

Individuals exercising a function in the field of **Development, Marketing and Distribution in the music industry** must be able to...

PROFESSIONAL COMPETENCIES :

A. CREATE VISION

- 1. Assess marketability of niche
- 2. Determine niche
- 3. Create a business plan

B. RAISE FUNDS

- 1. Research public and private funding opportunities
- 2. Secure investors
- 3. Secure credit
- 4. Take advantage of fiscal incentives
- 5. Secure grant

C. SCOUT TALENT

- 1. Publicize request for talent
- 2. Attend concerts, showcases and conferences
- 3. Review demos
- 4. Audition talent
- 5. Sign the artist

D. DEVELOP TALENT AND PROJECTS

- 1. Establish musical direction of artist / project
- 2. Facilitate establishment of artist's support team
- 3. Refine image of the artist
- 4. Establish repertoire
- 5. Facilitate development of performance skills

E. OVERSEE A RECORDING PROJECT

- 1. Assess production requirements
- 2. Assemble production team
- 3. Establish production schedule
- 4. Monitor project
- 5. Assemble product packaging team
- 6. Provide label copy
- 7. Approve final product
- 8. Secure suppliers and manufacturers

F. MARKET LABEL, ARTISTS AND PRODUCTS

- 1. Develop label brand
- 2. Develop marketing plan
- 3. Create and maintain Web sites
- 4. Advertise artists / label / products
- 5. Ensure media coverage
- 6. Create printed materials and promotional items
- 7. Develop and implement Internet marketing strategies
- 8. Implement guerilla and non-traditional marketing strategies

- 9. Produce music video
- 10. Attend events / conferences / award shows
- 11. Secure retail marketing opportunities
- 12. Secure radio airplay
- 13. Organize promotional events
- 14. Secure corporate sponsorships
- 15. Ensure visibility through industry associations
- 16. Monitor and evaluate marketing impact

G. EXPLOIT SOUND RECORDING COPYRIGHTS

- 1. Secure product (digital and physical) distribution
- 2. Secure licensing agreements
- 3. File copyright registrations
- 4. Exploit new technologies

H. MANAGE FINANCIAL RESOURCES

- 1. Prepare budgets
- 2. Acquire professional services
- 3. Leverage resources
- 4. Monitor financial situation
- 5. Forecast and make adjustments
- 6. Manage loans and grants

I. PERFORM ADMINISTRATIVE DUTIES

- 1. Comply with registration requirements
- 2. Calculate and distribute royalties
- 3. Comply with reporting and fiscal requirements

J. MANAGE HUMAN RESOURCES

- 1. Define job descriptions
- 2. Develop and apply office policies and procedures
- 3. Recruit personnel
- 4. Orientate employees
- 5. Train / mentor employees
- 6. Assign tasks and duties
- 7. Focus and motivate employees
- 8. Review employee performance
- 9. Participate in internship / apprenticeship programs

K. DEVELOP ALTERNATIVE INCOME STREAMS

- 1. Exploit merchandising opportunities
- 2. Explore publishing opportunities
- 3. Exploit artist booking opportunities
- 4. Secure audio visual revenues
- 5. Exploit fee-for-service opportunities

GENERAL COMPETENCIES :

L. DEMONSTRATE COMMUNICATION SKILLS

- 1. Practice active listening
- 2. Persuade
- 3. Make presentations
- 4. Use industry terminology
- 5. Network
- 6. Use clear and concise language

M. DEMONSTRATE PERSONAL SKILLS

- 1. Negotiate
- 2. Manage time
- 3. Demonstrate passion and enthusiasm
- 4. Think outside the box
- 5. Adapt to change
- 6. Take risks
- 7. Exercise judgement
- 8. Innovate
- 9. Motivate
- 10. Take criticism
- 11. Provide feedback
- 12. Make decisions
- 13. Recognize talent
- 14. Anticipate future trends
- 15. Think strategically
- 16. Solve problems
- 17. Exercise perseverance
- 18. Demonstrate people skills
- 19. Maintain focus
- 20. Multi task
- 21. Manage stress
- 22. Exercise leadership
- 23. Collaborate
- 24. Meet deadlines
- 25. Delegate
- 26. Demonstrate thoroughness and attention to details
- 27. Demonstrate planning skills
- 28. Demonstrate analytical skills

The Cultural Human Resources Council (www.culturalhrc.ca) is a national organization dedicated to strengthening Canada's cultural workforce and improving the HR environment within the cultural sector. CHRC members include self-employed artists, cultural workers, employers, arts organizations and businesses from the cultural industries and arts disciplines which comprise the cultural sector.

In Spring 2005, CHRC's Music Industry Steering Committee identified 5 functions related to the music business: Development, Marketing and Distribution; Music Artist Management; Music Publishing; Recorded Music Production; and Live Music Production (including Booking Agent, Presenter, and Producer in Québec). While the people who undertake these functions may be given different titles, the functions that need to be performed and the skills to undertake them are clear.

Formal training is lacking for these music industry functions — the skills for undertaking them are most often learned 'on-the-job'.

CHRC has undertaken occupational analyses (including a competency chart and profile, a training offerings survey, training needs assessment and training gaps analysis) for these functions, and has developed a National Training Strategy to encourage and improve the training available for the Music Industry.

The Development, Marketing and Distribution in the Music Industry Chart of Competency and Profile were compiled by practicing Record Label Managers, defined as individuals who perform the operational and managerial tasks at a record label that produces and markets sound recordings.

This Chart of Competencies is to be used in conjunction with the Competency Profile in Development, Marketing and Distribution in the Music Industry.

The Competency Chart and Profile can be used by individuals to evaluate their own skills and to determine areas where they should pursue additional training. On a corporate level, this material can be applied in defining job profiles, developing competency-based professional development programs, negotiating and customizing training programs, developing career planning programs, developing recruitment profiles and individual position descriptions.



Cultural Human Resources Council

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CHART OF COMPETENCIES

DEVELOPMENT, MARKETING AND DISTRIBUTION IN THE MUSIC INDUSTRY

You should find everything you do somewhere on the Competency Chart, but you will not necessarily do everything identified on the Chart.

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