

# Creative Enterprise: Getting Started

- Your idea and your USP (unique selling point)
- Articulating your idea: vision, mission and values
- Business model
- Company structure
- Finances
- Strengths, weaknesses, opportunities, threats
- Challenges
- Further resources

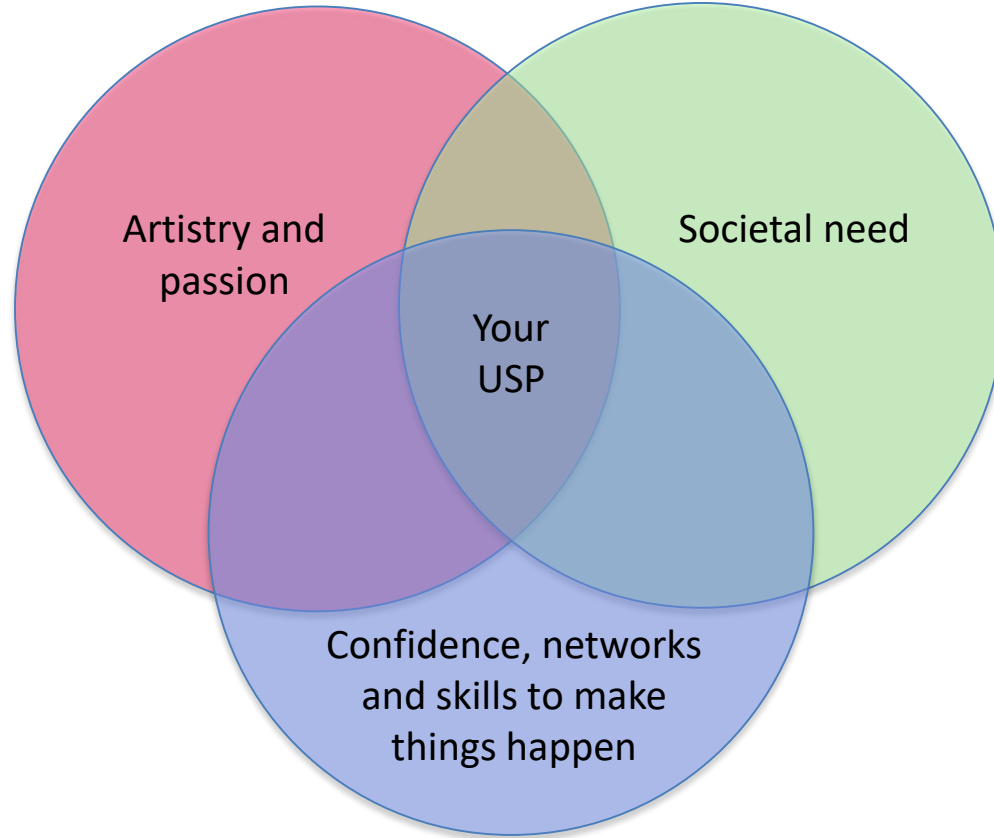
# My enterprise

- Community Interest Company
- First ever spin-out from Barbican / Guildhall

**drum  
works**



# Your Idea



# Articulating Your Idea

- Vision
- Mission Statement
- Values

# Vision

Aspirational. Describe the change you want to bring about.

## Examples:

- Ikea – *to create a better everyday life for the many people*
- Oxfam – *a just world without poverty*
- Nike – *to bring inspiration and innovation to every athlete\* in the world*  
*\*if you have a body, you are an athlete*
- Howard League for Penal Reform – *less crime, safer communities, fewer people in prison*

❖ **Which ones do you like?**

❖ **What makes them effective?**

# Mission

A concise summary of how you will achieve your vision.

## Examples:

- *Offering a wide range of well-designed, functional home furnishing products at prices so low that as many people as possible will be able to afford them. – Ikea*
- *We work with the media industry to empower charities and communities to have a voice and be heard. – Media Trust*
- *Using drumming as a tool to inspire people creatively, give them confidence in their ideas and empower them to direct their own futures. – Drum Works*

❖ **Which ones do you like?**

❖ **What makes them effective?**

# Values

Underpinning everything you do.

