



Creative Entrepreneurship & Business at ACM

ACM

the academy
of contemporary
music



Nick Gatfield
ACM AMBASSADOR

Nick Gatfield is one of the most experienced and celebrated executives in the global music industry. He started his career as a member of Dexys Midnight Runners, and has held President and/or Chairman positions at Universal (Universal Island UK), EMI (UK & North America), and most recently Chairman and CEO at Sony Music UK, where he oversaw the launch of the world's current biggest act, One Direction. During his career as an A&R executive, his signings included groundbreaking artists such as Radiohead, Blur, and Amy Winehouse. He was awarded the Major Label Executive of the Year Award in 2013 at the Worldwide Radio Summit in Los Angeles, and nominated for the Industry Icon Award in 2014. Nick is CEO and Founder of Twin Music Inc, an angel investment provider for artists and entrepreneurs.

"I have watched the growth and development of ACM over the years gone by, from its beginnings in Guildford to a multi-campus organisation that now includes locations in London and Birmingham. I am delighted to be the Ambassador for Creative Entrepreneurship at ACM in its next exciting chapter, and look forward to working with the team at ACM to ensure that its business programmes and modules continue to link the real world into education at every opportunity, bringing together undergraduates and professionals as mentors for interdisciplinary programmes focused on creativity and entrepreneurship."



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Foreword



Dear Prospective Student,

My name is Kainne Clements, and I'm ACM's Executive Chairman and owner.

ACM is a totally unique institution that provides a real-time and immersive industry-based education, compiled and delivered by a collaborative community of artists, creative industries professionals, researchers, and learning support specialists.

This is a mix that you will not find in any other educational establishment.

My background is technological, creative, and entrepreneurial. My passions are education and the arts. In another part of my life, I invented the world's first black box recorders for signalling within transportation systems – so I now have a very unique view on the world, as I am not only a creative, but also an engineer.

I'm also the owner of Metropolis, Europe's largest recording complex, and am thus now able to bring together two of the world's leading music institutions in the shape of ACM and Metropolis, for the benefit of our students and the fast-growing creative sector.

The creative sector is responsible for more than one in nine new jobs created in this country, and contributes more than £100 billion to our economy.

I have seen so many jobs disappear in my time, and seen so many new ones being

created – and this is the point I want to make to you all. While you are studying in a fast-changing world where technology is fundamentally changing what our future is going to look like, you will see jobs that you may be aiming for now disappear by the time you qualify and graduate.

Equally, while you are studying, you will see new kinds of jobs being created and maybe even whole new industries emerge that you didn't previously know about, creating new opportunities for the future.

It is my fervent belief that unless education, at the very least, keeps pace with, if not one step ahead of, the speed of development of the world and of industry, then it is bound to fall behind and become irrelevant. And it is my experience that a lot of institutions and mainstream universities find themselves in that very position, simply because of the way they are configured, thus not being able to read the direction of travel within industry, unable to connect with it or influence it.

ACM, on the other hand, is geared for change. We are really proud to have a unique composition of industry professionals, occupying highly influential positions in both the outside world and ACM, that are intrinsically linked into the development of our curriculum and assessments, and therefore into your journey, as one of our students.

By the time you come to the end of your journey with ACM, you will already be on solid ground with first-hand experience within the industry. You will have the most rounded and immersive view of what is going on, and you will know exactly where and how you can apply your creative talent, knowledge, and skills to add value.

Over 25 years, I have interviewed more than 3,000 people and employed more than 1,000. And during that time, I have never once read one résumé. I have only ever relied on my intuition, my gut instinct, and my ability to look at the person before me and watch them connect with what it is that drives them, what makes them passionate, and where their embodied learning is coming from. You cannot read this from a piece of paper; you can only witness it by sitting opposite somebody and listening to how they connect with your vision and values, and what it is they have learned to add value to your organisation.

My promise to you is that ACM understands this, above and beyond anybody else, and understands how to equip you with the skills necessary – from communication and problem-solving to resilience and collaboration – to be able to negotiate and navigate through our beautiful, but sometimes brutal, creative industries.

We put together the most unique and compelling workshops in which different roles and specialisms connect to collaborate at a level that no-one else can achieve. We include creatives and executives of international acclaim from all corners of industry, from music to brands to fashion to film to gaming to publishing.

If you can just picture for a second what it takes to lift and launch a brand: it takes so many aspects of the creative arts industry. My pledge to you is that we will bring all of these elements together to

give you the best possible insight into the creative industries, a multi-layered contact network of professional peers to equip you for your own personal journey into the creative industries, and to prepare you for the world of work.

I could not be more proud of what ACM has been able to achieve over the past four years. We have grown from 800 students to more than 2,000 across three locations – which by 2020, I am proud to say, will be four, with even more international connections. My careful management of our growth means that we're still small enough to care, but big enough to make a difference. Come along and see this for yourself at an Open Day soon.

We are equally proud to have Metropolis within our group, which is simply the most incredible artist development hub, connected to every continent and every major player in industry, from labels to managers to A&R execs, as well as independent artists across all genres of music. From inspiration to activation, our Grammy Award-winning engineers help Metropolis power much of the music industry, as well as wider creative industries including Television and Brands. It's already a critical part of our organisation, and could soon become a critical part of your learning journey at ACM.

Your journey to your career in the creative industries starts right here, and I am looking forward to meeting you.

Kainne Clements
Executive Chairman, ACM



The Leadership Team

The leadership team are a diverse group of highly experienced individuals from across the creative industries, each specifically recruited to lead and ensure continuous development here at ACM.

Every member of the team holds an influential position within the music industry, and uses a wide range of skills, experience, contacts and know-how to ensure that our learning experiences are progressive and immersively connected to the real-world creative industries.

We are a team of experts with high-status reputations that open doors, and have literally been there, done it, and are still constantly interacting with the music industry.

We collaborate together to identify exciting opportunities and create student pathways that combine to form a multifaceted structure, ensuring innovative learning at a world-class level.

Learning by doing is key at ACM, and earning by doing is also encouraged and facilitated while you study through our many platforms.

Working alongside an exceptional team of highly skilled tutors, we are collectively leading the way in music industry education here at the heart of ACM.

