

Document 1 – Magazine article. Use this document to answer questions 1-3.

What makes a good band manager?

by L. Baden

A band manager is the public face of the band; he or she must have excellent communication and networking skills. You must be able to maintain a trusting relationship with a band, and you need the confidence to know when to take control and make decisions, and when to step back and let the band decide about the song arrangements and the musical direction.

You must be organised, excellent with people and have a good understanding of the industry. Crucially, you need to get people to part with their hard-earned money to come to see your band play live, using all the techniques you can come up with, including tried and tested methods such as flyers and posters.

Arguably, the most important and interesting aspect of your job is to negotiate all the relevant contracts with the various parts of the music industry, from merchandising deals to recording contracts, and venue contracts to publicity rights. Don't ignore your band's right to contribute to those negotiations, as they do have a personal interest.

Any advertising for an upcoming tour should generate more than enough ticket sales to cover the cost of the advertising itself. You need to consider if it is financially viable to



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use TV or radio advertising of any planned tour. However, if your band is only booked to play small venues, the number of tickets you can sell is limited. The most profitable way to advertise your band may not be through TV or radio but on listings websites or magazines, or a targeted email to your fan base. All these decisions will be down to the band manager.

You must also be able to cope well under pressure. When someone loses their cool you have to make sure you don't – it's your job to keep calm and to put out the fires that other people start.

Research the area of the music business you want to enter and identify the key influencers, from the big promoters and broadcasters, to record company executives. Once you have done your research, go out and grab their attention and command their respect. Having an influential network is really important, so always be professional, but friendly and approachable, to maintain and create new contacts. Success in the music industry relies more on who you know than what you know. Those connections you make as a band manager will help your band. But what if the band falls apart? It does not have to mean the end of your career as a band manager if you have successfully built up a network of influential contacts.

The music business is a great industry to work in, but to be a manager requires drive, determination and a passion for music.

