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# Marketing for TEDxBerkleeValencia

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# **CE Reflective Report**

# Marketing for **TEDxBerkleeValencia**



**Cristina Domínguez Fraile** 

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**Global Entertainment and Music Business** 

## 1. Summary of the Project that was Completed

I focused my culminating experience on the development and organization of an operational project: marketing for TEDxBerkleeValencia, the first TEDx event hosted by Berklee College of Music, co-organized by a team of several students from the GEMB program as well as Berklee alumni.

TED is a strong and widely recognized global brand whose mission is the dissemination of innovative ideas ("Ideas worth spreading") shared by knowledgeable and remarkable speakers who are given no more than 18 minutes to communicate their ideas in the most engaging and creative way possible. TEDxBerkleeValencia operated under a TED license as a local and independently organized TED event.

As part of the marketing department, I collaborated closely with my colleague Alejandra Menéndez to develop and implement strategies to raise awareness and increase ticket sales for the event, and individually, I wore a wide range of hats such as content creator, communication strategy manager, promotional material designer, street campaign organizer, and production assistant at the event.

The event took place on June 21, 2014, at the Palau de les Arts Reina Sofia, revolving around the topic, *Creative Catalyst*, which was defined as an exploration of the creative challenges that shape groundbreaking innovations in different creative disciplines such as music, design, dance or

entrepreneurship. The conference featured talks by leading thinkers, innovators, and artists representing diverse creative fields that are driving our society towards new, undiscovered heights, as well as live musical performances.

## The program featured:

- Panos Panay, founder of music platform Sonicbids.
- Lucas Vidal, film composer.
- Javier Mariscal, remarkable designer.
- Erick Crockenburg and Tad Cooke, co-founders of New Moran, a nonprofit redevelopment corporation.
- Stephen Webber, Emmy-winning composer and Director of the Music
   Technology and Innovation Master Program at Berklee.
- Michael Sean Harris, performer and producer.
- M.T. Aditya Srinivasan, tabla player.
- Belén Maya García, flamenco dancer.
- Ben Houge, Berklee faculty and visual artist.
- Clara Barberá, dancer and founding member of New Movement Collective.
- Ganavya Doraiswamy, singer and Indian music expert.
- João Bruno Soeiro, music composer.
- Jodie Rogers, empowerment coach.
- Andrea Fraenzel, singer songwriter.
- Luiza Sales Ranger, singer songwriter.

Attendees enjoyed a five hour-long event in celebration of creativity, organized into two sections and divided by a coffee break at the Palau's catering space, La Octava.

The final results of the event were positive, the turnout of attendees was high, with more than 300 attendees, and audience reception was positive.

Being part of the team of TEDxBerkleeValencia has been a challenging process and, although there were many obstacles along the way, it has equipped me with real-life experience in the fields of marketing and live event organization, as well as a better understanding of the dynamics behind team management and leadership.

## 2. Process

The process of shaping and marketing the event has been clearly divided into three stages; each of them dedicated to different issues. Weekly interdepartmental meetings where scheduled each week from November 2013 until June 21, 2014, gradually increasing in number as the event approached and priorities increased.

## **Stage 1: Planning of the Event.**

The first stage started in November, as I joined the pre-existing TEDx team, which consisted of three members at that time. Shortly thereafter,

TEDxBerkleeValencia was announced to all students, posters were displayed around the university, and the screening of speakers and venues began for the artistic direction department. During this stage, the TED license, required to realize the event, was acquired. At this point there was little to accomplish within the marketing department, the concept of the project was not clear, and there was neither a date nor a venue. This resulted in many fruitless meetings where we focused on defining the concept of the event and brainstormed future strategies for all departments. We carried out varied research with respect to potential sponsors, promotional tools, gift bags, tshirts, and discussed the design of the logo and the website. I contacted some companies for an initial budget and started to put the process in motion. However, other team members would end up taking over this research and carrying out the action. Another focus at this stage was to gather and edit the required content for the website, which included defining what creative catalyst meant, writing the team members' and the speakers' biographies, and uploading information about TED, TEDx and Berklee. This process also required the organization of a photo-shoot with Histeria Producciones of the team, and the compilation of professional pictures of each speaker.

We developed a marketing proposal specifying all actions to be carried out with specified deadlines and proposed a realistic budget. Again, none of these tools were implemented due to the deficits present in the organization of the team.

Stage 2: Implementation of Marketing Strategies.