Leadership platforms for 2019/20 include:

Metropolis Blue – Our student-run record label

Collab – A brand new app that aids creative collaboration between our 2,300 students

ACM Production Library – Earn as you learn with our new online production portal

Podcasts – Facilitated by our student podcast team, an integral part of education and wellbeing

Radio – In-house community radio station

Internship and work placement scheme

New module development – As new areas of business evolve, so do we

Masterclasses / Industry events – Focused workshops immersed in industry

Industry networking

ADCO – Artist Development & Creative Output

Industry Link – Guidance and structure for student live events

Discovery & Development – Development for creative students



SPOTLIGHT ON:

The Leadership Team (BUSINESS)



Dave Cronen

Background: Retail (Virgin Records), distribution & record labels (Rough Trade, Grand Royal, Beastie Boys), international licensing (PIAS, ArtistDirect)

Best advice: "Never give up, be patient, and learn from your mistakes."



Ellie Fitzgerald

Background: Universal Music Group, Talent Manager (Alexandra Burke, Kimberly Wyatt (The Pussycat Dolls), JB Gill (JLS))

Best advice: "Share the real you!"



Raf McDonnell

Background: Brand expert (Coca Cola, Walkers Crisps, EMI, Creative Artists Agency, Kylie Minogue, One Direction)

Best advice: "Be nice to people; they will remember you."



Richard Connell

Background: Metropolis Studios CEO, Sony Music Entertainment (Epic / Associated Labels / BMG / Columbia), David Bowie, Beyoncé, Pink

Best advice: "Fail often."

Meet the other leadership team members on our website: www.acm.ac.uk

Message from Metropolis CEO Richard Connell



My name is Richard Connell, and I am the CEO of Metropolis Studios and a member of the leadership team at ACM.

When I was about 18, I realised that music was the most important thing in my life, and I wanted it to be my job as well. So I totally understand the sheer passion that drives this ambition. For me, it began a career in music that has spanned over three decades.

I have worked exclusively on the label side of the business, from small independents all the way up to major corporations. During this time, I was Vice President of Marketing for Columbia Records, General Manager for the Sony Commercial Music Group, CMO of Sony Music UK, and Managing Director of Epic and Associated Labels. I have worked with many acts from the Foo Fighters to Kings of Leon, Beyoncé, Pink, Bob Dylan, and One Direction, taking creative visions and broadcasting them to the widest possible global audience. My role within the leadership team at ACM is to bring all of this experience and network to the curriculum, and make sure that we not only remain relevant, but also support, enhance, and encourage our students' passion – the same passion that drove me – every step of the way.

My experience of running hugely effective marketing teams, delivering global marketing campaigns on multiple projects, means that I understand what creative businesses need: Creative problem-solvers and innovative thinkers who can operate in a highly volatile environment, equipped with the smarts required to evolve and adapt. At ACM, we prepare our students

for this reality, thus future-proofing their careers.

The industry itself is deeply embedded into the ACM Business & Innovation pathway and curriculum, creating a unique structure that facilitates extremely valuable educational experiences. Every week, the leadership team meets to discuss new developments in the industry and ways of reflecting those developments in our classrooms that very week. It's real-world learning by doing, in real time – and this up-to-the-minute topicality reflects the quick, flexible, and incredibly innovative nature of the creative industries.

We need to keep pace with the creative industries in order to prepare our students for the speed at which they must operate in professional creative environments. ACM's Business & Innovation pathway is different from other business degrees. It's creative, not conventional, and delivered by an institution that is itself geared for fast-paced changes.

Change by its very nature is the one thing you can count on when working in the creative industries. Roles change, companies change, and the environment changes constantly. I am proud that change is something an ACM Business & Innovation student is encouraged not only to embrace, but also to lead. There are currently some 45 income streams available to creators and entrepreneurs within the music industry, and new business opportunities are emerging all the time. The one way to predict the future is to invent it.



Meet the Business School Team

Here at ACM, we are extremely proud of our diverse and multi-talented team of Business & Innovation tutors, who you can meet at our campuses in Guildford, London, and Birmingham. They come from a wide range of backgrounds, have become experts in their respective fields, and possess an impressive wealth of experiences, insights, and vital industry knowledge. They know from first-hand experience what it's like to make a living from doing something they love, and continue to interact with the industries you're aiming to work in, bringing all the latest industry-relevant updates into ACM classrooms in real time.

Your creative industry aspirations are their life-long careers. What better role models could we offer?

Music Business Tutors



**Rachel H
(Guildford)**

Rachel's career spans over 25 years in the music industry, and she has won major awards for her work. She started in the music industry by managing recording studios and record producers, then used her PR and marketing skills to establish Main Source Promotions – a company specialising in radio plugging and promoting drum'n'bass and hip-hop labels. Rachel has worked with various artists and labels including Roni Size, Andy C (RAM Records), Hospital Records, General Levy, and Skitz, and produced UK Garage Dreem Teem and Fabio & Grooverider's "One In The Jungle" series for Radio One, before helping to set up BBC Radio 1Xtra.

"Take every opportunity that you get offered when starting out in the music industry. If you give the projects you work on your all, then your passion, hard work, and dedication will pay off."

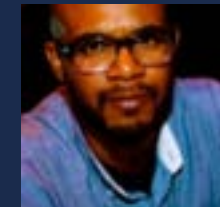


**Carla Willis-Brown
(Birmingham)**

Carla is a creative international DJ/VJ, and has been a music industry insider for over 15 years. She has curated international showcases at some of the world's

biggest festivals, gained sponsorships from organisations such as PRS Foundation, British Underground, and Arts Council England, and provided countless opportunities to artists, producers, and DJs involved in the UK hip-hop and grime scenes. She is also an entrepreneur, and the founder of Tapes – a music tech company that provides a platform for artists and industry professionals to discover new music, distribute, and network. She has successfully raised Tapes' first round of investment, as well as the production of an exclusive Tapes album featuring collaborators from the UK and the US.

"Think big, never give up, always give 150%, and put your best foot forward in everything you do."



**Nathan Richards
(Guildford, London)**

Nathan Richards is a former singer-songwriter turned academic.

Currently a doctoral candidate at the University of Sussex, writing on Digital Humanities, Nathan has a research background in the history, artistry, and cultural practices of African people. A student of musicology with a passion for teaching and learning about the varied musical and artistic traditions from around the world, Nathan joined ACM with a remit on developing the research scope of the academy and its students, to broaden the cultural reference points and repertoire of the curriculum.



