

Teaching cultural entrepreneurship

Vilnius, Lithuania, October 2017

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Learning points

- 1. Training and education in cultural management: brief situational analysis*
- 2. Basics in cultural entrepreneurship*
- 3. Important topics when teaching cultural entrepreneurship*
- 4. Starting a new program or course in cultural entrepreneurship*
- 5. The importance of interactivity in teaching cultural entrepreneurship*

I. Overview of Cultural Management Training and Education

I. Cultural management – arts administration: basics

- ▶ Concerns business , administrative and management matters in an arts/creative organization – everything that supports the creative process
- ▶ Business & management aspects of the arts & culture world
- ▶ Started as an academic subject in 1970s:
 - City University, London;
 - University of Arts, Belgrade

Cultural management – arts administration: basics

► Includes:

- professional non-profit entities (e.g. theaters, museums, symphonies, jazz organizations, opera houses, and ballet companies)

+

- many smaller professional and non-professional for-profit arts-related organizations (e.g. auction houses, art galleries, music companies, etc.)
- Recently: includes also independent producers, agents, intermediaries, entrepreneurs

Cultural management–arts administration: key subject areas

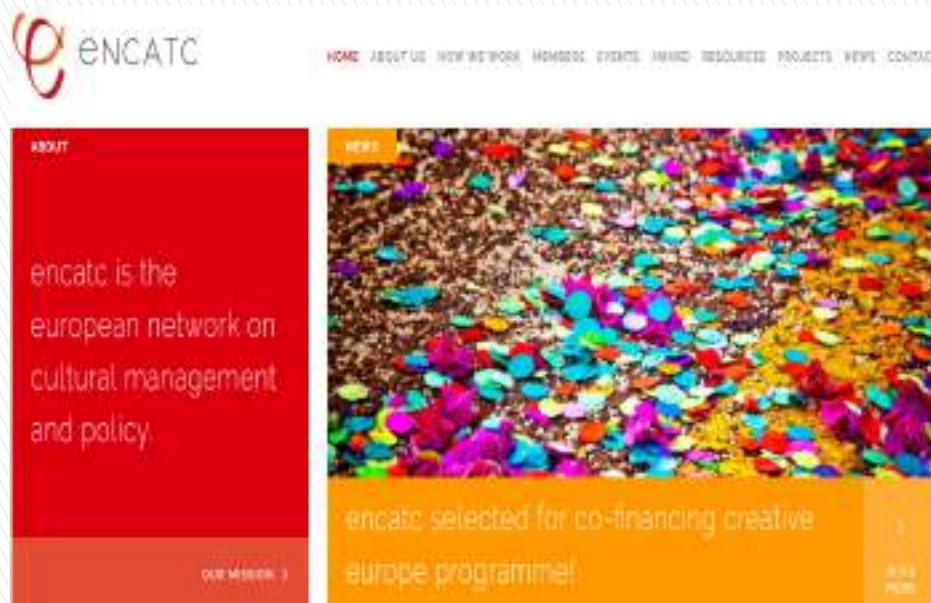
- ▶ Cultural policy– cultural sphere–creative industries: “macro–approach”
- ▶ Cultural management–cultural administration: “micro–environment”
- ▶ Cultural leadership: new “hot–topic”
- ▶ Creative industries: new “hot–topic”
- ▶ Cultural entrepreneurship: small–scale startups+ intrapreneurship

Cultural management–arts administration: key subject areas

- ▶ General (culture, arts) vs specialized subjects (theatre, fine arts, performing arts, music, etc.)
- ▶ Centrality of arts vs the centrality of business skills in the curriculum
- ▶ Theory vs practice (internship, practical projects): knowledge vs skills
- ▶ Professional vs amateur/community art

European network of Cultural Administration Training Centres ENCATC

To stimulate the development of cultural management and cultural policy education in Europe and beyond, engaging and responding to new developments in politics, economics, societies and technology.



- ▶ The leading European network on Cultural Management and Cultural Policy education
- ▶ Encourages serious exchange of knowledge, methodologies, experiences, comparative research and regular assessment of the sector's training needs
- ▶ Established in Warsaw in 1992, the network counts over 100 members in 40 countries across Europe and beyond.

