



THE CHALLENGES OF ART MANAGER

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Abstract: *Art is a pure indicator of social development. The artist aims not only to earn income from his artistic products, but its purpose is broader, he needs to favor art that he makes, to dominate the market and to be famous. Society is made up of a great diversity of people who have different artistic preferences. Globalization and the development of art is seen as necessary to the artist manager's role, considering them as effective people. Management is a logical and orderly process in which managers, in a very rational way, calculate the best way to use resources to achieve the art objectives. Artists are different from each other and their art is different, or in other words what they want to achieve by being and their work is diverse. The manager understands the needs and desires of the artist, creates an efficient strategy for his positive promotion and creating goodwill. The artist manager serves to influence the growth and advancement of the artist's career not only in the short term but also in the future.*

Keywords: *art, manager, artist, managment*

INTRODUCTION

1. Artist manager

Many artists believe that it is not necessary to have a manager, but in fact they are wrong because they do not understand the important role that plays the manager in the artist's career. The artist's success depends increasingly by innovative management. Global competition and the advantages of new information technology are two main factors that have affected the management tasks.

It is important for everyone, especially for managers to better understand these challenges, in order to increase the chances of success through the most effective responses (H Edgar Schein, 1997: 2). As is known, the environment in which artists operate today, is constantly changing, and becoming more and more unpredictable. The concept of the artist's manager came into use for the first time in 60 years, then in 80 years this concept was formalized by the schools of arts and began to widely used by authors and scientists.

Duties and responsibilities of managers have changed dramatically. Managers articulate a clear vision for the artist to be achieved by him. Artist manager manages staff, audience, marketing, provides funding, provides labor market, manages the budget, etc (Colbert, F. 2009:15, 16). Artist manager, as a strategic partner,

should create a vision for his work implementing the terms of the contract in such a way as to manifest their strategy. The art manager must simultaneously care for artist and audience, he provides cultural and artistic organization (Allen P., 2007:1).

Management is to keep effectively and efficiently, procedures and results in an organization, so it is "the process of doing things." While management, occasionally displays leadership skills, so that the whole point is the progress in changing things in the organization.

Managers often have a formal position in the organization, and always these leadership positions are assigned by someone else (Colbert, F., 2003:31). Artist manager's job is different from that of simply a manager in an organization. Artist manager's duties are focused on the artistic product sales, promotion, planning, and most importantly, finding the artist's labor market (Meager, P.M., 1999: 27). An important difference between an organization's manager and manager artist is artist-manager relationship.

The relationship between them is very close and cooperative, because the manager is in the service of the artist and the manager receives financial benefits from artistic production. Therefore this relationship is seen more like a partnership where both sides win.

Artist managers are in the business of developing long- term careers for their artists, which includes touring, merchandising, sponsorships, licensing, and the full exploitation of all of their talents (Allen P., 2007: 1).

Table 1: The difference between artist manager and organizational manager

ARTIST MANAGER	ORGANIZATIONAL MANAGER
Partnership	Formal position
Close relations	Controls and evaluates employee performance
New contact of work	Authoritarian
impact of the career of artist	Impact of the organisation

Soucer: Author

2. Artist-manager relationship

The relationship artist-manager is a de jure and de facto relationship. Among them is signed a contract in which both parties put their conditions. Under Article 12 of the Labor Code, the contract of employment is an agreement between employer and employee and contains the rights and obligations of the parties.

In an employment contract, the employer undertakes to provide work or service himself, for specified or indefinitely period of time, within the organization and the orders of another person, called employer, who undertakes to pay a reward¹. In the case of the artist and the manager, both parties gain income (Allen P., 2007:3). So the manager finds the labor market and contacts to promote the artist and the artist performs the work and part of the proceeds from his artistic work is given to his manager (Colbert, F., 2003:32), so the manager takes a percentage. The more familiar and neat to be the manager, the more income he receives from the artist, and with increasing employment contracts for the artist, increase also manager income.

Table 2: The indicators of efficiency and effectiveness of manager

		EFFICIENCY	
		LOW	HIGH
EFFECTIVENESS	H I G H	The manager selects the right targets to achieve them, but he does a poor job in the use of resources to achieve them.	The manager selects the right targets to achieve and good use of resources to achieve these objectives.
	L O W	Result: An artistic product that is desired by consumers, but that may be expensive.	Result: A product that is desired by the Customers and provided a pleasurable quality and price.
		The manager selects the wrong targets and manages resources so ineffective	The manager selects targets inappropriate, but good use of the resources available to achieve these objectives.
		Result: A low quality product that customers do not want	The result: A high quality product that customers do not want.