**Patrick Rackow
(Guildford,
London)**

Having previously worked as an investment manager for a

leading investment bank, Patrick was called to the Bar in 1992. He started in the music industry as an in-house lawyer for a small record label, and then spent twelve years working in private practice, advising a wide range of clients on all aspects of the music business. Patrick was appointed CEO of BASCA between 2008 and 2012, after which he set up Patrick Rackow Consulting, providing business, legal, and public affairs advice for the music and creative industries.

"The music and creative industries have been through a series of seismic changes over the past two decades, and there is no reason to believe that the change will not continue. It is now more important than ever for anyone who aspires to make their career within these industries, be they an artist, producer, songwriter, business executive or entrepreneur, to understand where the industry is going. In order to do that, they have to understand where it is now and how it is now, and how it got there."

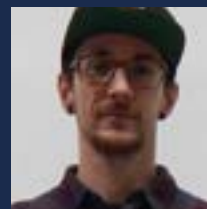


**Chris Carney
(Guildford,
London)**

Chris is a DJ, actor, and festival founder from Liverpool. Having

spent ten years in theatre and film working with David Morrissey and the BBC, as well as being involved in two successful theatre appearances at the Edinburgh Fringe Festival, Chris turned his attention to music. Touring with DJ collective Mixnots and solo artist X-Ray Katt, Chris has performed at some of the world's most famous festivals, including Glastonbury, the Isle of Wight Festival, Creamfields, Standon Calling, Liverpool Music Week, Liverpool Sound City, Liverpool International Music Festival and Lake of Stars (Malawi). Chris is co-founder and producer of the Threshold Festival of Music & Arts, and is the manager of singer-songwriter John Grant's four-day North Atlantic Flux: Sounds From Smoky Bay festival in Hull – part of the city's 2017 UK City of Culture programme.

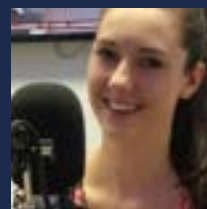
"One thing that sometimes gets lost in the music industry is the ability to be nice. Be ambitious; don't be ruthless. Be fair; don't be vindictive. Be confident; don't be arrogant. To paraphrase the great Maya Angelou: You'll always be remembered for the way you make people feel."



**Tobias Alexander
(Birmingham)**

Tobias has worked nationally and internationally as a professional drummer since

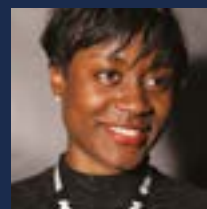
2006. He has experience across live radio and television, recording, and touring. He is currently working with 10 Downing Street on a national memorial project. After living and working in Paris during 2010 and 2011, Tobias returned and worked as an A&R team manager for an independent record label based in Birmingham. Tobias was also listed in Rhythm Magazine's 'Ones to Watch' feature in 2018.



**Emily Bettison
(Birmingham)**

Emily Bettison is in the final year of her PhD, which is funded by the Arts and

Humanities Research Council and explores the creativity of the radio industry. Alongside her PhD, Emily is an editor for the journal Riffs: Experimental Writing on Popular Music. Emily teaches a variety of modules at ACM Birmingham, including Creative Industry Trends, Research Skills, and Intellectual Property Rights.



**Akua Afram
(London)**

Akua is a music consultant and curator with an international DJ profile, and

has developed an extensive and

entrepreneurial career incorporating such fields as publishing, licensing, sync, music programming, management, PR, A&R, and education. She was the first African female DJ to play on BBC Radio 1Xtra, and has also presented for BBC Radio 1, BANG FM, Break London Radio, and SOUL FM UK. Her client list has included Lexus, Nike, River Island, Vodafone, SoleDXB, Ghana Fashion Design Week, Blue Mountain Music Publishing, Music 4 Good / Livity, MPH0!, Small Green Shoots, AfroHeat GmbH, Ghana Kitchen, Infusion Magazine DXB, Rhian Benson and more.



**Ronnie Ochero
(London)**

After spending his childhood obsessed with video games and football, Ronnie

naturally gravitated towards a career in game development. Today, he has the satisfaction of seeing his own creations featured in real games – including the famous Football Manager series, developed by Sports Interactive. Ronnie is a living example of what you can achieve when you follow your passion while working tirelessly to develop your skills, and a fantastic role model for anyone looking to pursue a career in the creative industries.



**Dave Cronen
(Guildford,
London)**

Since 1984, Dave has worked in various areas of the music industry

including retail (Virgin Records),

distribution and record labels (Rough Trade, Grand Royal, Beastie Boys), and international licensing (PIAS, ArtistDirect). Dave set up Trust Management in 2003, and has since worked with Johnny Marr, Ash, We Are Scientists, Black Mass, Baxter Dury, and many others including two Ivor Novello Award winners.

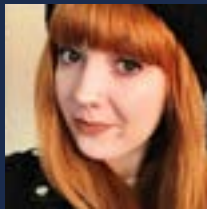
“Never give up, be patient, and learn from your mistakes.”



**Mike McNally
(Guildford,
London)**

Mike McNally moved into the music industry through a career in media, working for The Observer, Virgin Radio, and music titles NME and Melody Maker. After joining EMI Music, he spent ten years in senior A&R, Strategy, and Marketing & Promotions roles across a range of EMI labels before joining the innovative management company Nettwerk as UK SVP, working with international artists and their management teams. His consultancy, McNally Consulting, delivers seminars, workshops, and consultations on strategy, branding, and development to international trade bodies, national music export companies, labels, and artists.

“Never turn down an invite. Simple as that. Networking got me every one of my jobs – not a nice CV.”



**Christie O'Regan
(Guildford)**

Christie O'Regan is ACM's Quality Manager, and has been part of the Professional Services team since early 2017. She previously ran a small independent record label, and holds an MA in Music and the Creative Economy. In addition to her work in the Professional Services department, Christie has taught on the MIP419 Finance, Funding and Innovation, and MIP602 Portfolio (Business) modules.



**Raf McDonnell
(All Campuses)**

As a marketing expert, Raf has worked with major brands (Coca-Cola, Pepsi, Walkers Crisps), celebrity musicians (including Kylie Minogue, Robbie Williams, One Direction, Ariana Grande), and major creative industry businesses from EMI to Creative Artists Agency (CAA) and Amazon Tickets. He now runs his own talent agency, Talent & Brands, representing celebrity talent for commercial brand opportunities, and helping brands find suitable celebrity talent for their campaigns.

“You never know what may come as a result of your next meeting. Therefore, you need to see every meeting as an opportunity. Be nice to people; they will remember you.”

