



MP POLITECNICO DI MILANO
GRADUATE SCHOOL OF BUSINESS

MASTER IN PERFORMING ARTS MANAGEMENT

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 |



photo by Andrea Angeli

WELCOME MESSAGE

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



ACCADEMIA TEATRO ALLA SCALA



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.



MIP POLITECNICO DI MILANO

Founded in 1979 as a Consortium between the Politecnico di Milano and many Italian institutions and several leading public and private industrial groups, today MIP is a non-for-profit consortium limited company. MIP and the Department of Management, Economics and Industrial Engineering together make up the School of Management of Politecnico di Milano, which is involved in all the many aspects surrounding research and education in the fields of management, economics and industrial engineering.



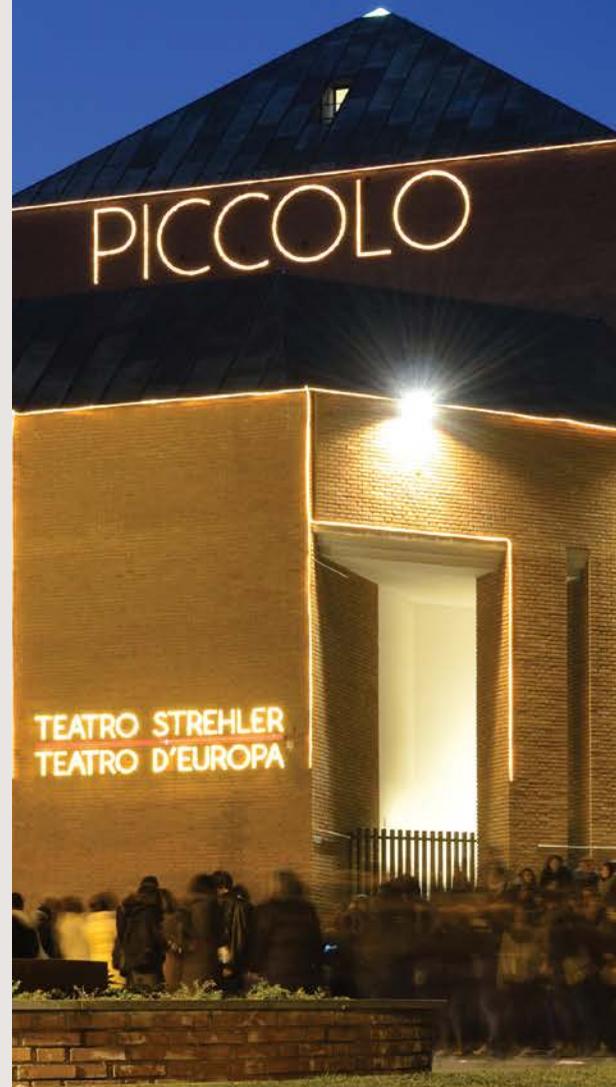
ACCREDITATIONS & RANKINGS

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, for the seventh consecutive year, in 2015, the Financial Times has endorsed the School, listed among the best schools in Europe. Today, the School is listed with: Executive MBA, Full-Time MBA, Master of Science in Management Engineering, Customised Executive Programs for business, Open Executive Programs for managers and professionals. In 2013, the MBA and Executive MBA programs received the prestigious international accreditation, AMBA (Association of MBAs). From 2014, the School is member of UniCON (International University Consortium for Executive Education), PRME (Principles for Responsible Management Education) and Cladea (Latin American Council of Management Schools).



PICCOLO TEATRO DI MILANO

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**

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.

Nicholas Payne

**Director
Opera Europa**

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 nonprofit sector would be advantageous.

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 DeVos Institute, the English National Opera, the Hong Kong Arts Festival, the Metropolitan Opera House, the Opéra de Rennes, Opera Europa, the Royal Opera House Covent Garden, the Stuttgart Opera, Royal Opera House Muscat, BBC Arts on line, Casa da Musica, School of Oriental and African Studies, Music Fund, Unesco, Grand Teatre del Liceu, Tourism and Cultural Authority Abu Dhabi, University of Zurich, WolfBrown.**



PROGRAM MODULES

- > Cultural policies, community engagement and education
- > Theatre and festival as production models
- > Economic sustainability and performance management
- > Human resources and corporate organization
- > Performing arts marketing
- > Field project (Piccolo Teatro)
- > Fundraising for the performing arts
- > Communication
- > Negotiation skills
- > Management and innovation for the performing arts
- > International legal and regulatory framework
- > Emerging markets
- > Arts and crafts in the performing arts
- > Supply chain management for the performing arts



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
- > **The Metropolitan Opera**, New York
- > **Opera National de Paris**, Paris
- > **Teatro dell'Opera di Roma**, Rome
- > **Opera Europa**, Bruxelles
- > **Piccolo Teatro di Milano - Teatro d'Europa**, Milan
- > **Hong Kong Arts Festival**, Hong Kong
- > **The Gulbenkian Foundation**, Lisbon
- > **L'Auditori Barcellona**, Barcelona
- > **Robert Gilder & Co., International Artist Management**, London
- > **Fondazione Cariplo**, Milan
- > **Ravello Festival**, Ravello
- > **As.Li.Co**, Como
- > **Comune di Milano, Department of Cultural Affairs**, Milan
- > **Music Fund**, Bruxelles