Video: Sue Kay:

<https://www.youtube.com/watch?v=q2SvNBnYibA>

American Association of Arts Administration Educators AAAE

About



Training cultural leaders is at the heart of all we do.

The AAAE Annual Conference

May 31-June 2 in Edinburgh, Scotland • Hosted by Queen Margaret University

- Mission: to represent college and university graduate and undergraduate programs in arts administration, encompassing training in the management of visual, performing, literary, media, cultural and arts service organizations.
- Founded in 1979
- Advocate formal training and high standards of education for arts administrators
- Consists of more than 150 member programs
- Emphasis on research as well as teaching/training

II. Key aspects of cultural entrepreneurship

1. Key aspects: general

1. The entrepreneurial theories and entrepreneurial mindset/profiles of entrepreneurs
2. The entrepreneurial process
3. Types of entrepreneurs
4. Specificity of entrepreneurship in the arts: between social and business entrepreneurship
5. Pros and cons of becoming an entrepreneur
6. Examples

Entrepreneurship in the Arts

“Entrepreneurs in the arts utilize creative and innovative artistic ideas and transform them into sustainable business models by seeking and organizing resources beyond their disposal and implementing diverse innovative approaches while undertaking certain amount of risk (not only financial but related to reputation). “



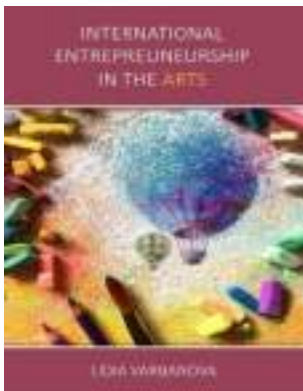
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Entrepreneurship in the Arts

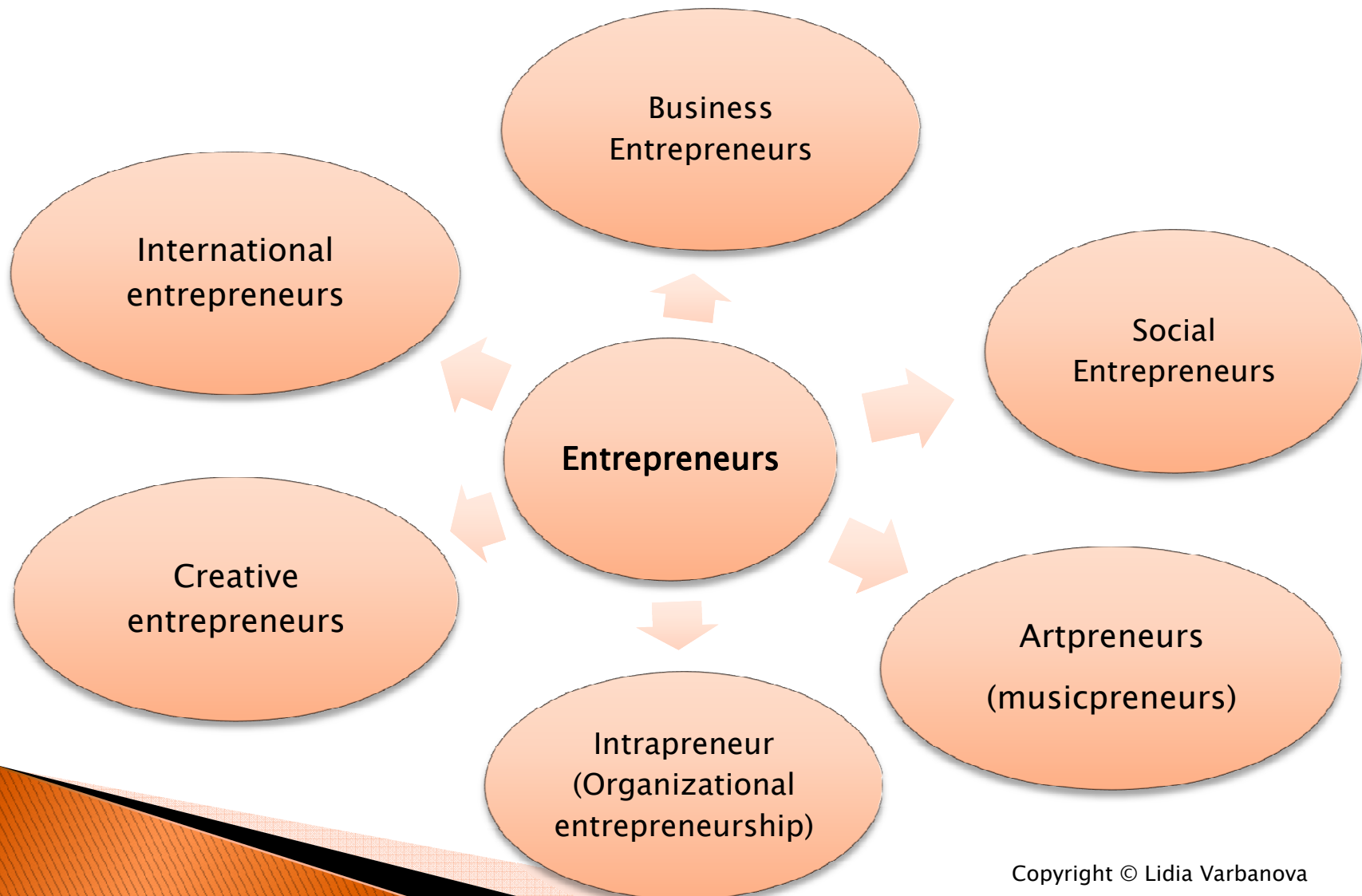
“Entrepreneurship in the arts is an economic, as well as socio-cultural activity. It is based on having:

