

Competency Profile

*DEVELOPMENT, MARKETING
AND DISTRIBUTION*

in the Music Industry

A Competency Analysis

www.culturalhrc.ca

Recommended Skills for

Development, Marketing and Distribution in the music industry

COMPETENCY PROFILE

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Canada

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TABLE OF CONTENTS

INTRODUCTION | 4
SUMMARY – CHART OF COMPETENCIES | 6

COMPETENCY PROFILE | 7

CREATE VISION | 8
RAISE FUNDS | 9
SCOUT TALENT | 11
DEVELOP TALENT AND PROJECTS | 13
OVERSEE A RECORDING PROJECT | 15
MARKET LABEL, ARTISTS AND PRODUCTS | 18
EXPLOIT SOUND RECORDING COPYRIGHTS | 26
MANAGE FINANCIAL RESOURCES | 28
PERFORM ADMINISTRATIVE DUTIES | 30
MANAGE HUMAN RESOURCES | 31
DEVELOP ALTERNATIVE INCOME STREAMS | 34

... AND TO ACCOMPLISH ALL OF THE ABOVE AN
INDIVIDUAL EXERCISING A FUNCTION IN THE
FIELD OF **DEVELOPMENT, MARKETING AND
DISTRIBUTION IN THE MUSIC INDUSTRY**
MUST BE ABLE TO ...:

L. DEMONSTRATE COMMUNICATION SKILLS | 36
M. DEMONSTRATE PERSONAL SKILLS | 38

INTRODUCTION

This document presents the outcomes of an occupational analysis (1) for **DEVELOPMENT, MARKETING AND DISTRIBUTION IN THE MUSIC INDUSTRY**. It identifies the combined competencies that make up the work of Development, Marketing and Distribution in the music industry.

This exercise has been initiated and coordinated by the Cultural Human Resources Council (CHRC) thanks to the financial support of the Government of Canada's Sector Council Program.

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. It strives to be at the centre of vision and forward thinking in the area of cultural human resources development. CHRC members include self-employed artists, cultural workers and arts organizations from the many disciplines which comprise the sector.

BACKGROUND

The Department of Canadian Heritage has identified serious gaps in business skills in the music industry. This has been confirmed by practitioners in the field and through the formative evaluations carried out by DCH staff. Furthermore, the members of the Canadian Music Council have identified training as an area of concern in the industry with particular reference to cross-sectoral training in copyright and new technologies.

In spring 2005, CHRC's Music Industry Steering Committee identified 6 occupations on the business side of the music industry that are lacking in formal training – where the skills for the positions are most often learned “on-the-job”. These are: Development, Marketing and Distribution in the music industry, Artist Manager, Booking Agent, Music Producer, Promoter, and Music Publisher.

(1) The expressions ‘occupational analysis’ and ‘competency profile’ are used interchangeably in this document.

This **Competency Profile** is to be used in conjunction with the **Chart of Competencies for 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, recruitment profiles and individual position descriptions.

To order CHRC publications, including *The Art of Managing Your Career*, visit

[http: //www.culturalhrc.ca](http://www.culturalhrc.ca), or write to: info@culturalhrc.ca

CHRC is undertaking occupational analyses for all of these functions and developing a national training strategy to ensure that training is available for them.

The **Competency Chart** and **Profile** were compiled by practising experts in Development, Marketing and Distribution in the music industry: “individuals who perform the operational and managerial tasks at a record label that produces and markets sound recordings”.

METHODOLOGY

The Cultural Human Resources Council has chosen the DACUM (Developing A CURriculum) model to conduct this analysis. One of the key features of DACUM is to rely on a group of expert practitioners to review all the competencies required to function effectively in a given occupation.

The combined **Chart of Competencies** and **Profile** present four levels of analysis:

A series of **General Areas of Competence**, more commonly called **GACs**. A GAC describes a major function or responsibility of a particular profession, trade or position. There are two types of GACs: **General Areas of Professional Competence** (GACs A to K inclusively) and **General Areas of General Competence** (GACs L and M).

Each GAC is further defined into **skills** (competencies). The skills, as well as the GACs, are identified in behavioral terms and thus begin with an action verb depicting the applied behavior.

Each skill is further analyzed into **subskills**. A subskill is an intermediate step between the whole skill and the detailed actions associated with practicing the skill.

A (non-exhaustive) series of **important actions** and **key general competencies** has been identified; these may be used as performance indicators, providing the criteria by which competence can be assessed.

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SUMMARY – CHART OF COMPETENCIES

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

RAISE FUNDS

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

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

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

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

F. (cont'd)

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

EXPLOIT SOUND RECORDING COPYRIGHTS

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

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

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

COMPETENCY PROFILE

INDIVIDUALS EXERCISING A FUNCTION IN THE FIELD OF
DEVELOPMENT, MARKETING AND DISTRIBUTION
IN THE MUSIC INDUSTRY MUST BE ABLE TO ...

INDIVIDUALS EXERCISING A FUNCTION IN THE FIELD OF DEVELOPMENT, MARKETING AND DISTRIBUTION IN THE MUSIC INDUSTRY MUST BE ABLE TO:

A. CREATE VISION

SKILLS	SUBSKILLS	IMPORTANT ACTIONS	GENERAL COMPETENCIES
1. Assess marketability of niche	1.1 Research market	<ul style="list-style-type: none"> • Consult industry publications • Survey performance venues • Survey retail outlets • Survey festivals (wider scope) • Compile data and report 	<ul style="list-style-type: none"> • ANTICIPATE FUTURE TRENDS (M14) • MAINTAIN FOCUS (M19)
	1.2 Research culture	<ul style="list-style-type: none"> • Read specialized culture magazines, publications • Use web searches 	
2. Determine niche	2.1 Identify genre(s)	<ul style="list-style-type: none"> • Consult with artists, media representatives, peers, specialists • Narrow down possibilities 	<ul style="list-style-type: none"> • EXERCISE JUDGEMENT (M7) • MAINTAIN FOCUS (M19)
	2.2 Research genre(s)	<ul style="list-style-type: none"> • Use web searches and sites • Consult industry publications 	
	2.3 Finalize selection	<ul style="list-style-type: none"> • Analyze data • Present report 	
3. Create a business plan	3.1 Develop a mission statement	<ul style="list-style-type: none"> • Consult with professionals • Identify company objectives • Determine field, target market and company values • Write mission statement 	<ul style="list-style-type: none"> • THINK STRATEGICALLY (M15) • EXERCISE LEADERSHIP (M22)
	3.2 Identify long / short term objectives	<ul style="list-style-type: none"> • Assess financial projections (sales, costs, profits) • Design administrative structure (size) • Apply S.M.A.R.T. (Specific, Measurable, Achievable, Realistic, Time based) principle • Set company policies 	
	3.3 Finalize plan	<ul style="list-style-type: none"> • Compile and organize data • Finalize document 	