SPOTLIGHT ON:

The Modern Music Industry

Music consumption grew by 6% in the UK in 2018, marking the fourth consecutive year of growth. Global recorded music revenue grew by 8.1%, which proves that there has never been a more exciting time to be involved in the music industry. While the major music labels all benefit from this growth, the independent sector is also growing quickly. Independent record companies saw a growth in their overall global streaming market share, which rose from 17.11% in 2016 to 19.55% in 2017. During the same period, the major record labels' market share either remained static, or actually decreased. Being independent means hard work, but the creative and financial benefits are numerous.

Entrepreneurs are continuing to successfully run independent labels, with plenty of room for new startups on a year-on-year basis. It is currently estimated that there are 45 different income streams alone within the music industry, and at ACM we have to ensure that our students are aware of all of them, from the traditional options to the new ones. Thanks to new structural developments that offer alternatives to traditional business models, and the speed at which technology continues to evolve, it is easier than ever to have control over the major aspects of any



music project campaign. These areas include:

- Distribution (digital and physical)
- Self-releases
- Manufacturing
- Data and analytics
- Marketing
- Promotion
- Branding
- Direct to Consumer (D2C) sales
- Merchandise
- Rights organisation royalties (including neighbouring rights)
- Live income

These different areas of the business overlap in such a way that any entrepreneur, whether they are a label manager, artist manager, solo artist or consultant, can have full control and ensure a well-designed and strategic campaign for any music creator. It is essential that the entrepreneur identifies the strengths and, most importantly, the weaknesses of any campaign. Any businessperson is going to make mistakes, especially at the beginning of their career, but it is important that these mistakes can be broken down with lessons learned for the future. Entrepreneurs have to quickly develop problem-solving skills to be able to survive in the modern industry.

SPOTLIGHT ON:

The Learner's Journey

All Business students at ACM will experience both embodied learning and an all-rounded education within the Business & Innovation degree pathway. The music and creative arts industries are fast-paced and ever-changing, and an up-to-date awareness and understanding of both entities are crucial to our students' journey, development, and post-graduation work opportunities. Therefore, a deep understanding and wide range of knowledge, skills, insights and experience are required for survival.

Within the specific Business & Innovation degree modules, our students will gain an understanding of the following key roles and responsibilities:

- How to be an entrepreneur, including an understanding of finance, funding, innovation, business plans, and strategies. Students will have the opportunity to conceive, develop, and launch their own business within the creative industries.
- How to be an artist manager. This includes understanding the many roles and responsibilities of the modern music manager, and the numerous income streams that are currently available. ACM have an Education Associate Programme with the Music Manager's Forum (MMF), which gives students

free membership within their studies, enabling them to access networking events, seminars, and conferences, and be mentored by highly experienced managers within their field.

- How to set up a record label. Thanks to the digital streaming boom, recorded music revenue is once again attainable to all artists and creators across all musical genres on a global platform. Students will also be able to research and evaluate the importance of physical formats, and their value within the global market.
- How to work within the live side of the industry. This will cover live event management, tour management, and promotion, as well as many other niche skills that are vital within this sector of the industry. Students will understand the value of live events, and the issues that threaten to deprive musicians of an honest living – including secondary ticketing, and the current global lobbying movement working to have it curtailed.
- How to understand and recognise copyright and Intellectual Property (IP). This includes the ability to prepare and negotiate all kinds of creative contracts, and how to protect IP.

Besides the wealth of additional skills and knowledge provided as a standard part of an ACM education, the Business & Innovation student will get full access to the following co-curricular initiatives within their journey:

- Discovery & Development (D&D) – an opportunity for students to work with each other on a creative artist and artist manager basis. This is an ideal way for students to develop their portfolio and gain work experience, while getting to work with students from different creative pathways.
- Metropolis Blue – a record label run by the students, for the students. A modern record label structure which D&D can naturally feed into. The structure supports all types of independent releases, and can tap into the music industry for marketing and sales support. Students working as part of Metropolis Blue are mentored by current industry professionals, to ensure that students are aware of all up-to-date developments within the record label structure.
- Music Industry Boot Camp – includes masterclasses and student-led projects designed to provide students with valuable experience and insights. This is available to all pathways.
- Podcasts – hosted and recorded by ACM students, under the guidance of our podcasting expert, Ellie Fitzgerald.

By the end of their journey, the successful Business & Innovation student will:

- Display outstanding entrepreneurial skills;
- Have a hunger and desire to succeed within their own aspirational path;
- Own a portfolio that includes work experience, and demonstrates exceptional skills and knowledge;
- Have excellent networking, communication, and research skills;
- Possess a detailed understanding of how the creative industries connect, and the roles that exist within them;
- Be fully prepared for a creative industries career.





SPOTLIGHT ON:

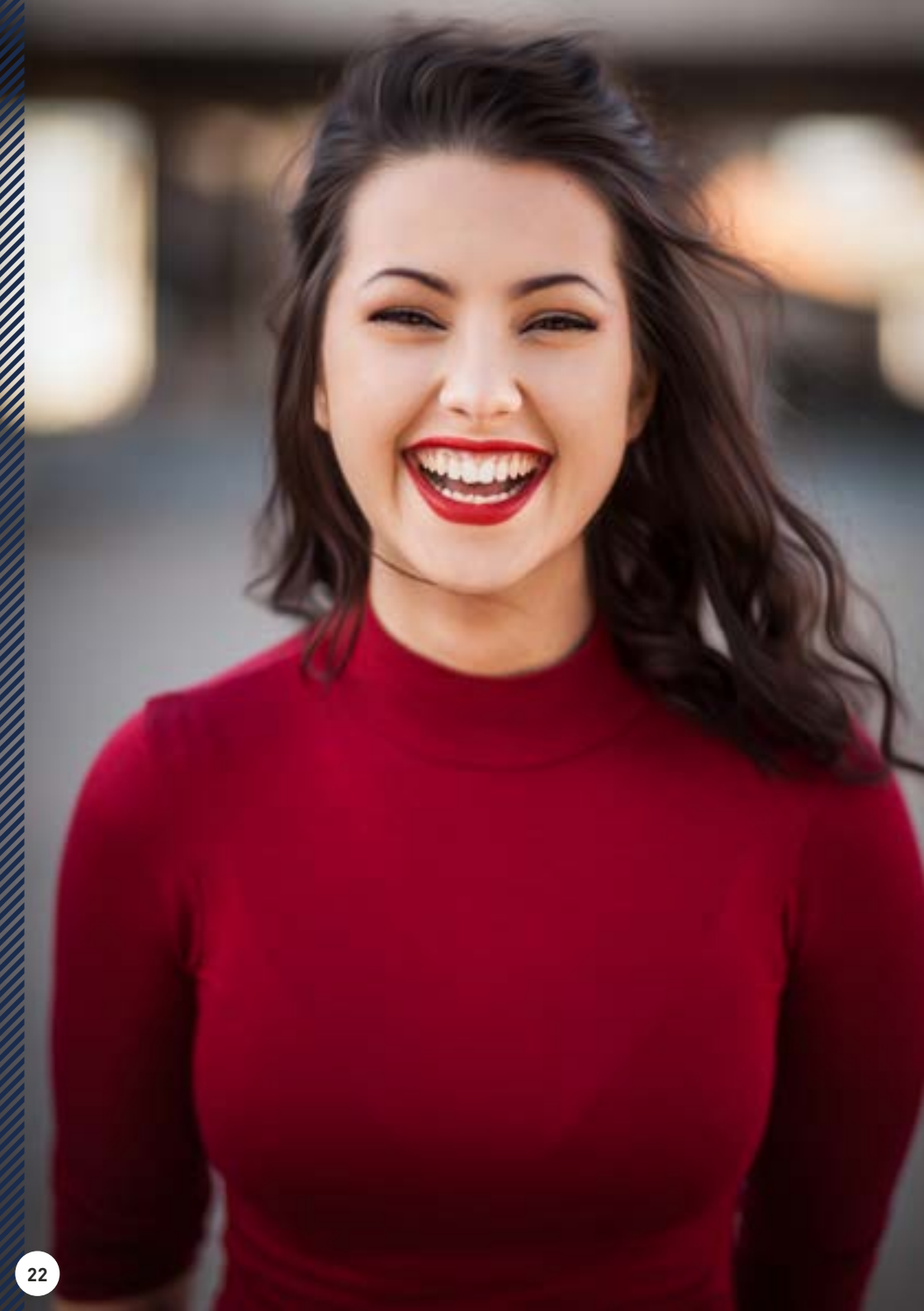
Roles in Industry

Through our signature “learning by doing” approach, ACM specialises in teaching and enabling our students to experience the many roles and responsibilities within the industry both inside the degree pathway curriculum and also externally, through co-curricular and work experience activities. Over the past few years, our students have participated and worked at the following music events and conferences:

- Midem
- The Great Escape
- Association of Independent Music (AIM) Awards and Events
- International Live Music Conference
- BBC Introducing
- Tileyard Networking Event
- Victorious Festival (Portsmouth)
- Repping at live music events

The knowledge and skills gained from students’ education and active industry participation are transferable across the creative industries and beyond, especially when dealing with companies who are working with Artificial Intelligence (AI), Virtual Reality (VR), Augmented Reality (AR) and Blockchain. As time moves forward and technology continues to perform multiple functions across the different creative industries, it is important that students have an awareness of the many roles available to them within the music industry and beyond. Some of these roles include:

- Record Labels
 - Product & Label Management
 - Sales & Marketing
 - Manufacturing & Distribution
 - Budgeting & Accounting
 - A&R
- Publishing
 - Registration, Admin, Collecting
 - Licensing
 - Syncs
 - Creative A&R
- Artist Management
- Social Media & Digital Marketing
- Tour Management
- Promotions
- Branding



ACM: A Miniature Music Industry



ACM is effectively a microcosm of the music industry that highlights all the different aspects of the industry’s day-to-day operations on a global level. The music industry continues to grow, and there is industry-wide confidence that this growth will continue globally over the next decade and beyond.

Both Metropolis Blue and Discovery & Development are examples of cross-pathway collaboration at ACM. This key aspect of ACM’s educational structure ensures that students on the business pathway get to collaborate with creative artists, musicians, songwriters, and producers from development projects through to commercial releases. This includes the first releases on the Metropolis Blue label, and the showcases hosted across all three of our campuses to highlight the talent within the ACM community.

ACM now incorporate project-based learning into our module assessments. This includes recent projects involving live events, business plans that have developed into real companies, and networking events. As Metropolis Blue develops as a label, the resulting knowledge, skills, and interaction with the music industry will be incorporated into the curriculum. A big part of the teaching and discussions held within the pathway investigates and encourages disruption across all aspects of the music and creative industries. We look at traditional business structures, and investigate

potential new business strategies that can improve and update this structure, taking into consideration future demands and developments, competitive analysis, and emerging markets.

It is vital that ACM has a direct route into the industry, and not just through the lecturers working within it. ACM appoints ambassadors from within the music and creative industries to work alongside our lecturers and students, bringing in important ‘at the coalface’ analysis to prove how fast these industries are changing and why. Some examples of the links we have include:

- Record labels
- Publishers
- Artist managers
- Booking agents
- Promoters
- Social media and digital marketing specialists
- Entrepreneurs
- Tour managers
- Lawyers
- Accountants
- Branding and sync experts
- Podcasting
- Media training
- Bloggers and vloggers

We arrange work experience and post-graduate opportunities through these contacts and ambassadors, and have seen an extremely high success rate due to these relationships.



SPOTLIGHT ON:

Metropolis

What do Adele, Queen, Kendrick Lamar, Amy Winehouse, Drake, The Rolling Stones, George Michael, Michael Jackson, Elton John, Noel Gallagher, Harry Styles, Paul McCartney, Madonna, and Mark Ronson all have in common? They are just some of the many global artists who have made music at Metropolis Studios. Established in 1989, Metropolis – located on London's Chiswick High Road – is Europe's largest studio complex, where over 50% of the UK Top 40 Chart is mixed, mastered, and/or recorded in an average year.

Thanks to the fact that our organisations share a Chairman, ACM students enjoy an access all areas pass to Metropolis for live performance events, industry

conferences, and recording during downtime. Business students at ACM also get the chance to visit Metropolis for bespoke masterclasses and events, where Grammy Award-winning engineers such as Liam Nolan and Paul Norris explain recording techniques for live instruments such as drums and piano, as well as mixing masterclasses involving hands-on desk and audio equipment instruction. There are also session sittings and masterclasses with our Grammy Award-winning mastering engineers in their personal studios as well. Subject to availability, masterclasses from industry professionals held in the upper floor bar area, covering such topics as sync, A&R, and general music business advice related to individual career pathways, are included during these visits.

