

Time	Activity	People
<b>1000</b>	<b>Registration</b> Registration and sign-up for morning workshops. Coffee and Tea provided	
<b>1030</b> Banqueting Hall	<b>Welcome and introductions</b> Welcome to the day and overview of programme	David Crow, Chelsea College of Arts, UAL Lucy Kimbell, UAL and Giovanni Schiuma, Basilicata
<b>1045</b> Banqueting Hall	<b>Keynote 1 – The four basic types of business models and how to design them</b> Business models help us think and argue about value creation and value capturing. From well-known examples and basic principles we explore how arts organisations can take inspiration, design and experiment with business models in their specific context.	Stefan Haefliger, City University  Chair: Jonathan Gander, London College of Fashion, UAL
<b>1145</b>	<b>Tea/Coffee</b>	
<b>1200</b> Red Room	<b>Workshop 1: Reinvent your business model with the business model canvas</b> Julie will use the canvas to sketch out a number of different models and ideas that are currently being explored within the arts. She will share stories from a range of organisations internationally that are seeking to advance their artistic vision, while also ensuring a financially viable future. The workshop is designed to inspire your thinking, to consider the strengths and weaknesses of your own model, and to start to explore how you might innovate and adapt your model to remain relevant and resilient in an ever-changing world.	Julie Aldridge, CEO, Arts Marketing Association

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<b>1200</b> Green Room	<b>Workshop 2: Using data for digital cultural entrepreneurship</b> This workshop gives participants from the arts and cultural sector an overview of how data can be used to help managers/producers/leaders analyse issues, identify opportunities, make decisions, engage with audiences, and generally become more sustainable as organisations.	Andy Hamflett, AAM consultancy
E201	<b>Workshop 3: Creative Lenses – findings so far</b> The lead researcher within the Creative Lenses cross-European research project presents findings from the research to date. This will include a discussion of the factors shaping business model innovation in arts and cultural organisations drawing on desk research and focus groups across Europe.	Giovanni Schiuma, Basilicata/ Creative Lenses
Banqueting Hall	<b>Workshop 4: Social innovation and culture</b> A workshop to give an overview of design for social innovation including different ways to gather insights about communities and stakeholders, and involve them in co-designing local solutions. It will draw on the Public Collaboration Lab, a major project between London Borough of Camden and University of the Arts London including projects with libraries.	Alison Prendiville, UAL, and Adam Thorpe, UAL
<b>1300</b>	<b>Lunch (provided)</b> Sign-up for afternoon workshops	
<b>1345</b>	<b>Welcome back</b>	Lucy Kimbell, UAL

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<b>1400</b> Banqueting Hall	<b>Keynote 2 – Is small beautiful? Learning from a micro-cultural enterprise</b> Hear about the opportunities and challenges facing OperaUpClose as they extend their artistic ambitions, and their vision of broadening the audience for opera. Does being a young, small-scale company give them an advantage when it comes to diversifying audiences?	Robin Norton-Hale, Artistic Director, OperaUpClose  Chair: Mary Alice Stack, CEO, Creative United
<b>1500</b> Green Room	<b>Workshop 5: Copyright and creativity</b> Bartolomeo will showcase CopyrightUser.org, an independent online resource generated from CREATe research and intended to make UK copyright law accessible. The workshop will be an opportunity to explore how copyright applies to the work of artists and creators, and to better understand what arts and cultural organisations need to know about copyright.	Bartolomeo Meletti, CopyrightUser.org
Red Room	<b>Workshop 6: Culture Counts: a practical tool for capturing cultural value</b> This workshop will explore how organisations can understand and measure cultural value as an integral part of their business model. Catherine will introduce Culture Counts, a digital tool that helps cultural organisations to evaluate the quality of their work using standardised metrics and by comparing the views of artists, expert peers and audience members.	Catherine Bunting, Everyday Participation
Card Room	<b>Workshop 7: Social innovation and culture</b> A workshop to give an overview of design for social innovation including different ways to gather insights about communities and stakeholders, and involve them in co-designing local solutions. It will draw on the Public Collaboration Lab, a major project between London Borough of Camden and University of the Arts London including projects with libraries.	Alison Prendiville, UAL, and Adam Thorpe, UAL

Time	Activity	People
Banqueting Hall	<b>Workshop 8: Adaptive Resilience: 8 characteristics to ride the Adaptive Cycle</b> We will explore two key frameworks around adaptive resilience. Participants will consider their experience of the four phases of the adaptive cycle, and the 8 characteristics of organisations that prove resilient – productive and true to their core purpose – and adaptive – able to change in response to the environment and their audiences and customers.	Mark Robinson, Thinking Practice
<b>1600</b> Banqueting Hall	<b>Plenary discussion: Envisioning sustainable futures</b> To what extent are distinctive business models emerging in the arts? What are the capabilities that need to exist in order for arts organisations to develop and try out new business models? Panellists: Catherine Bunting, Everyday Participation, UK Auro Foxcroft, Village Underground, UK Francesca Sanderson, Nesta, UK Birgitta Persson, TEH, Sweden	Lucy Kimbell, UAL
<b>1645</b>	<b>Wrap up and thanks</b>	Lucy Kimbell, UAL + Giovanni Schiuma, Basilicata
<b>1700</b> Red Room	<b>The Market of Forms</b> Drinks and networking with a chance to engage with arts and cultural activists by visiting market stalls which will feature some of London's most innovative and vital arts organisations. The stalls featured in this bustling pop-up market will be run by creative practitioners, civil-society groups, practice-based researchers and others.	Marsha Bradfield, Chelsea College of Arts, UAL
<b>1900</b>	End of Event	