- a strong passion for the arts
- leadership abilities and
- strategic vision

for sustainable business development while understanding well the contemporary context in which arts operate.”



Types of Entrepreneurs



2. Key aspects: understanding the external environment

1. Window of opportunity
2. External environment as source of innovative ideas
3. Industry analysis: creative industries
4. Stakeholders' analysis
5. Market analysis: revenue projection

3. Social entrepreneurs: characteristics

- ▶ Mission to create and sustain social value, solves a social problem
- ▶ To benefit the communities: work for public good: create jobs!
- ▶ Participatory and collaborative nature: involving various stakeholders
- ▶ Limited distribution of profit
- ▶ Minimum amount of paid work (volunteering)
- ▶ Can start in a public, private or nonprofit organization

4. Key aspects: Entrepreneurial business plan

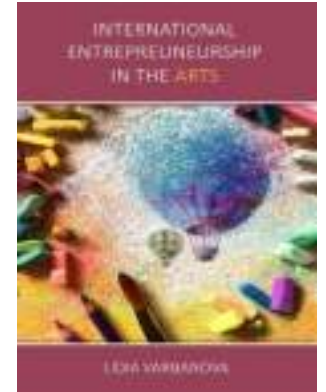
1. Business model, types of business models
2. Reasons for planning
3. Content and structure of a plan
4. External sources of financing and fundraising for an innovative business idea in the arts

5. Key aspects: Support structure for cultural entrepreneurship

1. Support on local level: incubators, accelerators, etc
2. Support on national level: travel bursaries, grants, prizes for arts entrepreneurs and innovators
3. Support on international level

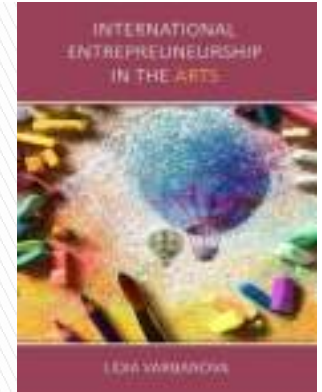
6. International Entrepreneurship in the Arts

How I wrote the book?



- ▶ Review and analysis of over 400 theoretical resources
- ▶ Online survey (95 people from 25 countries answered)
- ▶ Targeted online survey sent to the members of the International Federation of Arts Councils and Culture Agencies (IFACCA)
- ▶ Targeted interviews with arts entrepreneurs
- ▶ Desk research of documents and materials