Around April, organizational problems were acknowledged and started to be resolved. Tasks were specifically assigned to individual team members, and guidance and leadership was provided. During this stage, I implemented various marketing and promotional strategies for TEDxBerkleeValencia, specifically managing the areas of content creation, communication strategy and street campaigns.

The second stage of the process was very fruitful: I directed, filmed, and edited ten videos for the event, designed the visuals and content for the program to be distributed to the attendees, managed communications with several relevant entities such as English speaking communities or other TEDx organizers, conducted an ongoing email marketing campaign, composed the official press release and researched media for its distribution, organized photo-shoots, distributed fliers and posters, and attended external events for promotional purposes.

## Stage 3: The Event.

During the rehearsal, I assisted the production department, helping on every possible front, from setting up the equipment on stage to communicating with the speakers to ensure a smooth flow during the rehearsal. The following day, during the event itself, I served as an usher and coordinator, handling bags, assisting attendees, guiding them though the event and assisting the ticketing

and production teams with whatever needs they had. The event ran smoothly, on schedule, and with no organizational problems.

## 3. Results: How the Project Did and Did Not Align with Expectations

In order to analyze the event results, it is important to differentiate between the expectations that were based on the delivery and outcome of the event itself, and the personal expectations that I initially had regarding the impact that TEDxBerkleeValencia would have on my growth as a student and a future professional in the music industry.

**Project Expectations:** Project expectations are related to the event outcome, marketing efforts, and general awareness of the event.

there is always room for improvement, the team delivered a great event that reflected both Berklee's creativity and ability to organize and manage a live event or such scale. Audience satisfaction and ticket sales were high, especially considering that it was the first edition of TEDxBerkleeValencia. This being said, future editions could adjust to observed imperfections, namely, there were too many speakers and the event may have been perceived as too long. Also, too many free tickets were distributed among students and VIP entities, which may have caused the impression of ticket sales being lower than they actually

- were. In the future, techniques should be employed to avoid empty seats as much as possible, as they generate bad press for the event.
- Generate awareness for TEDxBerkleeValencia within and outside of the Berklee community: The marketing efforts were mainly successful on this front, several activities such as communications, street campaigns, and social media helped to spread the word outside of the Berklee community. However, the event was announced too soon within the Berklee community, and students and staff gradually lost interest. In retrospect, the event should have been communicated later, and promotional campaigns should have gradually increased inside of the university to keep students engaged with the process and not kill the momentum.

**Personal Expectations:** Personal expectations relate to the reasons why I initially chose to join the team of TEDxBerkleeValencia, as stated in my previous CE proposal, and to how the process helped me to grow as a professional by applying the knowledge acquired during this past year as a Master student of the Global Entertainment and Music Business program.

Kinesthetically develop skills in the fields of marketing and live
 event organization: TEDxBerkleeValencia was instrumental in
 enriching my knowledge related to the production and organization of a
 large scale event, as well as helping me to expand my understanding of
 standard marketing techniques when operating within the limits and rules
 of larger entities such as Berklee or TED. Although I initially expected a

higher level of inter-departmental information flow, I got exposed to the general dynamics behind organizing a TEDxevent, several of which are consistent in any event organization process. Having to follow TED's very strict rules and Berklee's guidelines was initially frustrating, but made me understand the dynamics and bureaucratic procedures that exist within corporate entities. For example, releasing the first promotional video took almost two months, as TED's approval was necessary. Composing a press release involved adjusting to the opinions of several individuals, which again, although the final document was more appropriated, greatly slowed the process and even obliged us to delay the deadline for purchasing early bird tickets. This has helped me to realize that, when working in a bureaucratic organization, time management is key, as such delays need to be forecasted in advance and considered in decision making.

- Improve resume for future career path: Having recently graduated, a key factor for me was to be part of a high-profile event that would generate awareness among the industry. As the event was successful and of high quality, I feel this project will help me to open doors for my first steps in the industry. However, I believe the marketing team did not enjoy as much visibility and was not always fully credited for its work.
- Expand my professional network: One of the most attractive parts of
  participating in a high-profile event such as TEDxBerkleeValencia is that
  it attracts many interesting individuals within the entertainment industry.
   Coming from a very academic background, expanding my professional
  network was of key importance to me, as soon I will graduate and start

my professional career. However, I was very disappointed to be excluded from all processes that involved any interaction with individuals outside the Berklee community, namely, external speakers, VIP entities and sponsors. I was not invited to participate in the selection process, auditions, or coaching, which limited my access to this professional network. Moreover, as I was working as an usher during the day of the event, I never got to even meet most of the speakers.

