the allegation proves true, the penalties may include; a grade of Failure on the submitted work and/or course; academic probation; a refusal of permission to continue or to register in a specific degree program; suspension from full-time studies; suspension from all studies at Carleton; expulsion from Carleton, amongst others. [For a first offence, at a minimum, the penalty assigned will normally be a zero on the submitted work and at least a minimum full grade reduction of the final course grade. For a second offence, at a minimum, the penalty assigned will normally lead to a suspension from studies.](#)

Students are expected to familiarize themselves with and follow the Carleton University Student Academic Integrity Policy which is available, along with resources for compliance at: <https://carleton.ca/registrar/academic-integrity/>.

Sprott student services

The Sprott Undergraduate Student Services Office offers program advising and overall student success support. Our team is available to discuss your academic goals and your program progression plans. We can also work with you to develop strategies for success, including study skills for Business. If you experience any difficulty this term or if you would like to access support, please contact our team at bcom@sprott.carleton.ca or at bib@sprott.carleton.ca.

Centre for Student Academic Support

The Centre for Student Academic Support (CSAS) is a centralized collection of learning support services designed to help students achieve their goals and improve their learning both inside and outside the classroom. CSAS offers academic assistance with course content, academic writing and skills development. Visit CSAS on the 4th floor of MacOdrum Library or online at: carleton.ca/csas.

Important information:

- Students must always retain a copy of all work that is submitted.
- All final grades are subject to the Dean's approval.
- For us to respond to your emails, we need to see your full name, CU ID, and the email must be written from your valid CARLETON address. Therefore, in order to respond to your inquiries, please send all email from your Carleton CMail account. If you do not have or have yet to activate this account, you may wish to do so by visiting <https://carleton.ca/its/get-started/new-students-2/>