## **Drum Works' values are:**

- **Open:** we actively seek to collaborate and to share ideas.
- **Responsive:** we respond to participants' needs, make the most of any opportunities available and continually reflect on our work.
- **Personal:** we are characterised by the strength of the personal connections forged at every level of the project; strong relationships exist between participants, artists, management, schools and other stakeholders.
- **Participant-Focused:** all participants have a voice in the creative process and direction of the project; they have ownership of it.
- **Positive Action:** we are driven by our belief in the importance of positive action to create change.

# The 'elevator pitch'

- What do you do?
- Why does it matter?



# Business Model: thinking about the whole

<b>Partners</b>	<b>Activities</b>	<b>Value Propositions</b>	<b>Customer Relationships</b>	<b>Customer Segments</b>
	<b>Resources</b>		<b>Distribution Channels</b>	
<b>Cost Structure</b>			<b>Revenue Streams</b>	

# Key Activities

## What do you actually do?

- Workshops and teaching
- Performances
- Merchandise, including e.g. downloads
- Services, e.g. mentoring, consultancy
- Training / Professional Development
- Research
- ❖ **How do any of these combine, and for who?**

# Key Resources

- Materials e.g. instruments, transport
- Hardware and software
- Contacts database
- Venues
- Additional skills, e.g. creative, administration, marketing, research, fundraising...
- Content delivery team
- ❖ **What do you already have, what else do you need and how can you find this?  
e.g. through partners**

# Key Partners

## Types of Partners

- Essential – e.g. venues for events
- Bringing skills/resources you don't have – e.g. technology, legal, financial
- Complementary – enables work that creates more than the sum of the parts
- Minimising risk / uncertainty

**Effective partnerships are productive, beneficial and fruitful.  
Shared objectives and commitment are vital from the start.**

# Customers

## Who are they?

- Who benefits? (e.g. young people)
- Who is paying? (e.g. schools)
- Who else influences them? (e.g. parents)

## Types of relationship

- Transactional, one-off, off the peg
- Immersive, transformational, sustained

## How do you reach them? (Marketing...)

- First contact
- Commitment
- Aftercare

# Financial Structure

## Income

- Tickets
- Commissions
- Contracts
- Grants
- Sponsorship
- Loans
- In-kind support

