MASTER IN PERFORMING ARTS MANAGEMENT

2019/2020

IN COLLABORATION WITH
INDEX

Welcome Message 4
Accademia Teatro alla Scala 6
MIP Politecnico di Milano 7
Piccolo Teatro di Milano 8
Brief Description 9
Program Goals/Participants 10
Key Features 11
Program Modules 12
Internship Programs - Field Project 13
Master in Performing Arts Management - Core Faculty 14
Alumni Testimonials 15
Key Facts 16
How to apply 18
The Partners 19

Cover photo by Rudy Amisano © Teatro alla Scala
Accademia Teatro alla Scala trains and develops all professional figures associated in some way with theatre performances, with a special emphasis on opera, through its four departments (Music, Dance, Stagecraft Workshops and Management). The teaching methodology, grounded in the philosophy of learning by doing, provides daily experience on stage and behind the scenes alongside the established artists, managers, professionals and technicians of Teatro alla Scala, supported by the contributions of internationally famous experts and specialists.

Always attuned to socioeconomic developments in the employment market, the Accademia firmly believes in the importance of training managers for the performing arts, professionals who are not only capable of weaving a dense network of international relations, optimizing available financial resources and generating new ones, but also able to produce broad-reaching projects within a well targeted and effective cultural policy.

The partnership with MIP Politecnico di Milano, an internationally recognized management school that fully shares the Accademia’s vision and educational mission, fully responds to that objective. And the same commonality of purpose is also shared with the Piccolo Teatro di Milano – Teatro d’Europa, one of the city’s most active institutions in cultural marketing.

Luisa Vinci
Accademia Teatro alla Scala
General Manager
The Accademia Teatro alla Scala, presided over by Alexander Pereira and managed by Luisa Vinci, has celebrated in 2011 its first decennial as private foundation and today it is an institution universally recognized as among the best of its kind for the training in performing arts.

A unique experience in Europe, through its four departments – Music, Ballet, Stage-workshops, Management – and a Didactical Area, it covers all of the professional profiles tied to musical theatre, availing itself with teachers who represent the finest experts from the Scala and pertinent fields. There are students from all over the world, ranging in age from 6 to 30, who every year work hard to embody excellence, not only in the artistic realm, but also in technical and managerial matters: opera singers, musicians, chorus singers, assistant conductors, piano accompaniers, dancers, set designers, costume technicians and designers, hair and makeup artists, lighting designers, carpenters, stage technicians, sound technicians, set photographers and managers.

The teaching approach of the institution is based on the direct engagement with the work environment through workshops and internships, concerts, shows and exhibitions. In addition, there is the annual "Academy Project", part of the calendar of the Teatro itself. Through these appointments the students are challenged at a national and international level. In the past few years, the Accademia has increased international performances of its student body in well-known theatres as well as festivals. To which are also to be added the international activity carried out by the Cultural Cooperation Section. Ever since it was first constituted, the Accademia has considered it a priority to maintain an international outlook and, with European Community funding, to develop valuable projects based on research and cultural cooperation with European and non-European theatrical institutions.
In 2007, the School of Management was initially accredited by EQUIS. Since first joining the Financial Times’ rankings of best European Business Schools in 2009, today the School is in the list with: Executive MBA, Full-Time MBA and Master of Science in Management Engineering. In 2015, the Financial Times’ Executive Education Custom Rankings, includes the School in its rankings of the top 85 customised executive education programmes worldwide. In 2017 the School is included also in the Executive Education Open Rankings. In 2013, the MBA and Executive MBA programs received the prestigious international accreditation, AMBA (Association of MBAs). The School is member of PRME (Principles for Responsible Management Education), Cladea (Latin American Council of Management Schools) and QTEM (Quantitative Techniques for Economics and Management). The School of Management is also ranked in the QS Global MBA Rankings 2018.
The Piccolo Teatro was established on the 14th of May 1947 by Giorgio Strehler, Paolo Grassi and Nina Vinchi. It was the first public Italian theatre to be built in Italy, and the most popular on the national and international scene. The vision of the founders was to create an institution, supported by the central government and by local authorities (the Municipality and the Province of Milan, the Region of Lombardy), as a public service essential for the wellbeing of its citizens. The slogan that accompanied the birth of the Piccolo Teatro was “An Arts Theatre for Everyone” and this phrase still sums up the theatre’s mission today: to stage quality shows for the broadest possible audience. Since 1991, the Piccolo Teatro di Milano is also a “Teatro d’Europa” (Theatre of Europe). In over sixty-seven years of activity, the Piccolo Teatro has produced more than 300 shows (200 of which directed by Strehler). Since 1998, with the changeover to Sergio Escobar and Luca Ronconi, the Piccolo has expanded its international and interdisciplinary dimension, proposing itself as the ideal cultural centre for the city and for Europe. At the Piccolo Teatro, dance, prose, festivals, film screenings, round tables and in-depth meetings on cultural matters alternate on stage. Since 1st September 2015 Stefano Massini has been the artistic consultant of the Piccolo Teatro.
BRIEF DESCRIPTION