The Cases: 6 types



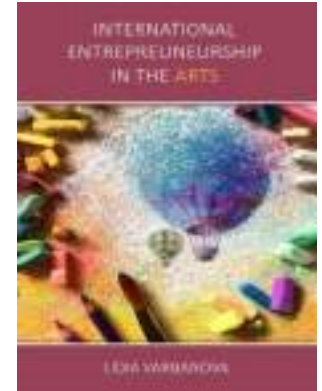
1. Single artists (Cara Carmina, Montreal; Joe Kaltyrnik, Winnipeg)
2. Reputable arts organization (George Camille Studio, Seychelles; Akram Khan Company, UK).
3. Ongoing innovation (FutureEverything, UK; Ariel Zuckerman, Israel)
4. Cases in turbulent political and economic environment (Lavr Berzhanin, Belarus; Arand Dashtaray, Iran)
5. Using online technologies (National Cooperative Anou, Morocco; MUTEK Festival, Montreal)
6. Revitalisation of a city, promotion abroad (George Town Festival, Malaysia; Cambodian Living Arts, Phnom Penh)

International entrepreneurship in the arts: Eight key aspects



1. Domestic inception of an arts enterprise followed by an international expansion
2. Starting up an arts venture beyond the national borders in the early stages of its inception
3. Presenting an arts activity or project in a foreign country or region
4. Simultaneous presence in several countries