## Costs

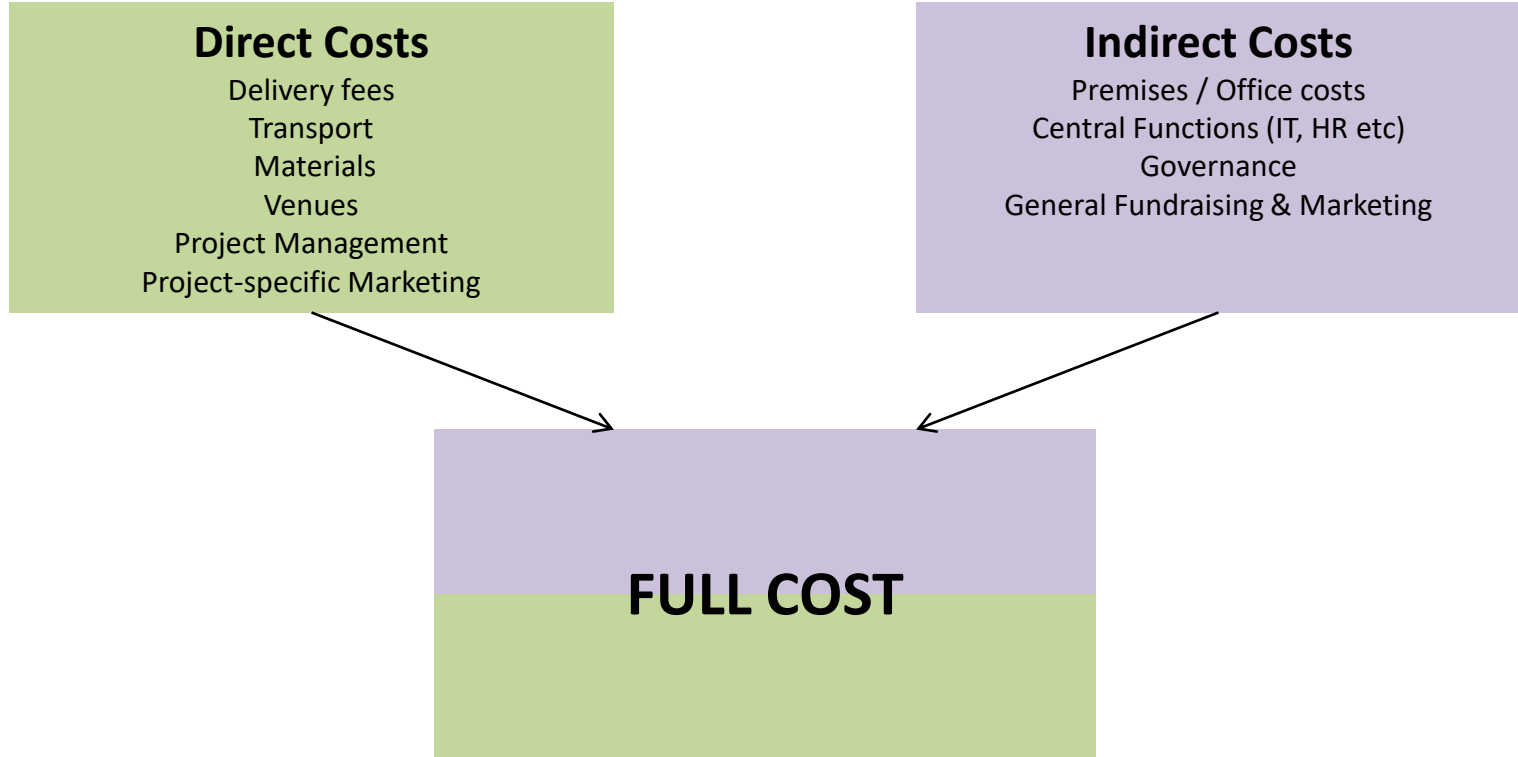
- Delivery fees
- Materials
- Venues
- Travel
- Administration
- Marketing
- Overheads