Conceived and organized by Accademia Teatro alla Scala in collaboration with the MIP Politecnico di Milano Graduate School of Business and the Piccolo Teatro di Milano - Teatro d’Europa, the Master in Performing Arts Management promotes stage arts as a fundamental social, political and economic asset, and live performances as a means for conserving and passing on to future generations a people’s cultural heritage and identity.

The Master’s program is designed to prepare global professionals who can bring a solid cultural and artistic background coupled with economic and managerial skills to the production of stage performances, with a particular focus on Europe, North America and emerging markets. Centering the development of each individual student, the curriculum features an organically structured set of complementary and interdependent modules and activities.

The introductory coursework, addressing cultural policies, outreach and education, defines the objectives and goals of theatre managers. The course plan continues by providing methods and instruments – auditing, marketing, communication and PR, fundraising, project management, legislative framework – to allow professionals to produce projects that are in line with a given contemporary economic and social context. The course is completed with an internship at an internationally acclaimed performance institute.

Alexander Pereira
CEO and Artistic Director
Teatro alla Scala

Nicholas Payne
Director
Opera Europa

The Master in Performing Arts Management is a crucial program because nowadays running an Opera Theater requires not only a good administration of the available resources, but also the capability to find new ones. An healthy theater should reach the balance between public funds, private funds and revenues from the box office.

The Master in Performing Arts Management can play a fundamental role in creating the expertise needed to run opera companies. More than ever today and tomorrow, opera managers must be competent in a variety of skills. My wish is that this wonderful initiative in Milano, at the heart of the land which invented opera, will attract students not only from Italy but throughout Europe and beyond Europe. It promises to become a centre of excellence which will nurture both the future of our profession and the diffusion of the art which we love.
PROGRAM GOALS

> To acquire a global vision of the international cultural sector, with a special focus on European, North American and emerging markets;
> To recognize the relevance of public cultural policies at the local and international level and the social impact of the performing arts;
> To understand the economics, regulation and organization of the performing arts industry;
> To study the impact of new technologies on the performing arts;
> To learn how to use marketing, project management and fundraising tools;
> To live the uniqueness of Italian cultural traditions and the extraordinary experience of the city of Milan;
> To learn by doing with field projects and internships at acclaimed Italian and international institutions.

PARTICIPANTS

Candidates with a B.A. or equivalent who wish to pursue a career in the performing arts or cultural sector.

Candidates with formal music, arts, or dance education who wish to acquire general knowledge of international cultural policies and develop their management and organizational skills.

Candidates without a formal degree who have a minimum of 3 to 5 years working experience in any field and wish to pursue a career change. General knowledge of the non-profit sector would be advantageous.

The age limit for admission to the Master’s programme is 34 years. Applications that do not comply with this limit age will be evaluated individually.
KEY FEATURES

OSMOSIS
Economics and culture are complementary in the performing arts. The primary aim of the Master’s program is to forge fully rounded professionals with both managerial and artistic skills.

UNIQUENESS
The Accademia Teatro alla Scala has developed an educational methodology of the highest standard. Students are offered the exclusive and unique chance to fully “live” the experience of the Teatro alla Scala, working and learning in close contact with the Theatre’s top executive professionals.

LEARNING BY DOING
Our method gives priority to direct contact with the professional world. Internships at acclaimed Italian and foreign institutions are key features of our program.

TUTORING
The Master’s staff provides continuous guidance and orientation to students along their educational path and in their entry to the professional world.

GLOBAL NETWORK
The partnership between Accademia Teatro alla Scala, MIP Politecnico di Milano Graduate School of Business and Piccolo Teatro di Milano provides students with the benefit of a solid and extensive international network of theatres, festivals and performing arts institutions. With guest speakers and experts from internationally renowned institutions, the Master’s program offers the opportunity to learn the peculiarities of the performing arts sector on a global level through lectures, seminars and talks. Our faculty features preeminent professionals from the Berliner Philharmoniker, The Brooklyn Academy of Music, The John F. Kennedy Center for the Performing Arts, The Hong Kong Arts Festival, The Metropolitan Opera, The Opéra de Lyon, The Opéra de Rennes, Opera Europa, The Royal Opera House Covent Garden, the Stuttgart Opera, Royal Opera House Muscat, BBC Arts Online, Casa da Música, Ping Pong Arts, School of Oriental and African Studies, Music Fund, Glyndebourne, UNESCO, Grand Teatre del Liceu, Abu Dhabi Tourism and Culture Authority, University of Zurich, WolfBrown, University of Oxford, New York City Ballet, American Ballet Theatre.
PROGRAM MODULES