International entrepreneurship in the arts: Eight key aspects

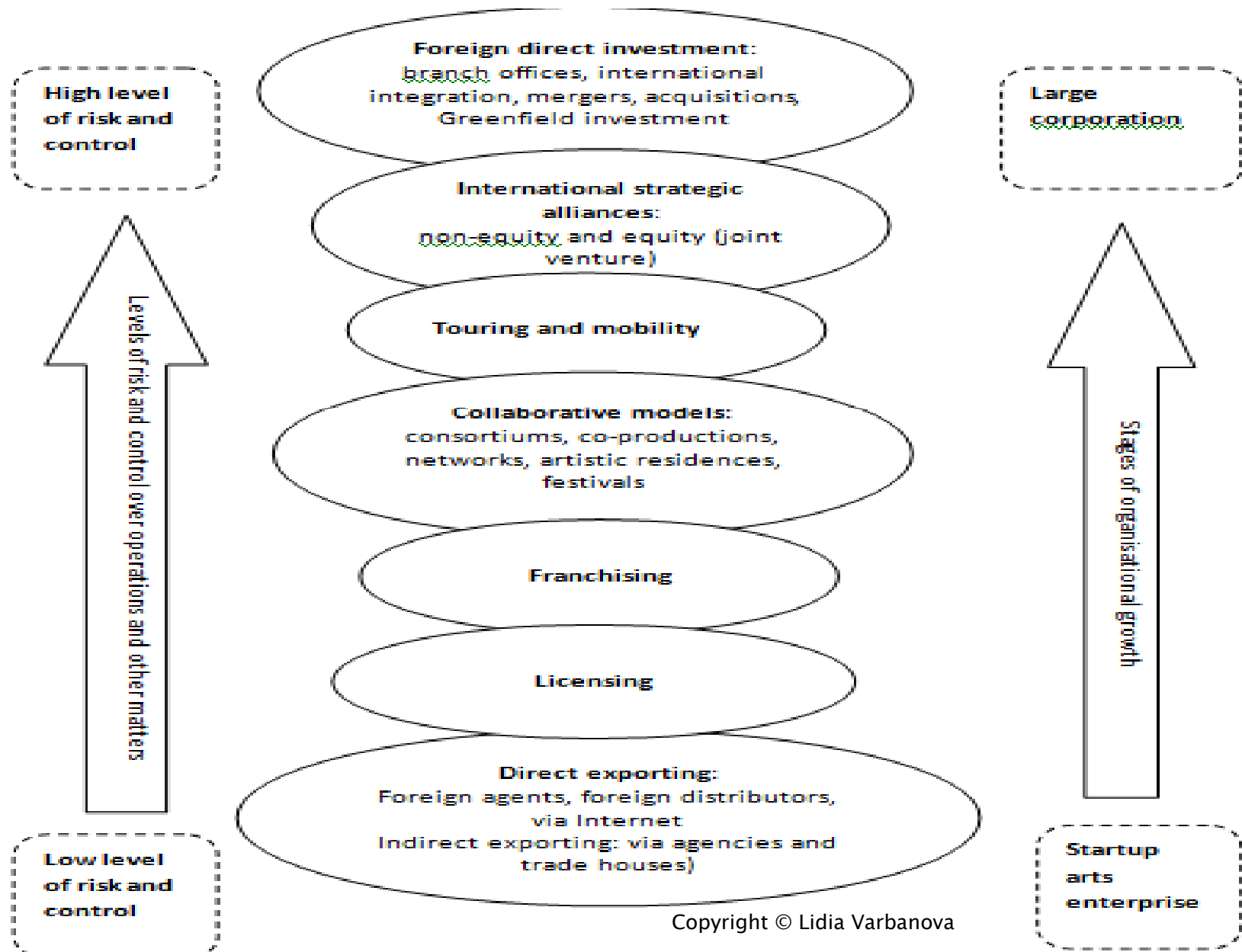


5. Financing a startup venture from international resources
6. Implementing diverse models of international partnership
7. Starting up an arts venture that is run by a multinational team
8. Creation of an art product with international dimension

Reasons for International expansion

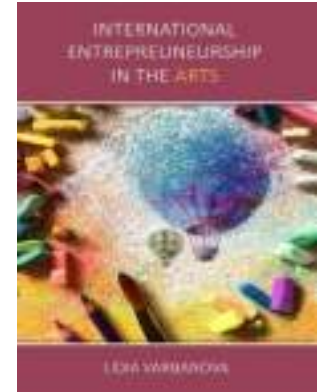
- ▶ Motivation and traits of the entrepreneur
- ▶ Opportunity for constant innovation
- ▶ Access to unique resources
- ▶ Location advantage
- ▶ Learning opportunity
- ▶ Attracting local talents
- ▶ Government incentives
- ▶ Revenue increase
- ▶ Economies of scale

International Entry Models

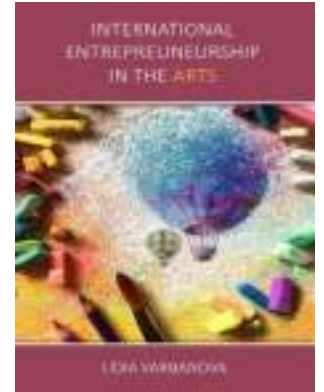


Opportunities & Trends in International Entrepreneurship in the Arts

1. Reflecting global issues
2. Using digital technologies
3. Using crowdfunding platforms
4. Increased cross-border traffic of creative capital in some world regions, and lack (or absence) of connectivity others



Opportunities & Trends in International Entrepreneurship in the Arts



5. Greater choices of audiences, consumers, buyers
6. Using art & culture as catalysts for change—economic and social
7. The “Generation Z”
8. Connecting with hospitality industry, health care, environment, education, tourism and other industries: “crossovers” & “spillovers” effects

IV. Academic Programs & Courses in Cultural Entrepreneurship

USA



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EntreEd champions entrepreneurship education and provides advocacy, leadership, networking, technical assistance, and resources nationally across all levels and disciplines of education, promoting quality practices and programs.

The National Consortium for Entrepreneurship Education

London

Goldsmiths
UNIVERSITY OF LONDON

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[MPhil & PhD in Creative & Cultural Entrepreneurship](#) +



MPhil & PhD in the Institute for Creative and Cultural Entrepreneurship

- Length
3-4 years full-time or
4-6 years part-time
- Department
Institute for Creative
and Cultural
Entrepreneurship
- Funding available

[Apply now](#)

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Similar programmes



MA in Events and Experience Management

Events managers of the future need to be versatile and confident, managing a wide array of events in innovative ways. This degree equips you to take your place in the events industry, leading the way in events and experience management for the fast-paced creative and cultural industries.

■ Institute for Creative and Cultural Entrepreneurship



MA in Arts Administration & Cultural Policy

This programme offers you the chance to engage with the key issues in the formulation of arts and cultural policy and the administration of the arts, in particular those relating to the performing arts.

■ Institute for Creative and Cultural Entrepreneurship



MA in Creative & Cultural Entrepreneurship

The MA in Creative and Cultural Entrepreneurship should be attractive if you either wish to develop a business arising from an existing creative practice or to understand how to create the infrastructure and environment for new creative businesses.

■ Institute for Creative and Cultural Entrepreneurship



MA in Creative & Cultural Entrepreneurship: Computing Pathway

This programme allows you to develop the business/entrepreneurial skills and attributes to commercialise on your creative and cultural practices and/or knowledge.