- Learn how to implement a sponsorship campaign: One of the reasons that drove me to join the TEDxBerkleeValencia team is that it was specified to us that the marketing team would be in charge of sponsorship deals and negotiations. However, after the project started, this duty fell out of the reach of the marketing department and all my contributions to this area got reduced to writing and formatting the PowerPoint that was then used by other team member to approach sponsors and conduct the negotiations. This was very discouraging, as I felt that dealing with sponsors would have given me an opportunity to work out of the comfort zone that Berklee is, and would have helped me greatly to develop my negotiation skills, which are essential for my future in such a relationship-based industry.
- Contribute my own voice to a project: Participating in
   TEDxBerkleeValencia offered the opportunity to join an event in its
   nascent stages. However, due to a lack of both a clear project leader
   and balance in labor distribution, most decisions initially laid on the
   artistic direction department. From my own perspective, this was one of
   the main organizational errors, as it only resulted in frustration.

Moreover, it is key for the marketing department to have a voice and a deep understanding of the product in order to market it efficiently to potential attendees. During the second stage of the project, as the team dynamics improved, I had the opportunity to contribute some of my creative input. I expected and yearned for more involvement since the beginning, but I was finally able to contribute my own voice though filming videos, organizing photo-shoots and designing the program, aspects that composed the most stimulating part of my Culminating Experience. In conclusion, a CE should be a full reflection of a master's student work and voice, while participating in TEDxBerkleeValencia felt closer to being part of an organization that delivered a great product, although not my personal project.

## 4. Next Steps:

This section will explore several ideas on how the organization of TEDxBerkleeValencia could be improved for upcoming years. As marketing manager, I divided these recommendations between the macro level suggestions, which relate to organizational issues, and specifics for the marketing department.

## Macro level:

- Timing: Venue and speakers next year need to be confirmed more
  quickly to allow the production and marketing teams to start working as
  soon as possible.
- All students need to start working at the event at the same time, to
  ensure that everybody is equally involved and has positive and
  constructive team dynamics in which all individuals are motivated and
  can perform to their maximum ability. This also relates with seeking a
  balanced labor division between all team members, in which roles are
  clearly assigned.
- A clear hierarchy must be established from the beginning, with a
  project leader that coordinates and guides each department, ensuring
  task assignation, evaluating results and providing feedback.
- In order to ensure that each student is able to fulfill the requirements of a Culminating Experience, a **smaller group of people** should be participating in the project full-time. Volunteers may be used for specific moments of higher pressure or activity, but I believe that having six students fully involved in the same project proved to be inefficient and a barrier to them being equally involved.

## Marketing Level:

 Plan carefully the launching momentum: The event should not be announced until all materials are professional and ready, such as the website content and design, logo, or social media platforms.

- Develop more street and PR campaigns: Next year, the
   TEDxBerkleeValencia team could implement some of the ideas that
   were discussed but were not put in practice because the reaction was
   initially slow. For example, organizing a concert featuring Berklee
   musicians to promote the event, or presenting the event at universities.
- Use analytics: Social media and ticketing platforms allow the
  measurement of the impact of specific marketing campaigns by
  observing increases or decreases in both ticket sales and followers.
  These tools should be used effectively to understand which strategies
  are more or less efficient in terms of both general awareness and ticket
  sales.
- Develop a more efficient and consistent campaign for the Berklee community: It is key that students, regardless of if they pay for their tickets or not, be excited about the upcoming event. This edition failed at maintaining such excitement among most Berklee students, as the promotional momentum was killed by announcing the event too quickly, and later marketing actions did not target Berklee students, as they were no longer a priority.

## 5. Contribution to the discipline and profession

Following the very mission of TED talks, TEDxBerkleeValencia allowed the diffusion of ideas worth spreading, making innovative and creative concepts accessible to the local community. Collaboration between TED, dedicated to the dissemination of innovative ideas and Berklee, a creative hub, provided an

opportunity for the Berklee Community to stimulate dialogue and innovation within the creative sector.

TEDxBerkleeValencia served as a tool to raise awareness about Berklee College of Music Valencia campus, as well as about the featured speakers and performers. Contrary to many student-run Berklee events, several marketing tools where used to target specifically the external local community as opposed to Berklee students. Each successfully organized event, like TEDxBerkleeValencia, plays its part to raise the status and perception of the Berklee institution and Berklee alumni in the European market, which will have a positive impact on every student's professional career.