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
- > **Rita Aoun Abdo**, Executive Director of Tourism and Cultural Authority Abu Dhabi
- > **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 Communications Piccolo Teatro di Milano - Teatro d'Europa
- > **Alan Brown**, Principal WolfBrown
- > **Raffaella Cagliano**, Full Professor Politecnico di Milano School of Management
- > **Francesca Campagna**, Senior Artistic Manager Royal Opera House Muscat
- > **Maria Di Freda**, General Manager Teatro alla Scala
- > **Dina Dodina**, International Manager The Maly Drama Theatre St. Petersburg
- > **Brett Egan**, President DeVos Institute
- > **Sergio Escobar**, Director Piccolo Teatro di Milano - Teatro d'Europa
- > **Gastón Fournier-Facio**, Artistic Director Teatro Regio di Torino
- > **Francesco Giambone**, Chief Executive Officer Teatro Massimo di Palermo
- > **Lindsey Glen**, Head of Policy and Strategy Royal Opera House Covent Garden
- > **Tisa Ho**, Executive Director Hong Kong Arts Festival
- > **Eva Kleinitz**, Opera Europa President and Opera Director and Deputy Intendant of Oper Stuttgart
- > **Lanfranco Li Cauli**, Head of Marketing and Fundraising Teatro alla Scala
- > **Peter Maniura**, Director BBC Arts On line
- > **Angelo Nicastro**, Artistic Director Ravenna Festival
- > **Adelechiara Nicoletti**, Senior Manager International Marketing & Promotions Classics, Warner Music
- > **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
- > **Jorge Prendas**, Director Educational Program Casa da Música Oporto
- > **Amanda Saunders**, Director of Development Royal Opera House Covent Garden
- > **Christina Scheppelmann**, Artistic and Production Director General Gran Teatre del Liceu
- > **Jordi Sellas Ferrés**, Director General for Creation and Cultural Industries, Government of Catalonia
- > **Andrea Tober**, Director Educational Programs Berliner Philharmoniker
- > **Andrea Valioni**, Director of Production Management Teatro alla Scala
- > **Tobias Veit**, Vice Director Schaubühne Berlin
- > **Roberto Verganti**, Full Professor Politecnico di Milano School of Management
- > **Walter Vergnano**, Chief Executive Officer Teatro Regio di Torino

ALUMNI TESTIMONIALS



Arianna Morganti

Teatro alla Scala

I have done my internship in the Production Department of Teatro alla Scala. They have been six months particularly intense. During my internship I've had the chance to work closely with the most famous and international artists of the Opera and of the Ballet. Living the theatre in its entirety, has enriched me a lot, both professionally and from a human point of view as well. It has been a wonderful experience I suggest to everyone.



Lucrezia Giacomini

Metropolitan Opera

Thanks to Accademia Teatro alla Scala I've had the opportunity to work in the Marketing Department at the Metropolitan Opera of New York. I've experienced the great professional care given to each and every project in this department, and it has thrilled and captivated me just as much as being backstage!



Lorenzo Alberti

Hong Kong Arts Festival

My experience in Hong Kong, working as intern in the HK Arts Festival, gave me the opportunity to reflect on how global became the art business. If six month abroad are not enough to understand deeply a culture, since the first hours spent here, it is easy to find some differences and to open the eyes to see the life from new point of views.



Sara Troiani

Piccolo Teatro di Milano - Teatro d'Europa

Piccolo Teatro it's like a family and the theatre itself is like your home, because you spend days and nights there. And the audience is like a guest, who decides to spend its time by you: therefore you choose the shows, organize the rehearsals, set up the stage only to give a wonderful experience to your guests. And they can't imagine that, before entering, you are still pointing a light on scene: they only come and see the magic of theatre and that's amazing.



KEY FACTS



DURATION

18 MONTHS:
January 2017 - June 2018



TUITION

> **13,500 euros**
(includes course materials)

TIMELINE



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

JANUARY 2017 - MAY 2017



- > 3 to 6-month internship in a qualified performing arts institution in Italy or abroad
- > Thesis or final project

JUNE 2017 - APRIL 2018



LANGUAGE OF INSTRUCTION

- > English (upper intermediate level or above)
- > A fair knowledge of Italian is required
- > For admitted candidates only: English and Italian preparatory courses will be available on request

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

APRIL 2018

> Graduation

JUNE 2018



HOW TO APPLY

Enrolment in the Master's in Performing Arts Management takes place once a year with courses beginning every January.



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)

Once your admission form has been validated, one of the program directors will interview you via Skype. Applicants who are able to come to Milan may be interviewed in person at Accademia Teatro alla Scala.

INFORMATION



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

Gaia Uccheddu
uccheddu@mip.polimi.it

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