■ Institute for Creative and Cultural Entrepreneurship



MA in Creative & Cultural Entrepreneurship: Design Pathway

This programme allows you to develop the business/entrepreneurial skills and attributes to commercialise on your creative and cultural practices and/or knowledge.

■ Institute for Creative and Cultural Entrepreneurship



MA in Creative & Cultural Entrepreneurship: Fashion Pathway

This programme allows you to develop the business/entrepreneurial skills and attributes to commercialise on your creative and cultural practices and/or knowledge.

■ Institute for Creative and Cultural Entrepreneurship

Helsinki School of Creative Entrepreneurship

- ▶ The network has created an entrepreneurial catalyst that will develop entrepreneurial capacity, encourage and support spin-off activity from the region's universities and promote closer dialogue and interaction between industry and academia.
- ▶ Multi-disciplinary expertise-based and enterprise-oriented education programme project between the Helsinki School of Economics, the University of Art and Design Helsinki and the Helsinki University of Technology.



The screenshot shows the website for the Helsinki School of Creative Entrepreneurship. The main header features the title "Project" and the date "29 Jun 2011". Below this is the logo for the Helsinki School of Creative Entrepreneurship, which consists of a stylized blue and yellow circular icon followed by the text "Helsinki School of Creative Entrepreneurship". The author "Simona Parvulescu" is listed below the logo, along with social media icons for Twitter, Facebook, and LinkedIn. A paragraph of text describes the project: "In establishing the Helsinki School of Creative Entrepreneurship (HSCE), the network has created an entrepreneurial catalyst that will develop entrepreneurial capacity, encourage and support spin-off activity from the region's universities and promote closer dialogue and interaction between industry and academia." Below this is a "Description" section that states: "Helsinki School of Creative Entrepreneurship (HSCE) was established in late 2005 to act as a catalyst to develop the entrepreneurial capacity and to stimulate and support research commercialization efforts in the Helsinki region. HSCE". On the right side of the page, there is a blue sidebar with the title "The European Urban Knowledge Network". It contains the text: "The EUN is a network of national governments and knowledge institutes, deeply involved in policy-making." and a link "More about us >". Below this is a section titled "Join us on LinkedIn" with the text: "EUN is the prime network for urban policy makers, practitioners and researchers." and a yellow button that says "Join our network".

Boston, Massachusetts

Northeastern University
College of Arts, Media and Design

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GRADUATE PROGRAM

GRADUATE CERTIFICATE

Cultural Entrepreneurship

The Graduate Certificate in Cultural Entrepreneurship empowers students to create diverse, viable and sustainable projects and organizations that impact social and cultural issues.