The team laid the groundwork for TEDxBerkleeValencia to become an annual event for future GEMB students to develop professionally in the upcoming academic years. Learning from both the obstacles and accomplishments of this year's TEDx event will hopefully allow future students to gain skills more smoothly and successfully next year.

## 6. Impact on the Student Completing the Work

During the first months of the project, the focus was on meeting in order to shape the concept of the event and research potential sponsors, promotional tools such as gift bags and t-shirts, and possible designs for the logo and website. However, as previously explained, several difficulties and obstacles arose: some related to external factors, such as the fact that no agreement

was reached with the venue until much later, and some related to team dynamics. Since the beginning, the team's organization lacked an efficient structure, and responsibilities were undefined among team members and departments. It was difficult to decide which departments were in charge of different aspects, and much of my research did not become a tangible action, as another department would implement the final steps. This was extremely frustrating as it was both an inefficient use of my time, and also was not equipping me with the skills that I was seeking. Furthermore, a lack of hierarchy and direction exacerbated the problem, resulting in an extremely imbalanced labor distribution. Nevertheless, these problems have had a very didactic impact on me, highlighting the importance of having strong team dynamics, defined hierarchy and role positions. The team was formed by very capable individuals with strong skillsets, but who did not perform exceptionally together. This has showed me the importance of maintaining a happy and motivated team, the intricacies of dealing with multiple strong egos, and the influence that having a positive attitude within an organization can have on the final outcome. Looking back, we should have collectively realized this before and tacked these issues in the very beginning instead of just working frustrated, but this is a valuable lesson that I will put in practice next time I work in a team.

The second phase of the project was more efficient due to concrete task assignation, allowing me to focus on activities relevant to my skillset and professional growth.

Coming from a background outside of this field, being in charge of content creation pushed me to develop several skills that will be useful to my future career growth.

During my studies at Berklee, I enrolled in video production class, learning the basics of video filming and editing, which provided me with a new tool to express myself creatively. Being in charge of content creation at TEDxBerkleeValencia gave me the opportunity to further explore such techniques by applying in a real-life and professional context my acquired skills in software such as Photoshop and Premiere Pro.

Developing a communication strategy gave me more insight into the processes and obstacles involved in accomplishing a goal within a corporate environment and into how to contact and involve different entities that can help to push an event. I also learned how to compose a press release, a skill that will serve me extensively in the field of event organization.

Finally, assisting the production department during the rehearsal and the day of the event gave me insight to the production of a large-scale event. I understood the function of every team member, and the specific dynamics behind the scenes, such as lighting needs and stage design or production timings. This will be extremely useful for me to conduct future events beyond my university studies.



## 7. Appendix:

## 7.1. Press Release



Press Release:

# FIRST TEDX EVENT TO BE HOSTED IN JUNE BY BERKLEE COLLEGE OF MUSIC AT ITS VALENCIA CAMPUS

Valencia, May 27?, 2014 – Berklee College of Music, the world's leading college of contemporary music, is to host its first TEDx event: <a href="TEDxBerkleeValencia">TEDxBerkleeValencia</a>, at its campus in Valencia, Spain. The conference, themed: Creative Catalyst, will take place on Saturday, June 21, 2014 from 4pm in the Aula Magistral Theatre of the Palau de les Arts Reina Sofia in Valencia's City of Arts and Sciences.

"We are proud to be hosting our first TEDx event and following the central foundation of TED and ideas worth spreading, TEDxBerkleeValencia will celebrate creativity in all its forms," explained Emilien Moyon, Program

Director of the Master of Global Entertainment and Music Business at Berklee Valencia. "Under the banner of Creative Catalyst, we intend to explore the creative challenges and inspirations that provoke ground-breaking innovations in different disciplines – including the arts, science, sports and business models – leading to revolutionary changes in perception that shape our history by dissolving the status quo."

"The city of Valencia thrives on creativity, and it is by design that TEDxBerkleeValencia will celebrate its inauguration on June 21, which is European Music Day,"

The conference will feature talks by leading international thinkers, innovators, and artists who represent diverse creative fields and include Spanish artist and designer, Javier Mariscal; Sonicbids founder Panos Panay, who is leading Berklee's new institute for creative entrepreneurship; and Spanish film composer, Lucas Vidal, among others. Each will cover personal stories, explore ideas and share fascinating contemporary examples that are driving our society towards new, undiscovered heights.

