

Framework document

Cultural Entrepreneurship

Thematic P2P, Workshop 2

Amman, 26-28 February 2017

During the first workshop, participants debated on concepts related to cultural entrepreneurship and its benefits revisiting their own practice. They also reflected on the way mobility could and did boost their activity; and were familiarised with marketing concepts and reasoning. The second workshop will offer the opportunity to continue exploring cultural entrepreneurship through new inputs that will empower attendees and help them draft their own model.

The workshop will be divided into three sessions running over three days: the first day will be dedicated to sustainability; the second day to the use of digital technology in cultural entrepreneurial activities (products, dissemination, fundraising); and during the last, participants will be asked to build their own project based on what they have learnt during the previous two days

A number of site visits and guest speakers will give participants the opportunity to be introduced to the cultural and entrepreneurial scene in Amman.

Participants have diverse profiles, which might be challenging to the group as a collective, but this heterogeneous mix offers the invaluable opportunity to get different perspectives on discussions and on one's work, and pave the way to partnerships with organisations that are complementary rather than similar. Again, the peer-to-peer methodology requires a great involvement from all the participants – the more you contribute the more you get! The facilitators will bring new input that should inspire you;;they will discuss ideas and projects (case studies), exchange with you on findings from their own experience, and bring new approaches that should enrich your initiatives.



A programme funded by the
European Union

Workshop Structure

Day 1: Sustainability, Silvia Barbone

The purpose of this session is to help entrepreneurs and aspiring entrepreneurs to think about and learn how they can design and manage art and culture businesses taking into account their sustainability, while keeping in mind that cultural and creative sectors are key components of economic and social development.

Sustainability is approached from a dual perspective: the Sustainable Development Goals and the management model.

In September 2015 the United Nations General Assembly adopted the “2030 Agenda for Sustainable Development”, with 17 ambitious, universal goals to transform our world. It is the first time that the international development agenda refers to culture within the framework of Sustainable Development Goals. This Agenda is a plan of action for people, planet, prosperity, peace and partnerships. Creative entrepreneurs can have a role and make a difference, linking their business values to the SDGs.

The management model will be based on PM4SD (Project management for Sustainable Development). Planning tools such as: the Business Case, the Product Breakdown Structure, the Stakeholders Matrix, the Policies Map and the Benefits Map, will be used to help participants visualise the scope of their business, the products/and or services they offer, the impact they aim to achieve, the long term benefits, and the partnerships needed.

The first day will include lectures as well as group discussions and presentations; participants will also work on a sustainable management model based on their project.

Day 2: Entrepreneurship and digital technology, Alberto Giusti

The potential impact of digital technology varies widely by industry, but most people share an important challenge: how to get beyond the small share of the prize they are capturing today by looking for impact across the whole value chain they manage. While online sales, social networking, and mobile applications have received most of the buzz when it comes to digital, the greatest bottom-line impact may come where most organizations and companies aren't looking - from new venture opportunities, cost savings and changes beyond the interface with customers.

A too-narrow focus on distribution channels means organizations are getting only a small share of the full value that digital transformation can provide. That narrow focus may also be leaving organizations vulnerable to new entrants that can translate operational improvements across the full value chain, combined with innovative operating models, into better, more



A programme funded by the
European Union

customized products, faster service, and an improved customer experience.

Of course, not all industries face the same opportunities or the same threats. Digital will be highly disruptive to some industries, affecting not only revenue and cost structures but also shaking up the core business and operating models. The music-retailing industry has already been down this path. Some sectors may see less dramatic but still important shifts.

This is true in the creative/cultural sector too. The customers have new needs and the new channels aren't properly covered from traditional players. Gaming industry is always looking for Intellectual Properties (new idea and stories), new way of interaction are possible in museum thanks to Internet Of Things, crowdfunding enables the creation of innovative product and services but traditional cultural institutions don't take advantage of these opportunities. Who will be the new startupper to transform this industry?

Day 3: Now it's your turn! Design your own business model, Ammar KESSAB

This day will be dedicated to the study of the Business Model Canvas (BMC) for arts and cultural organisations. A BMC is a strategic management and entrepreneurial tool, which allows the entrepreneur to design his/her project. Its introduction into the cultural sector gives a certain rationality that is sometimes lacking in this specific sector.

This day will be based on practical cases. Each participant will fill this "Business Model" with information from his/her own cultural project. On the very first day of the workshop, the team will select five business models based on their pertinence, their diversity, and their use as pedagogical/educational tools, and will be asked to organize themselves in 5 different groups and work on these 5 case studies.

An example (Souk At Tanmia Projet) for a successful Business Plan will also be presented. Souk At Tanmia was launched for the first time by a team from the AfDB in 2012. Since this date, the project was duplicated in Zimbabwe, Gabon and Senegal.

At the end of Day 3, participants are supposed to be convinced of the importance to introduce management tools (here the BM), to shape their ideas and projects into a successful model, optimizing their impacts on the ground..



A programme funded by the
European Union

Silvia Barbone is the director of FEST and Jlag. She is an international expert in sustainability and project management with an extensive knowledge of tourism and cultural policies and practices. She is a senior tourism business developer and strategist, an experienced project manager and a certified Lead Trainer in Project Management for Sustainable Development. She is the developer and the main author of the PM4SD™ “Project Management for Sustainable Development” certification. She designs and manages small, medium and large scale projects, she supports destinations to define strategies and empower local communities, she is one of the 10 EU experts selected by the European Commission to implement the European Tourism Indicator System (ETIS). She works with leading global organizations, including UNWTO, UNESCO, UNEP, UNITAR, European Commission, European Parliament, as well as local, regional and national public authorities. She is the chief editor of the first blog regarding European tourism policies and practices “Tourism Around Europe”, which addresses 8000 tourism stakeholders. She has recently been appointed as the Chair of the Tourism Society Europa Network.

Alberto Giusti has more than 20 years of experience as Strategy Manager and CEO of internet firms. He has worked/financed as business angel with several internet companies. He has been also the coordinator of more than 100 degree thesis in the most important Italian universities (Turin Polytechnic, Turin University, Milan Polytechnic, Pisa University, Bocconi University,...) In his working years, he has achieved the qualification for the exercise of the profession of engineer, financial promoter, insurance agent and he is registered to the Italian Change Office (Ufficio Italiano Cambi). In 2006 he published "E-commerce in Cina. Come vendere online il Made In Italy" Marco Valerio Editore, in 2014 "Crowdfunding. Dai sogni ai soldi" Anteprema Editore and in 2016 "Guida per manager nell'era digitale. Il metodo Digital Building Blocks" Ipsosa Editore. He is speaker in crowdfunding events and teacher in crowdfunding courses; the game companies where he is business angel participated to Kickstarter campaign with pledges of several \$ millions.

Ammar Kessab (PhD, CA) is Senior Governance Expert at the African Development Bank (AfDB). Specialist in public management, he often collaborates with regional and international organizations in the field of governance of cultural diversity, culture & development and cultural policies. He is member of the Board of Directors of the International Association of Research in Public Management (AIRMAP), member of the Steering Committee of Al Mawred Al Thakafy (Culture Resource, Cairo) and member of “U40 Network for Cultural Diversity”. Deeply involved in the cultural debate in Africa and in the Arab region, he published several chapters in books and articles. His last publication "Investor's Guide in the Algerian Cultural Sector (2016, Ed. CR)"



A programme funded by the
European Union