> History of music
> Cultural policies, community engagement and education
> Theatre as production model
> Festival as production model
> Economic sustainability and performance management
> Human resources and corporate organization
> Performing arts marketing
> Field project (Piccolo Teatro)
> Fundraising for the performing arts
> Communication for the performing arts
> Team building and negotiation skills
> Management and innovation for the performing arts
> Law and performing arts
> Emerging markets
> Arts and crafts in the performing arts
> Supply chain management for the performing arts
> Artistic administration
> Dance management intensive
INTERNSHIP PROGRAMS

The educational path is completed with an internship experience (3 to 6 months) guaranteed to each student. This is a great opportunity for them to learn on the job.

Among the relevant hosting performing arts institutions are:

> **Teatro alla Scala**, Milan
> **Piccolo Teatro di Milano - Teatro d’Europa**, Milan
> **Teatro dell’Opera di Roma**, Rome
> **Teatro Regio Torino**, Turin
> **Accademia Nazionale di Santa Cecilia**, Rome
> **Teatro Massimo**, Palermo
> **Fondazione Cariplo**, Milan
> **As.Li.Co**, Como
> **Comune di Milano, Department of Cultural Affairs**, Milan
> **ATER**, Modena
> **Festival Verdi**, Parma
> **Music Fund**, Bruxelles
> **The Metropolitan Opera**, New York
> **American Ballet Theatre**, New York
> **New York City Ballet**, New York
> **Brooklyn Academy of Music**, New York
> **London Symphony Orchestra**, London
> **Opera North**, Leeds
> **Hong Kong Arts Festival**, Hong Kong
> **Ping-Pong Arts**, Beijing
> **Opera Europa**, Bruxelles
> **Opèra de Lyon**, Lyon
> **Teatro Real**, Madrid
> **Warner Classics**, Paris

FIELD PROJECT

The Field Project is an opportunity for the students to interact “from within” with the working environment of the Piccolo Teatro. The class of students is divided into groups: each group is assigned a different office of the theatre and is followed by a tutor from the Piccolo. The Field Project follows on from the theory lessons in class organised by the Piccolo Teatro di Milano: through this experience the students will have the opportunity to apply the models of theory acquired in class directly with the Piccolo’s professional staff, contextualising what they have learned within the reality of daily working life. Each group is assigned a project which is developed autonomously, under the supervision of the tutor. At the end of the week-long Field Project the various groups are given the opportunity to present their projects at the Theatre.
MASTER IN PERFORMING ARTS MANAGEMENT
CORE FACULTY

> Marco Amoruso, Head of Personnel Teatro alla Scala
> Michela Arnaboldi, Full Professor Politecnico di Milano School of Management
> Alberto Benedetto, Head of Production Management Piccolo Teatro di Milano - Teatro d’Europa
> Alessandro Borchini, Head of Marketing and Communication Piccolo Teatro di Milano - Teatro d’Europa
> Alan Brown, Principal WolfBrown
> Katherine E. Brown, Executive Director New York City Ballet
> Raffaella Cagliano, Full Professor Politecnico di Milano School of Management
> Francesca Campagna, Senior Artistic Consultant
> Maria Di Freda, General Manager Teatro alla Scala
> Serge Dorny, Artistic Director and General Director Opéra de Lyon
> Sergio Escobar, Director Piccolo Teatro di Milano - Teatro d’Europa
> Gastón Fournier-Facio, Artistic Director Teatro Regio di Torino
> Francesco Giambrone, Chief Executive Officer Teatro Massimo di Palermo
> Roberto Giovanardi, General Manager ATER
> Andrew Higgings, Director of Development Glyndebourne
> Tisa Ho, Executive Director Hong Kong Arts Festival
> Eva Kleinitz, General Director Opéra national du Rhin
> Lanfranco Li Cauli, Head of Marketing and Fundraising Teatro alla Scala
> Peter Maniura, Director BBC Arts Online
> Joe Melillo, Executive Producer Brooklyn Academy of Music
> Anna Maria Meo, General Director Festival Verdi
> Adelechiara Nicoletti, Senior Manager International Marketing & Promotions Classics, Warner Classics
> Giuliano Noci, Full Professor Politecnico di Milano School of Management
> Frédéric Olivieri, Director Dance Department and Director Ballet School Accademia Teatro alla Scala
> Nicholas Payne, Director Opera Europa
> Alexander Pereira, Chief Executive Officer and Artistic Director Teatro alla Scala
> Ronald Perlwitz, Abu Dhabi Tourism and Culture Authority
> Jorge Prendas, Director Educational Program Casa da Música
> Amanda Saunders, Director of Development Royal Opera House Covent Garden
> Christina Scheppelmann, Artistic and Production Director General Gran Teatre del Liceu
> Jordi Sellas Ferrés, Senior Marketing Consultant
> Marc Scorca, President Opera America
> Keith Stubblefield, CFO Brooklyn Academy of Music
> Andrea Tober, Director Educational Programs Berliner Philharmoniker
> Andrea Valioni, Director of Production Management Teatro alla Scala
> Roberto Verganti, Full Professor Politecnico di Milano School of Management
> Walter Vergnano, Chief Executive Officer Teatro Regio di Torino
ALUMNI TESTIMONIALS