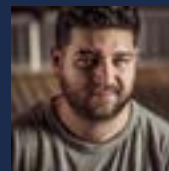


Meet The Team



Paul Norris - Chief Engineer GRAMMY Award, Rihanna's 'Unapologetic' album. Zayn Malik, Alicia Keys, Gorillaz, Ed Sheeran,

David Guetta, Jessie J, Jess Glynne, Black Eyed Peas.

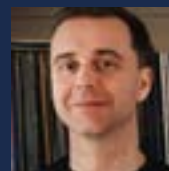


Liam Nolan - Engineer 2 GRAMMY Awards, Adele's '25' & 'Hello'. Adele, Clean Bandit, Ellie Goulding, Kylie Minogue, Paloma Faith, Rita Ora.



Tony Cousins - Mastering Engineer Music Producers Guild 'Mastering Engineer of the Year'. Robbie Williams, Seal, Suede,

The Verve, Massive Attack, Peter Gabriel, Bat For Lashes, Alfie Boe.



Matt Colton - Mastering Engineer Music Producers Guild 'Mastering Engineer of the Year'. Arctic Monkeys, Thom Yorke,

Manic Street Preachers, George Michael, Coldplay, Aphex Twin, Hot Chip, Muse, Peter Gabriel.

"If you want to learn from industry professionals who live and breathe the creative industries every single day, choose ACM."



John Davis - Mastering Engineer Latin GRAMMY - Best Latin Pop Album: Jesse & Joy - Un Besito Mas. Music Producers Guild

'Mastering Engineer of the Year'. The Killers, Led Zeppelin, U2, Royal Blood.



Tim Young - Mastering Engineer GRAMMY Award, The Beatles's 'Love' 5.1 Surround. Music Producers Guild

'Mastering Engineer of the Year'. TEC Award for Madonna's 'Music' and The Beatles' 'Love' 5.1 Surround.



Alex Robinson - Studio Engineer Chris Rea, Elton John, Bullet For My Valentine, Pharrell, Mary J Blige, Emeli Sandé, Kelis,

Mark Ronson, The Script, Nick Jonas, Will.i.am / Sting & Peter Gabriel, Tinie Tempah.



SPOTLIGHT ON:



Metropolis Blue

Metropolis and ACM have created an exclusive record label initiative called Metropolis Blue, which is designed to support all students who want to release music.

Metropolis Blue is run entirely by the students, for the students, across all pathways, and is split into divisions and roles to reflect the workings of a real working label. From A&R to PR, design, promotion, booking, law, and more, there is a role for everyone – ensuring that our students are learning by doing, in line with the ACM ethos.

We hold bi-weekly label meetings alongside A&R workshops to discover new talent, aided by the ACM Discovery and Development team. We hold showcases each term, and

keep industry aligned with our plans, discoveries, and releases.

We work hand in hand with all major labels and distributors, as well as platforms such as Spotify, enabling us to have a direct and consistent link into industry.

Each division of the label has a real-life industry mentor, and we hold regular Metropolis Blue workshops and masterclasses for the team so they receive expert guidance, knowledge, and experience from a plethora of real-life working professionals.

Metropolis Blue is a truly fantastic incubator for both creative and business talent.

SPOTLIGHT ON:

Discovery & Development

Learning by doing

ACM's Discovery & Development is the real-world music industry experience where students aspiring to be artists and music industry execs learn to scout, manage, and promote the newest and brightest ACM talent.

What you'll get out of it

The aim is to create the real-life experience of managing and launching the career of an artist, giving students first-hand knowledge of working in the music business. Also, if you are an ACM act, you will get bespoke mentoring to help you develop your talents and promote your music.

How it works

D&D is extracurricular, will take place throughout the year, and will involve a variety of tasks including putting on gigs, industry showcases, photo shoots, and creating video assets, websites, and marketing plans. It is mentored by Darrin Woodford, who has signed and launched a host of Gold and Platinum-selling artists. Over the last few years, our panel of D&D industry guests has included senior executives from Columbia, BMG, Universal, Kobalt, Ministry of Sound, PIAS, PledgeMusic and Republic of Music, which has led to exciting industry opportunities.



SPOTLIGHT ON:

ACM industrylink

For Business students, Industry Link is an essential part of the learning experience at ACM. By offering various work placements within many parts of the music business (including PR, artist management, publishing and synchronisation, event management, and record labels), Industry Link can provide business students with real-life learning opportunities. We also host regular masterclasses across all topics (such as music law, label A&R, licensing, publishing, and synchronisation) to give business students an in-depth insight into the industry they are studying.

Networking is essential when pursuing a career in the music industry, and forms a key part of the ACM experience. Industry Link has set up partnerships with the BBC, Tileyard Studios, and many more industry institutions in

order to offer our students unique opportunities to rub shoulders with music industry professionals, including artists, managers, and agents. Industry Link host regular networking events across all ACM campuses, to give business students the opportunity to meet and work with songwriters, producers, and performers.

If you want to kick-start your business career by looking for new bands and artists to work with, Industry Link has you covered. Working closely with ACM's Discovery & Development teams, while maintaining solid working relationships with local venues and clubs such as The Boilerroom (Guildford), Belushi's (Hammersmith), and Asylum (Birmingham), Industry Link will help you discover your next breakthrough artist.



Business Student Interview (Zac Smith)

Why did you choose to study at ACM?

What drew you to it? I was initially drawn in by ACM's Production course, then later the Business & Innovation course. I was attracted to the course by the curriculum and the lecturers' experience.

What did you gain from studying here?

An insight into quite an opaque industry. The course also sparked my new passion for technology, which is now central in my current career.

What were the most valuable lessons you learnt at ACM? Being curious, managing time, and the value of hard work.

Who was your favourite tutor? I'd say both Dave Cronen and Mike McNally. Dave because despite his years of experience, he still maintains an infectious habit for learning. He is also a wonderful mentor, and helped me tremendously throughout my studies. Mike really inspired my love for reading. He is also a wonderful challenger of ideas, and was such a huge influence in my decision to focus on the technology sector.

What are you up to now? How did ACM's Business School help you get there?

I currently work as a project manager for Pulselive (a Sony company). Pulselive build apps and digital platforms for sports teams and leagues such as the Premier League, FC Barcelona, ICC, World Rugby and AFL. I'm currently the Lead Project Manager for Six Nations, The Rugby World Cup, and Goodwood, which sees me lead a team of about 20 developers, designers, and product managers.

