

Contents

Acknowledgments	xiii
Introduction.....	xv
CHAPTER 1 Professional artist management and its principles.....	1
Considering Artist Management as a Profession	1
Be creative, informed, and connected	2
Understand people and business	3
Functions of Management.....	4
Planning	4
Organizing	5
Leading and directing.....	5
Controlling	6
Artist Management Skills and Personal Traits.....	6
Understanding human nature	6
Leadership.....	7
Coaching	7
Networking	7
Social	8
Communication.....	9
Other skills.....	9
Building a Career in Artist Management	10
CHAPTER 2 Preparing to manage.....	13
Management Is Part of a Big Business	13
Acquiring the Knowledge	15
Understanding the Nature of Artist Management	15
Making decisions.....	16
Managing pressure.....	16
Managers are inconspicuous	19
An Understanding of Power in the Music Business	19
The power of money	20
The power of access.....	20
The power of your latest success	21
The power of your body of work	21
Power carries a responsibility to give back	22
The Manager as an Entrepreneur.....	22

CHAPTER 3	The artist: Preparing to be managed	23
	Being Commercial Is Not Selling Out	24
	Know Who You Are Artistically	25
	Get Experience	25
	Build a Network	26
	Be Professional	26
	Be Prepared for Management	27
	Plan to Be Patient.....	29
CHAPTER 4	Lessons in artist management: From Colonel Parker to Jonnetta Patton	31
	Tom Parker	32
	Lessons learned	32
	Rene Angelil: Targeting	33
	Lesson learned	34
	Michael Jeffreys: Conflicts of Interest	34
	Lesson learned	35
	Peter Grant: A Shared Belief between the Artist and the Manager	35
	Lesson learned	36
	Herbert Breslin: Promoting Your Artist	37
	Lesson learned	37
	Joe Simpson: Manage by the Boy Scout Motto	38
	Lesson learned	38
	Jon Landau: Keeping a Business Focus	39
	Lessons learned	39
	Bob Doyle: Using Your Network	39
	Lessons learned	40
	Andrew Loog Oldham: Exploit Your Artist's Talents	40
	Lessons learned	41
	Johnny Wright: A Matter of Timing	41
	Lessons Learned	42
	Lou Pearlman: A Matter of Trust	42
	Lessons learned	42
	Sharon Osbourne: A Family Experience	43
	Lessons learned	43
	Lukasz Gottwald (Dr. Luke): Having It In Writing	44
	Lessons learned	44
	Jonnetta Patton Managing An Artist's Image	45
	Lessons learned	45

CHAPTER 5	The artist management contract	47
	Negotiating the Contract	47
	The Length of the Contract.....	48
	The Manager’s Services to the Artist.....	49
	Exclusivity	50
	Power of Attorney	50
	The Manager’s Payment for Services.....	51
	Earnings Following the Contract Period	52
	The Manager’s Expenses	53
	Other Sections	53
	Contracting with a Minor.....	54
	A Contract Example.....	55
CHAPTER 6	A primer for the artist manager	57
	Setting and Achieving Goals	57
	Planning a Personal Budget for the Artist	59
	Planning and Budgeting an Event	61
	An Event Plan	62
	When and where.....	62
	Invitations	63
	Food and beverage	64
	The performance.....	65
	Promotion.....	65
	A Sample Budget	66
	Planning Tools.....	67
CHAPTER 7	The artist as a business.....	69
	Understanding Target Markets.....	69
	Defining an Artist’s Target Market	70
	Ways to View Market Segments	70
	Branding and Image	71
	The Artist’s Support Team	73
	Booking agent.....	73
	Attorney	74
	Publicist	74
	Manager of new media	75
	Business advisors.....	76
	Alternative Forms of Business for the Artist.....	77
	Proprietorship.....	78
	Partnership	78
	Corporation	78