Berklee students and faculty will also participate through presentations, and live musical and dance performances.

<u>Tickets</u> for the event are available on-line and via the <u>TEDxBerkleeValencia</u> website and will be distributed on a first come, first serve basis, with a limited number of early-bird tickets available at the discounted price of 15 Euros until June 1, 2014.

-end-

## 7.2 Videos:

## TEDxBerkleeValencia YouTube channel:



https://www.youtube.com/channel/UCY2O2LWyMyn4Y\_vF5fZuKmw

"Creative Catalyst"

June 21 2014

7.3 Program:

## **TED**<sup>X</sup> BerkleeValencia

### Program

16:00-18:05h Live speakers - Session 1 Intro TEDxBerkleeValencia Intro Generalitat

Intro Generalitat

Belen Maya
Ganavya Doraiswamy
Lucas Vidal
Panos Panay
Andrea Fraenzel
Javier Mariscal
Jodie Rogers
Stephen Webber

Break + Selection of TED videos

18.50.20.20h
Live speakers - Session 2
Clara Barberá
M.T. Adilya Srinivasan
Joao Bruno Soeiro

Ĵuiza Sales Rangel
Ban Houge
Erick Crockenburg and Tad Cooke
Michael Sean Harris

### Speakers/Performers



Clara Barberá

Born in Valencia, Spain, Barbera is a professional dancer, choreog-rapher, and found-ing member of New Movement Collective, a United King-dom-based group of new generation choreographers.

Barberà became Associate Artistic Director and Resident Choreographer for Baller Clásico de Valencia in 2011 and joined Berkiee College of Music's Valencia in Campus where she currently serves as Student Affairs Manager and teaches "Movement for Musiciains" to both graduate and undergraduate students.



Joao Bruno Soeiro

schooling in Musical Analysis and Composition Insur-inques. In 2005, Soeiro began attending diverse master class-in 2005, Soeiro began attending diverse master class-es with some of the most renowned piano instructors in the world, including Elisso Virsalade, Vitaly Margullis, and Sequeira Costa. Following these curses, he went on to receive a Bachelor's degree in Plano Perfor-mance at the prestigious Gnessin Academy of Music in Moscow, Russia where he began to write music for cinema and visual media.



M.T. Aditya Srin-vasan, of Chen-nai, India, is one of the world's pre-mier young tabla players and is widely recog-nized as being an up and coming talent within his musical sphere

## M.T. Aditya Srinivasan

Dancer
With the New Movement Collective she has co-chrecoprahed and danced in London, Lisbon, Cologne, Madrid and most recently, in Valencia.

Barberá became Associate Artistic Director and Resident Choreographer for Ballet Clásico de Valencia in 2011 and pionel Berklee College of Music's Valencia in 2011 and pionel Berklee College of Music's Valencia in 2011 and pionel Berklee College of Music's Valencia in 2011 and pionel Berklee College of Music's Valencia in 2011 and pionel Berklee College of Music's Valencia in 2011 and pionel Berklee College of Music's Valencia in 2011 and pionel Berklee College of Music's Valencia in 2011 and pionel Berklee College of Music's Valencia in 2011 and pionel Berklee College of Music's Valencia in 2011 and pionel Berklee College of Music's Valencia.

Srinvasan also takes active interest in theater and has been part of more than 15 plays with The Mandras Players, Evam, Masquerade, and Landing Stage where he takes on composition, production, acting, and marketing roles.



## Luiza Sales Rangel

Composer
Soeiro dedicated his time exclusively to piano, adapting his skills to Chamber Music while also receiving 2012, and toured around Brazil performing in Rios schooling in Musical Analysis and Composition techniques.

In 2005, Soeiro began attending diverse master classes with some of the most renowned piano instructors in Berklee Valencia, Living in Europe, she performed the world, including Elisso Virsalade, Vilay Marguils, in Spain, Portugal and England.

# **TED**<sup>X</sup> **BerkleeValencia**

## What is TED/TEDx

Janeiro, Brazil.

TED's media initiatives include TED.com, where we TED Talks are posted daily; the Open Translation Project, which provides subtities and internative and internative transcripts as well as translations from volunteers worldwide; the educational initiative TED-Ed; and TEDBooks, short be-books on powerful ideas. TED has established the annual TED Prize, where exceptional individuals with a wish to change the world get help translating their wishes into action; TED, which supports individuals or groups in hosting local, self-organized TED-style events around the yolf-changing innovators from around the globe to amplify the impact of their remarkable projects and activities.