What special career development opportunities did you get while studying at ACM?

My first was through Ace (ACM's Director of Creative Industry Development and Head of Industry Link), managing Skunk Anansie's social media account. This role lead me to my first meeting with the founder of Landmrk, where I then held the role of Project Manager for 18 months. While at Landmrk I was the Lead Project Manager for Ariana Grande (Universal), YouTube, Shakira (Sony Latin), CNCO (Sony Latin), The Vamps (Universal), Jonas Blue (Universal), CeX and Carling.

What's the best thing about the Business School? The diverse curriculum.

Why would you recommend the Business School to prospective students?

I would recommend the Business School because it is genuinely an exciting degree. Initial reservations could be how this degree will stack up with red brick degrees, but I've found through my own experience and the people I work with that it is rarely the only decider for employers. They really value creative problem-solving skills, a broad range of knowledge and insights, genuine passion and enthusiasm, and authentic real-world experiences – and ACM enables you to develop all of the above and more.



SPOTLIGHT ON:

ACM at MIDEM

The music business is built on human relationships and active participation, and MIDEM – one of the most popular music industry conferences on the planet – brings representatives of every industry sector together for four days at the Palais des Festivals in Cannes, France. As an institution intimately connected to every part of the creative industries, ACM organises trips to MIDEM every year, providing a unique opportunity for students to experience life at the highest levels of the music business in one of the most luxurious locations in the world. MIDEM is the perfect place to make new connections, explore the parts of the industry that most excite you, and expand your knowledge and understanding through direct, first-person interactions.

Whether you're interested in becoming an artist, exploring the record industry, considering a career in management, examining the world of brands and marketing, taking a deep dive into the latest technological developments, preparing for life as an entrepreneur, or getting stuck into any other aspect of the music business, MIDEM is a truly unmissable event. With 4,800 participants, 330 guest speakers, 28 concerts, and 1,915 companies represented across the entire conference, there's something for everyone – and ACM's connections can help you uncover career opportunities you might not have considered before.

To access exclusive industry opportunities like our annual MIDEM trips, book a place at an ACM Open Day and join us this September.

A Message from Kainne Clements

Executive Chairman, ACM

Here at ACM, we aim to enable creative problem-solving and critical thinking in every one of our students – and we achieve that goal using practical, real-world examples of opportunities, challenges, and problems which all creatives and companies face, from the earliest point of a startup to international expansion.

The creative arts industry functions through human interaction and value exchange, such as the exchange of knowledge, skills, insights, and experiences. From the earliest stages of a business proposition, there will be a very necessary interaction, between human beings, that determines each person's value contribution and helps to establish an equitable model for working out a business. For example, if three people have the idea to open a café, and one person has ten years' experience in that industry, another has £100 in their pocket, and the second person also happens to be the best friend of the third person, who's a barista and knows everything there is to know about coffee, those people will need to work out the equitable nature of that relationship. But if the middle person, with the £100 in their pocket, is also the best communicator, the best person at social media, and a wizard at social analytics, it will be more challenging to work out who's bringing what value to the table.

It's been my experience over thirty years, which I offer you now, that what I call the "car park discussion," the initial informal

discussion about working together at the earliest stage of a relationship, is the most important point. It's where your human traits and emotions, your hopes and fears and filters and the way you communicate will be revealed. Further down the line, as things start to get serious and money starts to get involved, people get more defensive. They apply different filters, and communicate in different ways. So the earliest moment is the most important, to understand how this business proposition between people is likely to play out.

At ACM, we're not a business management school. We're not teaching people to conform to a certain conventional construct. However, and at the same time, entrepreneurship is not about wild abandonment. It's not an antidote to conventional management. In fact, entrepreneurship with no management doesn't work. It's just a wild idea.

The best definition of entrepreneurship that I can offer, and what I have seen, is that it's a human idea, to create a new product or service, in a highly uncertain environment. Think about those words. It means new. It means without precedent. It means without form. It means you can't take a textbook off the shelf and say "this is how you do it." Because if you do that, there are 10,000 other places doing the same thing, and you are all competing for razor-thin margins, because it's called a commodity.

So entrepreneurship, and bringing things that are new into the world, affords those who get it right the highest margins and the highest returns – for a period of time. It's never guaranteed forever. And nothing is inevitable. So what we aim to put across

to our creatives is how to approach a situation and, for example, listen your way, to the point where you understand how to contribute. We want our students to understand the nature of critical thinking and creative problem-solving, and how to apply them to entrepreneurial and business scenarios.

Every employer I've ever spoken to, and every entrepreneur who's ever created a company, craves more of one thing, something that exists in precious small amounts – namely creative thinkers, and creative problem-solvers. Conventional education doesn't tend to foster that creativity, because of the way it's constructed and the way it has to deliver and group things together. It tends to lead you to answer an equation, the way the national guidelines need you to. So by the time you're coming into your further education and have options, you need to start thinking about the kind of adult you want to be, because you've conformed to a conventional construct all of your pre-adult life at that point, and you are about to go through a difficult phase to transition into a pre-professional adult. You're also going through that transition in a noisy world, and you're probably playing your life out very publicly online. So the world is full of many more challenges now.

To get a person to be able to be in the moment, now, today, so that they can not only see an opportunity but properly engage with it, and demonstrate to a person in conversation that they can add value, is a skill. It's an absolute skill, and it shouldn't be taken for granted or lightly. And you shouldn't think that it's a gift that you're just born with. It's a skill that I know can be learnt. I have learnt it, and I have taught it to many.

My pledge to people who want to come to ACM is that if you really and honestly care about the creative arts industry, it doesn't have to be about music. Music just happens to have the biggest number of touchpoints to the wider creative arts sector than any others. Therefore, through music we are in connection with, and immersively working with, independents, freelancers, consultants, brands, large corporations, and international conglomerates, carving up deals between NBCUniversal and Netflix while at the same time doing independent releases of music, and also connecting with fashion, photography, TV, and choreographers.

Through embodied learning, which means how you really internalize and process what you learn, our aim here is to enable you to have an appreciation of the creative arts landscape, and also the art of communication. Business by definition cannot stand still – and if you want to either add value to somebody else's business or develop your own, you need to know how to assess a situation, how to value a proposition, and also when and how to seek a partner if you need investment. Businesses naturally go through different growth profiles, and there will be pains of growth that go with that.

