

# Raúl Ramos

## Professional Experience

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### SUMMARY

Over 10 years of experience developing and executing managerial and marketing strategies for international music and performing arts organizations, cultural foundations and government entities. Entrepreneur with great ability to understand the dynamics of the arts industry, cultural market and customers' behaviours by using exceptional research, marketing and communications strategies:

- Strategic planning and strategic leadership
- Decision-making strongly rooted in market research
- Effective use of data: CRM, strategic customer segmentation
- Multilateral strategy across all sources of media channels
- Exceeded KPI measurements: Ability to achieve targets within delivery time

### DUTIES & COMPETENCIES

- Brand Development
- Digital Marketing Integration
- Corporate Communications
- Product Development
- Online Marketing
- Event Management
- Sponsorship Development
- Strategic Planning
- Customer Care
- Loyalty Programs
- Database / CRM
- Budget Management

### KEY ACHIEVEMENTS

#### ○ ASIMETRICA

Asimetrica is a leading research and consultancy firm specialized on Arts Marketing, Audience Development and Digital Media, serving arts organizations and cultural government entities. Based in Madrid, Spain, Asimetrica offers its services across the globe, reaching to Latin-American market in recent years. The firm has earned by its impeccable reputation the most prominent clients within the arts and cultural industry in Spain such as, the Ministry of Culture and Education, the National Orchestra of Spain, The National Museum Reina Sofia, the National Museum Sorolla, Teatro de la Zarzuela, Tenerife Concert Hall among others, and has collaborated with the most prestigious international arts and cultural organizations including AmbITION Scotland, The Audience Agency UK, Berklee College of Music, Wolfbrown in USA, Goldsmith University, The National Theatre Colon in Colombia, GAM Cultural Centre in Chile or Fondazione Fitzcarraldo in Italy. Asimetrica is proudly recognized by the arts and cultural global community as the pioneer in founding and leading the *Arts Marketing Conference* that occurs in Spain and other countries of Latin-America. Asimetrica was co-funded, led and managed by Raul Ramos, who comes with an unusual combination of knowledge, skills and experience in the field of arts and culture internationally. Find more info on [www.asimetrica.org](http://www.asimetrica.org)

**Co-founder and Director:** 2010 – Present.

- **National Orchestra of Spain.** Designed and executed its data-driven marketing and audience development strategies to attract and retain customers, achieving a 25% increase in subscriptions sales in 4 years and close to a 85% renewal rate of subscribers, approximately over € 1.1M in its ticketing revenues.
- **Berklee College of Music,** the prestigious contemporary music college in its Valencia Campus, Spain. Designed and implemented the global e-MARCOM strategy for the new Master Degree program. This campaign resulted in registering students from over 25 countries achieving the goals, both in terms of quantity and quality of the candidates finally targeted, generating a revenue of € 300.000 income from tuition fees in their first year of operation.
- **National Theatre Cristobal Colon** in Bogotá, Colombia. Designed a personalized marketing and corporate fundraising strategy for the re-opening of the opera, classical music, theatre and folklore cultural programs. The result exceeded its fundraising expectations with a turnover of 20% of its budget coming from donations and corporate contributions in the following year.
- **Museum Reina Sofia.** Designed and carried out an annual Museum visitors' research, combining different methodologies in order to identify opportunities for improvement in the visitor's overall experience.
- **International Arts Marketing Conference.** Created and Expanded the successful global conference to countries such as Spain, Chile, Argentina and Colombia. This event has attracted in its six first past editions top global professionals and keynote speakers from organizations such as MoMA PS1, TATE, Barbican, the Sadler's Wells, Steppenwolf Theatre Company, Philharmonia Orchestra, Edinburgh Festival, Brooklyn Museum, in addition to over thousands of attendees from the arts and culture industry in different countries.

- **Arteria Promociones Culturales, FUNDACIÓN AUTOR.**

At the time, a cultural foundation with a budget around € 20M to support various performing, music and audio-visual projects every year.

**Marketing & Business Development Director for the Arteria Project, Madrid, 2004 - 2010**

- Designed the functional plans and business model for a capital project involving the creation and management of **6 new cultural and performing arts venues** across countries, including Spain, Mexico and Argentina. Project Budget USD 400M.
- Maximized attendance and financial sustainability through ticketing, donations, sponsorships and new sources of income.
- Designed and executed online and offline marketing strategies.
- Designed and executed customer experience strategy and the different mappings of the customers' journeys
- Designed, formatted and integrated all customer interactions in a CRM and ticketing system in order to have a 360° view of every customer.
- Supervised and co-ordinated all media partnerships, plans and strategies.
- Part of the negotiation teams, processes and agreements with key stakeholders from regional government entities, to main sponsors and international partners.

## **Education**

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- **MA in Arts Management**  
University of Barcelona, 2001 – 2003. Spain.
- **Master in Business Administration (MBA)**  
ICADE, University of Comillas, Madrid, 1998 – 2000. Spain.
- **Bachelor Degree in Law**  
University of Las Palmas de Gran Canaria, 1991 – 1996. Spain.
- **High School**  
Spent two years in the USA, in Boston, Mass. and Northern California.

## **Languages**

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- **English**  
Fluent
- **Spanish**  
Native

## **Publications and other relevant information**

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- **2011 - Present.** Founder, Publisher and Director of the First Digital Magazine in Spanish specialized on Arts Marketing, Audience Development and Digital Media for the Arts and Cultural sector, *Conectando Audiencias*, achieving 10 publications and ongoing with over 20,000 issues downloads covering Spain and Latin-American markets. It is a very niche magazine for this sector with great success. More info on [www.asimetrica.org](http://www.asimetrica.org)
- Published articles about arts marketing and social networks in specialized well-known international magazines: Deusto Harvard Review, Manager Focus, Scherzo.
- **2017 - 2019** Partner for the European Knowledge Alliance on Audience Development CONNECT, an EU Erasmus + funded project to build bridges between the academic and the professional worlds in the cultural sector.
- **2014 - 2015** Guest Expert for the European think tank ADESTE, an EU funded project to create audience development methodologies and training programs in arts organizations across Europe.
- **2014** Guest Expert for CULTURELAB, the international think tank created by the University of Chicago on *building demand for the arts*, a project funded by the Doris Duke Foundation, USA
- **2013-2015** Global Keynote speaker in relevant arts and cultural conferences, including NAMPC conference in USA, International Summit on Audience Development in Chile, Festival Cervantino in Mexico and Festival Primavera Sound in Barcelona.

## **Personal Information**

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**Nationality:** Spain  
**Others:** Driving License, based in Madrid