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Educational Objectives

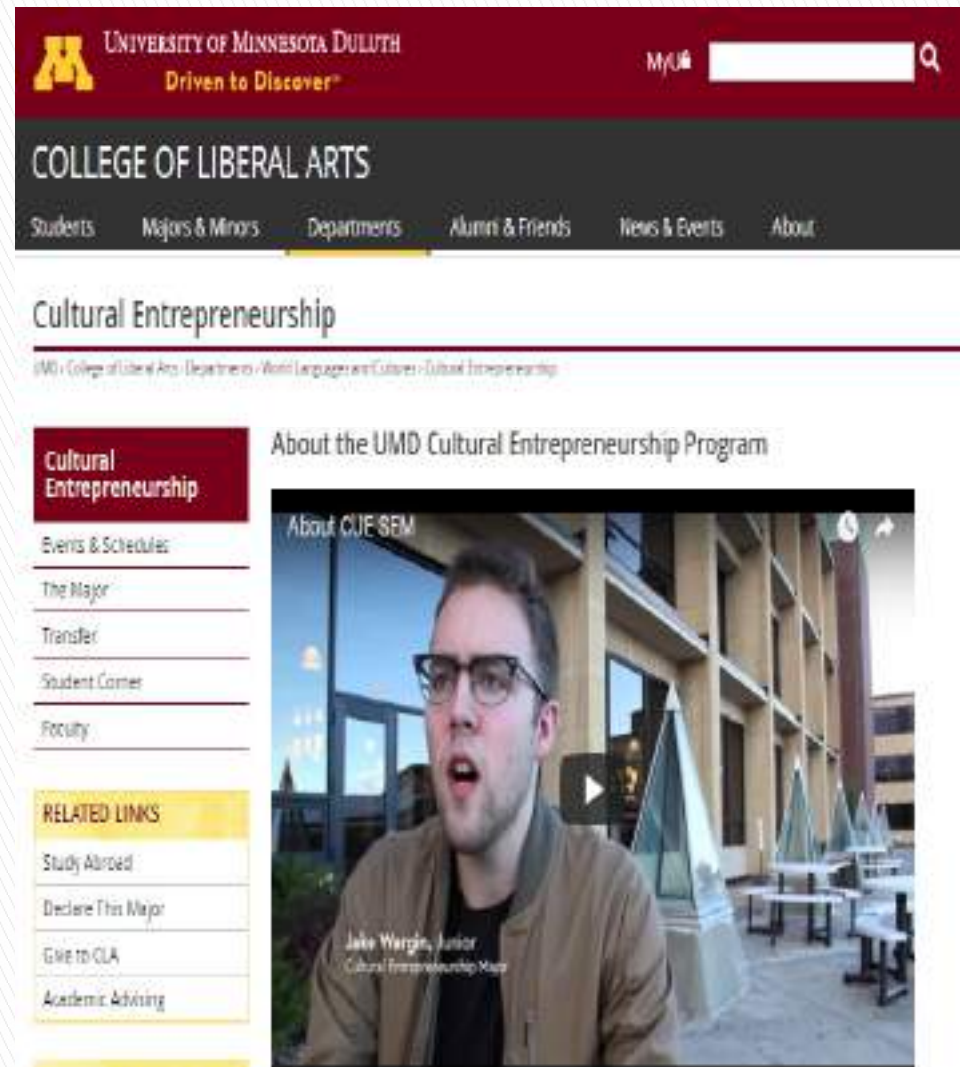
- ▶ The program learning objectives provide students with opportunities to:
- ▶ Develop an understanding of methods and tools used to conceptualize, scope, pilot, evaluate, iterate and launch cultural entrepreneurship projects;
- ▶ Align creative practice and arts enterprise strategies with opportunities, challenges and resources to achieve varied forms of impact;
- ▶ Apply communication, engagement and evaluation techniques to develop and sustain diverse audiences and stake holders;
- ▶ Engage in critical analysis of the work of peers and industry leaders by analyzing and contextualizing the quality, viability and sustainability of culturally-driven entrepreneurship.

University of Minnesota

The B.A. in Cultural Entrepreneurship (CUE) program is designed for Liberal Arts students to develop the critical business, entrepreneurship, and creativity skills necessary to participate in the booming culture and creative economy.

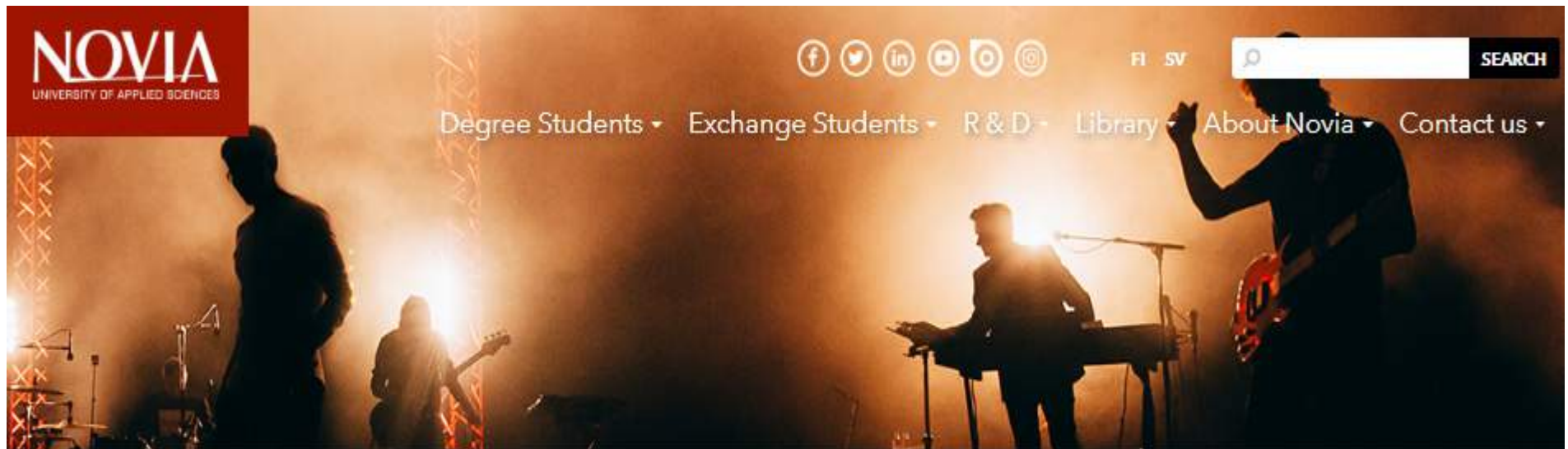
The degree is founded on three pillars:

- (1) Business & entrepreneurship
- (2) Cultural literacy & conceptual competencies
- (3) Foreign languages



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Finland



Master of Culture and Arts, Entrepreneurship in the Arts, Music, Media & Marketing

info

Degree: Master of Culture and Arts

Field of study: Culture

Extent: 1,5 years 60 credits

Location: Jakobstad

NEW 2018!

This website is under construction!

The brand new Master's degree programme Entrepreneurship In the Art, Music, Media & Marketing requires 60 ECTS. The studies are intended for active professionals in the fields of the music business who wants to further their career development. The different professional and cultural backgrounds of the students will provide a dynamic and interactive








Degree Students

- Degree Programmes
- Academic Calendar
- Degree Regulations
- Student Services
- Studies at Novia
- Student Life
- Student Interviews
- Alumni Interviews
- Application 2018
- Bachelor Degree Programmes
- **Master Degree Programmes**
 - Leadership and Service Design
 - Master of Natural Resources
 - Master of Engineering/Master of Marine Technology. Maritime Management

Study Objectives

- ▶ Through mentorship, workshops, field trips and individual studies, the program will allow you to:
- ▶ Improve your ability to work professionally at both national and international levels
- ▶ Clarify and develop your artistic and musical identity
- ▶ Develop your ability to plan and manage your own work to fit in with local, national and international conditions
- ▶ Create professional networks in the music industry
- ▶ Develop your ability to communicate and present your artistic and musical profile
- ▶ Develop your portfolio and other presentation tools
- ▶ Take a closer look at current culture, tradition and trends at the international music arenas
- ▶ Learn about booking companies, record companies, established music festivals and scenes, and get the chance to visit a selection of these events


Copenhagen

 CELEBRATING 100 YEARS COPENHAGEN BUSINESS SCHOOL		 Danish SEARCH 		
STUDY 		EXECUTIVE DEGREES 	RESEARCH 	KNOWLEDGE FOR SOCIETY 

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Studying Cultural Entrepreneurship

Part 1 of the Workshop Series on Cultural Entrepreneurship: Studying, Teaching, Doing



Thursday, March 5, 2015 - 09:00 to 17:00

Workshop on Studying Cultural Entrepreneurship. The workshop is part of a series which aims to map the nascent field of cultural entrepreneurship. The workshop series focuses on the current state of theorizing cultural entrepreneurship, the ways that cultural entrepreneurship is taught (in art academies, conservatories, performing art schools, film academies and in management education), and how cultural entrepreneurship is performed in contemporary society.

Recent studies have suggested, albeit in no conclusive manner, that cultural entrepreneurship cannot be reduced to an economic framework for arts and culture as it encompasses a numbers of other features such as identity formation, urban development, political resistance, artistic research and societal dispersion of artistic practices. Yet at the same time, these studies also suggest that the economic aspect cannot be fully disregarded. With these paradoxes, research on cultural entrepreneurship can by no means be regarded as fully matured in any sense.

The objective of the first workshop is to map the field of cultural entrepreneurship in theoretical and conceptual terms with the aim of giving direction to further research in the field: what is the current state of the art, and what are the relevant research questions to be addressed as well as concepts to be employed in the future?

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*International Entrepreneurship in the Arts
(Routledge, 2016):*

<https://www.routledge.com/International-Entrepreneurship-in-the-Arts/Varbanova/p/book/9781138844353>