An ACM education will enable you to offer creative answers to problems and challenges that will come out of nowhere – perhaps because of the macroeconomic climate, Brexit, localised conditions, or illness. Any number of things can happen at any time. The question is how you respond to it – and your response will speak more to your audience, which might be your employer or employees, than anything you could have written down on your résumé.



SPOTLIGHT ON: Brands

Brands are an important part of today's music industry. They can provide invaluable marketing support for established artists, enable new artists to build a fanbase and engage a wider audience, and provide an important income stream for artists big and small. However, the value that brands offer is not only limited to artists. Writers and producers can also benefit from the investment that brands can make in music, from licensing music for use in adverts and games to recent examples of brand-music synergy, such as Coca-Cola's "Share a Coke and a Song" campaign – during which lyrics from popular songs were printed

on Coke bottle labels – and Just Eat's poster ads, featuring popular lyrics adapted to include takeaway-related puns.

Artists, writers, and producers also need to think like brands as they seek to build and sustain careers in today's music industry. They can even become brands in their own right, and they have an opportunity to build relationships with their customers and fans through a variety of avenues, including but by no means limited to live gigs and showcases, networking events, and social media platforms.



SPOTLIGHT ON: Podcasts

Podcasts have become an essential fixture of modern life. We listen to them on the Tube, on the way to work, in the gym, and even in our beds as we sleep. The number of weekly podcast listeners has doubled in the last five years, while the steepest growth area in listenership can be found among young adults aged 15-24, one in five of whom now listen to podcasts every week.

At ACM, we develop podcasts as an integral part of our students' learning experience. All podcasts are recorded with relevant key industry personnel, and all are hosted and recorded by students at ACM to ensure that they are learning by doing. These podcasts showcase just how immersed we are in the industry, keeping our finger on the pulse of what's happening now and acting as an authoritative resource, through which students can further enhance their education.

All podcasts are relevant and linked to all of our learning modules, covering all pathways so there is something for



everyone. Each podcast is derived from a masterclass or workshop that we hold each term as a standard part of an ACM education. Masterclasses are designed to host interactive content, providing insights and lessons from real-life industry personnel and enabling students to fully experience and maximise learning – and we record approximately 20 podcasts each term, available and accessible to all students. Our podcasts get to the heart of what students want to know and make it available in a digestible format, whether it involves media training insights, video-blogging advice, tech trends, jobs in music, social media branding strategies, or any other topic related to the creative industries.

By listening to ACM podcasts, and getting involved in the creative process themselves, our students can further expand their industry-relevant knowledge, understanding, and skillsets. They can also discover new career options and opportunities that they might not have considered before.



SPOTLIGHT ON:

Research Skills

At ACM, we strive for our students to develop a broad range of research skills and techniques that will aid them not only in their studies, but also other aspects of their lives.

Fostering good research practice is at the heart of the work we do here at ACM. As Business tutors, our aim is to develop and enhance your ability to search, investigate, evaluate and analyse data, trends, technologies, copyright laws and products, in order for you to make critical and informed interventions into your chosen specialist areas.

During your time with us, you will need to complete a number of short written essays related to the modules and electives you choose, and towards the end of your studies, you will be expected to undertake a written dissertation of between 6,000 and 8,000

words on a topic of your choice. The dissertation and final research projects offer an opportunity to explore in-depth a topic that you are passionate about, and make a significant contribution towards music knowledge. We offer a number of modules and electives to support your academic work and your professional development, including a compulsory Research Skills module that covers critical reading and thinking skills, information management, and a range of study techniques.

We are also aware that some students may prefer to engage in more practice-based research, such as producing new music software, technologies, or installations. We welcome these innovative research approaches here at ACM, and will work to support all your research endeavours.

We are ACM

WE ARE INDUSTRY

Industry-led masterclasses

Internships and work placement programme

Monthly industry networking & events

WE ARE THE EXPERTS

Hand-picked tutors, all dual professionals with expertise in their respective sector of industry as well as education

Industry Leadership Team, immersively connected to the creative industries

WE LEARN BY DOING

Metropolis Blue – Our student-run record label

Podcasts – Facilitated by our student team, an integral part of education and wellbeing

Radio – In-house community radio station

Internship and work placement scheme

WE EARN BY DOING

ACM Production Library – Earn as you learn with our new online production portal

WE ARE ALTERNATIVE

Pioneering two-year accelerated degrees (Guildford, Birmingham)

Our Extended Diploma courses are worth the equivalent of 2 A* grades at A-Level

WE ARE ON IT

We are synchronised with real-world industry opportunities and key events

Modules are constantly updated and developed on an ongoing basis

WE PROVIDE GREAT PASTORAL CARE AND SUPPORT MENTAL HEALTH

Award-winning Student Services team

Mindfulness and wellbeing integrated within the curriculum

WE ARE COMMUNITY

Comprehensive outreach programme

Community events and work placements

Charity projects

WE ARE PERSONALISED LEARNING

We treat our students as individuals

Our unique curriculum offers over 160,000 unique module combinations

We build bespoke study programmes for every student, based on their background and personal goals

WE HAVE WORLD-CLASS FACILITIES

Multiple recording studios, post-production suites, practice spaces, lecture theatres, and MIT suites

State of the art equipment provided by brands such as Apple, Fender, Yamaha, Roland, Tama, Audient and Marshall, to name a few

Metropolis Studios, London – Europe's largest independently-owned recording studio complex

The Electric Theatre, Guildford – A 210-capacity auditorium kitted out with an HK sound system, staging, drum risers, and tiered seating

WE ARE INNOVATIVE

Collab: Our brand new creative networking and collaboration app

Designer
 Session Musician
 Production Library
 Percussionist
 Songwriter
 Brand Manager
Business
 Management
 A&R
 DJ
 Booking Agent
 Instrument Technician
 Live Sound Technician
 Music PR
 Media Manager
 Radio Presenter
 Recording Engineer
 Vocalist
 Social Media Manager
 Technician
Composer
 Music Therapist
 Musical Director
 Product Management
 Concert Promoter
 Music Journalist
Music Producer
Tutor
 Publicist
 Artist Liaison
Accountant
 Tour support
 Roadie
 Backing Vocalist
Blogger
Music
 Industry
 Researcher
 Radio Producer
Merchandise
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Agent
 Marketing Manager
 Tour Manager
 Media Plugger
Events Manager
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