



# Managerial Skills That Artists Need Beyond Artistic Abilities

**Mag. Dr. Christine Bauer**  
Department of Electronic Business  
Faculty of Business, Economics & Statistics  
University of Vienna  
chris.bauer@univie.ac.at  
<http://bwl.univie.ac.at/ebusiness/team/bauer>

### Questions

Which tasks and activities includes making a living as a freelance artists?

Which knowledge and skills does a successful artist nowadays need beyond artistic abilities?

### Driving Force and Objectives

**Arts and creativity as driving force**

- self-actualisation
- artistic soul
- work of God
- unwillingness concerning profane considerations

**Activities for the market / consumers**

- mastering the techniques (trade and skills)
- talent not sufficient
- making a living, making a career
- knowledge of business management is essential
- acquisition of jobs, cash flow

← **continuum between two extremes** →

### Management of Arts and Culture

rejection by some artists → arts' desire of freedom

**BUT:** economic viability is dependent on

- artistic quality of creations AND
- professional positioning on the arts market

50 – 80% of an artist's working hours for administrative / management activities

### Artist as entrepreneur is not a new concept



**Georg Philipp Telemann**  
(1681-1767)  
(German composer)

- instead of concert tickets → purchase of expensive text books as entrance condition



**Carl Philipp Emanuel Bach**  
(1714-1788)  
(Austrian composer)

- adaptation to market demands → included more instrumental rondos in his piano works due to people's affinity to rondos



**Andy Warhol**  
(1928-1987)  
(commercial designer)

- ability to transfer experimental arts into commercial good and other way round

### Music Business

**Stars, Starlets... and Professional Musicians**

(almost) worldwide known artist



Robbie Williams

local newcomers (Austria)



Luttenberger + Klug

professional guitarist, performing with well-known artists



Michael 'Fish' Herring

local bass player (Austria), freelancer



Rue Kostron

### Arts as profession: Employment and Income Situation

**Income Situation**

- in most cases: self-employment/freelance
- fear for one's existence and self-exploitation vs. freedom, self-actualisation, and autonomy
- hardly any social security
- borders get easily blurred: work/leisure time

**Employment Situation**

- average income of artists below average income of population
- income:
  - low and unregular (for ~81% of artists)
  - difficult to plan (only for ~19% of artists regularly)
  - high ratio of people at or below the poverty line

### Arts Education

**High Level of Education in Austria**

- academic education: 74% of artists (43% graduates)
- academics in Austria in general 7%; culture ~40%

(Statistik Österreich, Mikrozensus 2001)

### Arts Education vs. Reality

- neglect of preparing arts students for business reality
- main criticism (particularly for music and fine arts education):
- education insufficient for career entry concerning "exploitability"
- lack of elaborating self-presentation techniques for a professional career entry

(Almhofer, E. et al., 2000, p 67)

### Arts Education in the Anglo-American Countries

- almost every larger (public or private) institution in Higher Education offers "business related" contents (mostly compulsory courses)
- support by Career Development Center, Career Counseling, etc.
- example courses in UK and USA are:

Professional Employment Skills

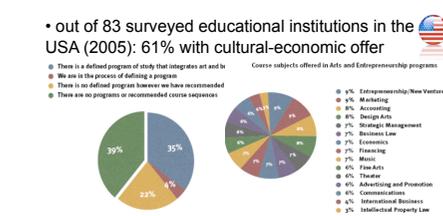
Career Management

Business for Musicians

Cultural Entrepreneurship

Contextual Studies, eg. Terms and Conditions

- emphasis: subvention systems, management structures and marketing strategies, skills in self-marketing, relationships to agents, management of own professional development



### Arts Education in the German-speaking Countries

- poor educational situation for artists
- business and administrative content is hardly part of compulsory or elective courses
- positive exemptions in Austria (examples):

University of Music and Performing Arts Vienna

courses on cultural management and cultural science

University of Applied Arts Vienna

courses considering managerial issues

Alpen-Adria-Universität Klagenfurt

compulsory courses on media, conceptual competencies, cultural management, law in music biz

kunst universität linz

compulsory courses on practical studies and management

**Are these courses sufficient for starting a career as freelance artist?**