	Limited Liability Company or Partnership (LLC).....	78
	The Internet: A Primer for the Artist Manager.....	79
	The importance of a domain name.....	79
	A URL	80
	Web hosting services.....	80
	Content.....	81
	Mining the Internet for information	82
CHAPTER 8	Income from live performance	85
	Booking the Performance.....	87
	Business Management of Live Performances	88
	Tour Management	90
	Promoting the Performance.....	91
	The promoter	92
	The Performance Contract	94
	Merchandise.....	95
	International Touring.....	97
	College Tours	98
CHAPTER 9	Income from songwriting.....	101
	Copyright	101
	Song Publishing.....	103
	Income from Songwriting	104
	Income from Song Performance	105
	Publishing as a Negotiating Asset	107
CHAPTER 10	Income from recording.....	109
	Recording for Large Labels	110
	Income and Expenses for the Artist from a	
	Recording Contract.....	111
	Creating and paying for the recording	112
	Artist's income	113
	The Role of the Producer.....	115
	Other Expenses Charged to the Artist.....	116
	Things for Which the Label Customarily Pays.....	117
	Current Trends in Contracts for Recording Artists.....	118
	A Changing Model for Major Labels?.....	120
	Artists Who Record for Independent Labels.....	120
	It's Business.....	121
	The Role of Radio in the Recording Artist's Income	122
	The business of terrestrial radio	122
	The business of satellite and online radio.....	123

The charts	124
College radio	124
Sponsorships, Endorsements, Television, Motion Pictures....	125
CHAPTER 11 Conducting business for the artist	129
Presenting the Artist for a Recording Contract:	
An Exercise in Time Management.....	129
Going for the record deal.....	130
Know the purpose of the meeting and do the homework	130
Prepping for the meeting.....	132
Planning for results	132
Budget the time	134
Practice the meeting	134
The meeting.....	135
Should the artist attend the meeting?	136
Ending the meeting	137
Ethics and Payola	137
Ethics	137
Payola.....	138
CHAPTER 12 The artist career plan	141
An Introduction to the Plan	141
Recording artist business plan	143
About the artist.....	144
Musical genre	144
Biography.....	144
Talents.....	145
Experience	145
Uniqueness of the artist.....	146
Evaluation of the Artist.....	146
Strengths and weaknesses of the artist	146
Opportunities and threats	146
Action points based on this evaluation.....	147
Evaluation of the Manager.....	147
Strengths and weaknesses of the manager	147
Opportunities and threats	147
Conflicts of interest	148
Establishment of Goals and Timelines	148
Major goals for the artist and sample strategies and tactics to achieve them.....	148

Goals supporting major goals (subordinate to major goals) and sample strategies and tactics to achieve them.....	149
Setting timelines.....	149
Development of a Marketing Plan.....	150
The state of the industry.....	151
The target market for the artist.....	151
Detailed plans to reach the target.....	152
Business Framework.....	153
Form of the business.....	153
Personnel requirements.....	153
Insurance.....	153
Other.....	154
The Financial Plan.....	154
A personal budget for the artist.....	154
Budget for career plan.....	154
Exit Strategy.....	155
The artist in a mature career.....	155
Planning by the manager to end the relationship.....	155
The Plan Outline.....	156
Recording artist business plan.....	157
CHAPTER 13 Coaching, leadership, and final advice.....	161
Coaching.....	162
Leadership.....	164
Final Advice.....	166
APPENDIX A Take 6 marketing brief.....	169
Take 6 Marketing/Publicity Report 4/1.....	169
Syndicated radio (Urban & Gospel).....	169
Syndicated radio recently aired.....	169
Radio.....	170
Radio recently aired.....	170
Print.....	170
Print recently run.....	171
Television.....	171
TV recently aired.....	171
Internet.....	171
Internet radio.....	172
Podcast.....	173
Contest.....	173

Retailer/major promotions.....	174
Tourdate listings serviced to.....	174
APPENDIX B Artist management contract form	175
Personal Management Agreement	175
APPENDIX C Partnership agreement for members of a band	191
General partnership agreement of.....	191
Recitals.....	191
Article I Formation of general partnership.....	191
Article II Partnership capital and loans.....	192
Article III Accountings	193
Article IV Profits, losses, distributions and expenses.....	194
Article V Duties of partners, rights of partnership, outside activities and publishing participation.....	195
Article VI Management and control.....	198
Article VII Termination or admission of a partner.....	199
Article VIII Purchase price of a partnership interest.....	201
Article IX Additional provisions regarding termination....	206
Article X Dissolution	210
Article XI Miscellaneous	212
Exhibit “A” Assets owned by prior partnership	215
APPENDIX D Recording contract	217
Recording agreement.....	217
APPENDIX E Ke\$ha’s artist management contract	267
APPENDIX F Code of conduct: Music manager’s forum in Australia	273
Index	275