❖ **Are you cost-driven or value-driven?**

# Organisation Structure

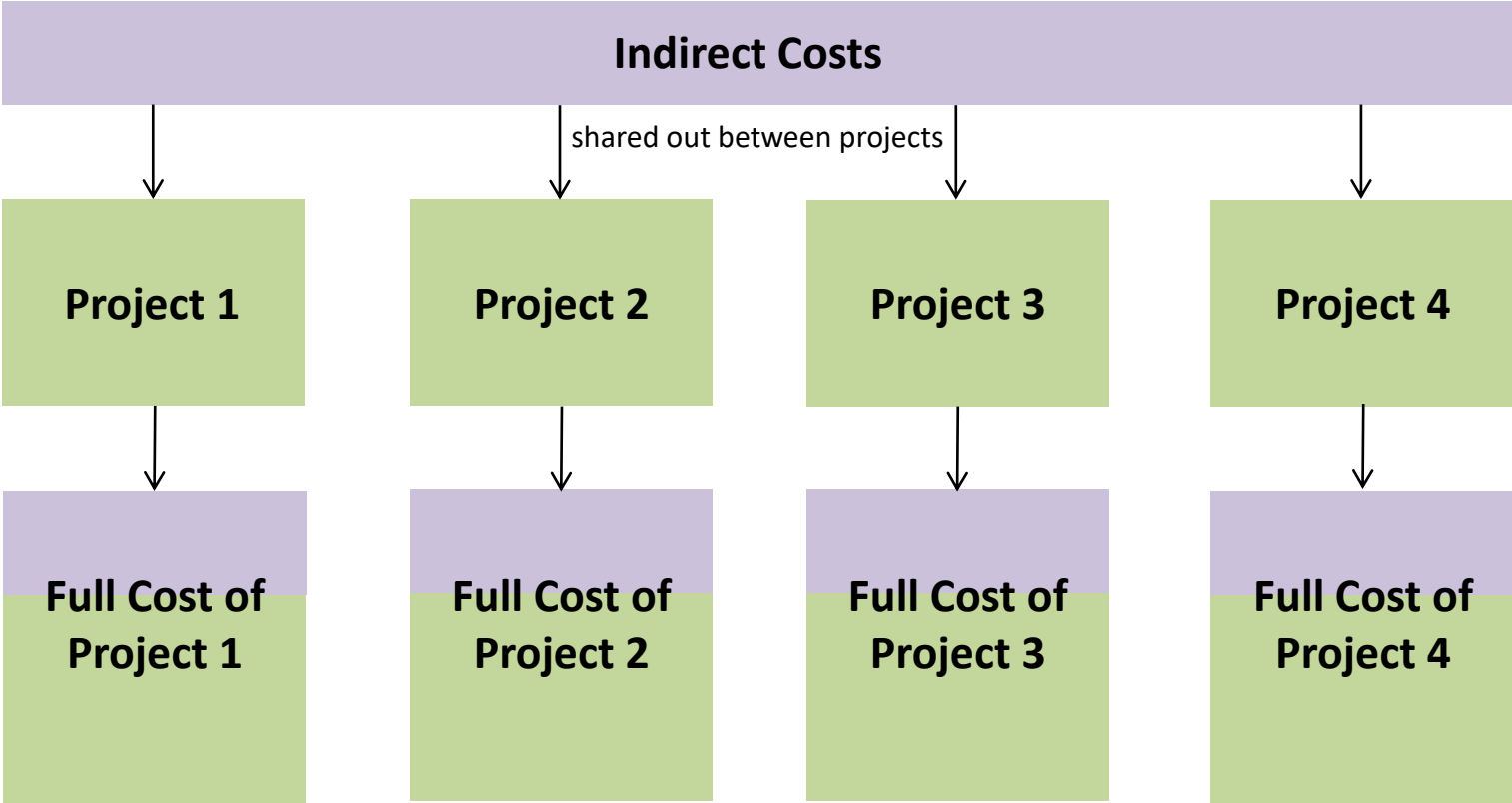
- Limited company (shares or guarantee)
- Community Interest Company
- Charity (or charitable incorporated organisation)
- Co-operative
- Franchise
- Partnership / LLP
- Sole Trader