Anna Capuano
London Symphony Orchestra

Thanks to the Master in Performing Arts Management, I had the chance to work as intern in the Development team at the London Symphony Orchestra. Having had the chance to experience both the office side and the events side, I learnt that the support of people has to be deserved, being faithful to what is the centre of everything: music.

Elisa Golino
Piccolo Teatro di Milano - Teatro d’Europa

Through the internship experience at the Marketing and Communication Department of Piccolo Teatro di Milano, Teatro d’Europa, I had the opportunity to acquire insights on the fundamental strategies and processes of this department. Analyzing sales flows, management of the collateral events and solving the daily contingencies were among my main tasks. It has been a wonderful experience that I recommend!

Maddalena Martino
Metropolitan Opera

Working as an intern in the Marketing Department of the Metropolitan Opera of New York, I experienced a professional yet thrilling environment, being involved in many projects and different activities, which made me acquire a broader look on how important is the role of the marketing office in a well-structured opera house.

Susanna Bucher
Teatro alla Scala

My 6-month internship in the Artistic Direction of Teatro alla Scala was an intense time that helped me to deepen my knowledge, to learn in any point of view and to grow professionally. What I enjoyed most was the multiplicity and variety of tasks and I am thankful for this interesting and enriching experience!
**KEY FACTS**

**DURATION**
18 MONTHS:
January 2019 - June 2020

**TUITION**
> 15,000 euros (includes course materials)

**TIMELINE**

- Intensive coursework
- Attendance: 5 days per week, Monday through Friday, 6 hours a day

**JANUARY 2019 - JUNE 2019**

- 3 to 6-month internship in a qualified performing arts institution in Italy or abroad

**JUNE 2019 - JUNE 2020**
LANGUAGE OF INSTRUCTION

- English (upper intermediate level or above)
- A fair knowledge of Italian is required
- English and Italian preparatory courses will be available on request (not included in the tuition fee)

LOCATION

MILAN (ITALY):
- Accademia Teatro alla Scala;
- MIP Politecnico di Milano Graduate School of Business;
- Piccolo Teatro di Milano - Teatro d'Europa

> Project Work presentation
> Graduation

LATE JUNE 2020
HOW TO APPLY

Enrolment in the Master in Performing Arts Management takes place once a year with courses beginning every January. Enrolment is rolling based and until full capacity.

APPLICATION DEADLINES

Candidates must submit their applications by the deadlines indicated below to be admitted to the course beginning the following January.

EU citizens: November 30
Non-EU citizens: October 30

Please fill out the application form available through the MIP website and send the following documentation to your school contact:

> CV
> Copy of passport or European ID
> University transcript or equivalent
> English certificate (if available)
> Proof of payment of the admission fee (€80)

The selection will be based on CV analysis, an interview (face to face or via Skype) and a written test.

The age limit for admission to the Master’s programme is 34 years. Applications that do not comply with this limit age will be evaluated individually.

INFORMATION

For more information about the master’s program, scholarships and other means for financing your studies please contact:

master.mpam@mip.polimi.it
THE PARTNERS

In partnership with

ACCADENIA
Teatro alla Scala

In collaboration with

MP
Politecnico di Milano Graduate School of Business

PICCOLO
Teatro di Milano - Teatro d’Europa

With the sponsorship of

SIAE
Dalla parte di chi crea

With the advocacy of

opera europa

With special thanks to

Farnesina
Ministero degli Affari Esteri e della Cooperazione Internazionale

ASSOCIAZIONE GIANLUCA SPINA
education management ethics

Distinguished Lecture and Internship programme

METROPOLITAN OPERA
New York

香港藝術節
Hong Kong Arts Festival

Academic exchange and field project with

University of Zurich
Executive Master in Arts Administration