The relationship between the manager and the artist is very important. An artist must find a communicative manager, capable and motivated to find the right contacts, to sign important employment contracts. Artist

¹<https://www.ilo.org/dyn/natlex/docs/ELECTRONIC/41344/119300/F2012945297/ALB41344%20Alb%202008.pdf>

managers need to understand the overall situation of the art market, so they need to be aware of the competition (Butler, P. 2000: 352) that occurs between artists and the image and promotion of the artist is more important than to make money.

3. Manager skills

Education and experience, enable managers to recognize and develop personal skills that are needed to put the artist artistic resources in their use of the best. Research has shown that education and experience help managers to master and develop three types of skills: Conceptual, human and technical (or specific work)².

- a. **Conceptual skills:** Conceptual skills are shown in the ability to analyze and diagnose a situation and to make a distinction between cause and effect. Artist manager should have better conceptual skills because their primary responsibilities are in the planning and organization.
- b. **Human skills:** Human skills include the ability to understand, change, run, and control the behavior of the audience, and their groups. The ability to communicate, coordinate, motivate and integrate individuals into a team bound, differ effective managers from those non-effective.
- c. **Conceptual skills** as well as human skills can be taught through education and training, as can be learned through experience. To effectively manage personal interactions, every artist needs to learn how to draw the attention of the audience - to understand their views and artistic preferences. One way to assist managers in understanding the durability and their personal weaknesses, is having feedback from the artist, audience colleagues, customers regarding to the performance of their work (Turbide, J., & Laurin, C. 2009: 60). Full and directly feedback allows managers to develop their human capital.
- d. **Technical skills:** Technical skills are specific job skills that enable performing at a high level in a particular type of work or profession.

The manager should have a range of technical skills to be effective. Series of technical skills that managers need depends on the market segment in which the artist has chosen to be.

4. The role of the artist manager

A manager affects not only increase the income of the artist, but also the realization of the objectives of the artist, creating effective strategies for their implementation. The manager brings a lot of attention because the artist creates new contacts and this aspect promotes further the artist. It establishes a strategy for the

² <http://skillsdbpro.com/wp-content/uploads/2016/02/THE-IMPACT-OF-SKILLS-MANAGEMENT-ON-BUSINESS-PERFORMANCE.pdf>

future of the artist creating projects of what the artist will make in the future, as will be shown in public, what marketing campaign should be followed and how profits will be (Butler, P. 2000: 353).

The manager has an essential role in the artistic life of the artist because he can influence the expansion of the artist's career.

Artists face challenges in their career, so on their way they need to have a negotiator, a partner who could help the artist to make important and difficult decisions in his career. Artist manager helps with legal issues as for example the signing of contracts with various agencies (Zorloni, A. 2005:66). It also affects the image enhancement of the artist, with efficient decisions and with a high quality advertising campaign. So the manager plays a key role in the marketing of the artist (Colbert, F., 2003:30). Without a manager, the artist would have difficulties in having a marketing campaign, where the audience see the artist as a priority, as a pure artistic figure. The manager is a good coordinator of artistic activity. He organizes the work and negotiate in employment contracts providing satisfactory payment to the artist.

CONCLUSIONS AND RECOMMENDATIONS

- ✓ The relationship manager-artist is a partnership where both parties agree to work issues and have trust in each other's abilities.
- ✓ The main role of manager of the artist is to bring together people and projects that meet the goals of the artist and contribute to boosting the image of the artist to the public.
- ✓ An unknown artist has a need for a manager to be promoted and to display his art to the public. The artist should choose an appropriate and communicative manager, so that to know and to like his art, to be set on finding contacts to work and have a proper marketing strategy to promote the new artist in public.
- ✓ The art manager must be able to make a positive impact on the career of the artist, be enthusiastic and communicative, be a motivation for the artist.
- ✓ An artist should choose a manager who has experience in the field of art and is connected with powerful customers.
- ✓ Manager must care for the image of the artist, should create short and long term effective strategies because he represents the voice of the artist.

- ✓ The manager should have close relations with the artist because only in this way he will know better the artist, his ambition, his vision and art.

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