TEDx is a program of local, self-organized events in the spirit of ideas worth spreading that bring people together to share a TED-like experience. At a TEDx event, TED Talks video and live speakers combine to spark deep discussion and connection. These local, self-organized events are branded TEDx, where x = independently ozgranized TED event. The TED Conference provides general guidance for the TEDx program, but individual TEDx events are self-organized.

## **About Berklee College of Music**

About Berklee College of Music

TED is a nonprofit organization devoted to ideas

Worth Spreading. Started as a four-day conterence in California almost 30 years ago, TED has
grown to support its mission with multiple initiatives. The two annual TED Conferences invite the
world's leading thinkers and obers to speak for 18

minutes on a diverse mix of topics. Many of these
talks are then made available, free, at TED conTED speakers have included Bill clases, Jane
Goodall, Elizabeth Gilbert, Sir Richard Branson,
Nandan Nilokani, Philippe Starck, Ngozi Okonjo-Inveals, Isabel Allende and former UK Prime

Minister Gordon Brown. The TED2014 Conterence takes place in Vancouver, Britisch Columbia,
along with the TEDActive simulcast in neighboring
Whistler. TEDGlobal 2014 will be held in Rio de
Janeiro, Brazil.

With a student body representing nearly 100 coun-

With a student body representing nearly 100 countries and alumni and faculty that have won more than 310 Grammy and Latin Grammy Awards, Berklee is the world's premier learning lab for the music of today—and tomorrow.

The theme of the event is "Creative Catalyst" Creativity shapes an individual, accentuating their unique intellectual idiosyncraises beyond what is made easily visible within social conventions. No matter how you prefer to characterize creativity, it always has a profound potential to connect, educate, and influence others. Creativity is a quality we all possess in some measure. The degree to which we tap into it directly informs who we are and how we relate to the world around us.

Designers, musicians, entrepreneurs, and commu-nity developers: each speaker has a personal story and relationship with their own inner muse. It is our pleasure to present a program exhibiting a great range of views and ideologies, all of which give meaning to the power of creativity and what it means to be a Creative Catalyst.

### Speakers/Performers



Ben Houge Berklee Faculty Ben Houge is an artist working at the nexus of music composition, video game development, sound installation, performance, and generative video. An eighteen-year veteran of the video game industry, his music and audio design have been heard by millions around the globe in titles including Tom Clancy's EndWar, Half-Life: Opposing Force, Brothers in Arms: Road to Hill 30, Kilng's Quest Mask of Eternity, Leisure Suit Larry 7, and Arcanum: Of Steamworks & Magick Obscura.

Hogue's most recent creative activities include the development of food operas in collaboration with accidained chef Jason Bond of Bondir restaurant in Cambridge, Massachusetts, involving evening-length events in which he adapts video game techniques to create a customized, 30-channel soundtrack for a five-course



**Erick Crockenburg** and Tad Cooke Entrepreneurs

Erick Crockenburg and Tad Cooke are recent graduates of the University of Vermont (UVM), business partners, and life-long friends. Together, they have worked towards developing and promoting sustainable agriculture and have earned numerous grants and awards for their research and work in community development Confectors of New Moran, a fledgling non-profit redevelopment corporation, their story stems from the community redevelopment community and the community redevelopment of an abandoned coal plant in the small US ofly of Burlington, Vermont. As seniors in college, both Cooke and Crockenburg generated, and passed, a large-scale proposal calling for the creation of a green and sustainable multipurpose art, food and events space within a derelict building located on the iconic Burlington, Vermont waterfront.

They are currently project leaders of the UVM Clean Energy Fund while assuming roles as project managers for the New Moran under their recently founded Room 9 Redevelopment Company.



Michael Sean Harris

Michael Harris, a native of Jamaica, has been an active and cen-tral member of the local and global music community for years. Since 1931, he had been a member of The Little People and Teen Players Club as well as a founding member of the Ashe Caribbe-an Performing Arts Ensemble.

Currently, Harris teaches writing and arranging while he fine-tunes the recording and production quality of his personal works. He is also the assistant director for the School of Music at The Edna Manley College, where he is an instructor of PopUsazz Voice and Jazz Harmony and has recently implemented a music technology couse within the degree program. Harris is an alumnus of The Berklee College of Music (2000) where he pursued a dual major in Music Synthesis and Contemporary Writing and Production.

# 7.4 Event Pictures