# Finances

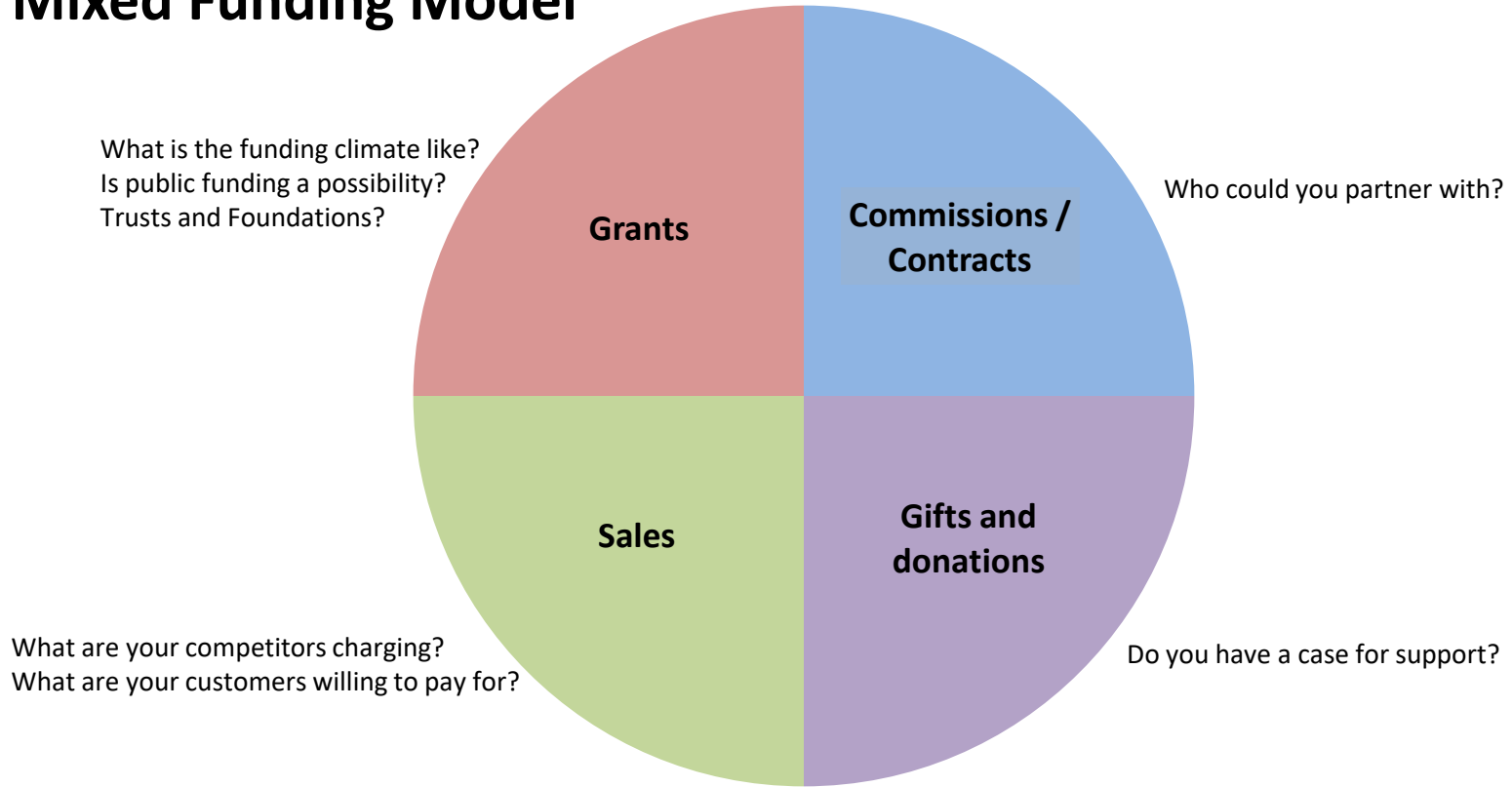




# Economy of Scale



# Mixed Funding Model



# Cash Flow

- When are your costs incurred?
- When is your money coming in?
- ❖ **Where are your risks?**

# SWOT Analysis

## Strengths

- People
- Artistic / creative idea
- Commitment
- Endorsements

❖ **How can you enhance these?**

## Weaknesses

- Lack of resources
- Lack of experience
- Little or no track record

❖ **How can you improve these?**

## Opportunities

- Contacts / networks
- Location
- Trends within the sector

❖ **How can you make the most of these?**

## Threats

- Competitors
- Changes in funding climate
- Health and safety incident

❖ **How can you be prepared for these?**

# Challenges

- Confidence in attaching monetary value to the work
- Fundraising
- Workload
- Staff capacity / resources

# Positives

- Realising our ideas in exactly the way we want to
- Varied, interesting and enjoyable work
- Constantly learning and growing
- Success is rewarding

# Follow-up Assignment

Create a business model canvas outlining your idea, key activities, resources, partners, customers, distribution channels and costs. (A template will be provided)

## Further Resources

- **Creative Enterprise Toolkit** by Nesta:  
[www.nesta.org.uk/publications/creative-enterprise-toolkit](http://www.nesta.org.uk/publications/creative-enterprise-toolkit)  
(free to download)
- **Thinkkit**  
<http://www.thinkkit.eu>