**INNOVATIVE  
BUSINESS  
MODELS IN  
THE ARTS**

**CREATIVE  
LENSES  
FORUM  
LONDON**

**13.10.2016  
UNIVERSITY  
OF THE  
ARTS LONDON**



## WELCOMES

UAL is delighted to host one of eight Creative Lenses Forums at Chelsea College of Arts, as part of the EC Creative Europe Programme. This fascinating project will help connect arts innovators with other bodies of knowledge in business, enterprise and academia. Our students, staff and alumni already make a significant contribution to the way that arts organisations engage with audiences and become sustainable. As a partner in Creative Lenses, we hope to make new connections and spark new dialogues between different parts of the arts ecosystem, in order to make the creative art sector more resilient.

*Nigel Carrington, Vice-Chancellor, University of the Arts London*

This is a time of uncertainty about the future directions for Europe as we face questions about belonging, participation and agency. At such times, culture and identity become ever more important as ways for people to understand and negotiate what is shared and what is different. What do arts managers need to be thinking about to create resilient organisations? How can we combine resources towards a sustainable arts sector? What kinds of business models are possible?

*Lucy Kimbell, Director, Innovation Insights Hub, University of the Arts London*

Creative Lenses is a leading international project which aims to understand how to map, design and innovate the business models of arts and cultural organisations so that they can have even greater social and cultural impact by enhancing their capacity of creating sustainable value. This first Forum is an international opportunity to share the research and activities developed so far, as well as the chance to gather inputs to further develop Creative Lenses as a dynamic learning project. We are open to wide collaboration with the aim of generating useful and inspiring insights for the arts and cultural sector.

*Professor Giovanni Schiuma, Scientific Director of Creative Lenses, University of Basilicata Italy*

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## SPEAKER BIOGRAPHIES

**Professor Stefan Haefliger, Cass Business School, City University**  
Stefan Haefliger studies innovation and strategy in organizations, both firms and communities, online and offline. He's a professor at Cass Business School and faculty member at ETH Zurich. His research and teaching focuses on co-creation strategies as well as practices of regulation and design for innovation.

**Julie Aldridge, Executive Director, Arts Marketing Association**  
Julie Aldrich has extensive experience in developing training and professional development programmes in the arts and cultural sector. She specialises in marketing and business planning, leading the expansion of the AMA, trebling the membership and more than doubling the turnover.

**Andy Hamflett, AAM consultancy**  
Andy Hamflett from AAM Associates focuses on the uses of data and digital tools to drive positive social impact. Particular interests are mobile-for-good initiatives, innovation in the Blue Economy, data for social impact and the potential of new socially-responsible business models in the digital economy. Andy has held various leadership roles in the voluntary, private and public sectors.

**Professor Giovanni Schiuma, Innovation Management, University of Basilicata/Creative Lenses**  
Giovanni Schiuma is Professor of Innovation Management at University of Basilicata. He is Vice-Mayor of Matera city – European Cultural Capital 2019 – and is deputy mayor for economic development, strategic planning and innovation. He is an expert in the arts in business and strategic knowledge management.

**Dr Alison Prendiville, UAL**  
Dr. Alison Prendiville is Course Director for the Service Design Innovation course at LCC University of the Arts London. She has recently completed, as Co-Investigator, the AHRC funded Mapping and Developing Service Design Research in the UK. Currently she is Co-Investigator for the AHRC DeSID (Design for Service Innovation and Development) project.

**Professor Adam Thorpe, UAL**  
Adam Thorpe is Professor of Socially Responsive Design at Central Saint Martins. He is Co Director of the Design Against Crime Research Centre and Coordinator of the UAL DESIS Lab (Design for Social Innovation and Sustainability). His research activities are practice-based and explore the role of design in meeting societal goals and challenges.

**Robin Norton-Hale, Artistic Director, OperaUpClose**  
Robin Norton-Hale is a writer and director for opera and theatre. She founded OperaUpClose alongside Adam Spreadbury-Maher and Ben Cooper in 2009. She has directed numerous plays for the company, all in her own new English translations.

**Bartolomeo Meletti, Lead Producer, CopyrightUser.org**  
Bartolomeo Meletti is the Lead Producer of CopyrightUser.org for CREATE, the RCUK Centre for Copyright and New Business Models in the Creative Economy, based at the University of Glasgow. Currently he is being seconded to the British Film Institute in London as Copyright Education Fellow. Bartolomeo is also the Director of Worth Knowing Productions, a digital creative team specialised in making complex knowledge accessible through research-based visual tools.

**Catherine Bunting, Everyday Participation**  
Catherine is contributing to a history of cultural indicators and undertaking some secondary data analysis, also co-ordinating UEP's National Partner Advisory Board. She has been working in research and evaluation in the private, public and voluntary sectors for over 14 years. Previously she was Director of Research at Arts Council England.

**Mark Robinson, Founder, Thinking Practice**  
Mark Robinson founded Thinking Practice in 2010. He is the author of Making Adaptive Resilience Real and The Role of Diversity in Building Adaptive Resilience and has given keynotes, talks and workshops about adaptive resilience across the UK and internationally. He was previously Executive Director of Arts Council England, North East.

**Professor Lucy Kimbell, Director, Innovations Insights Hub, UAL**  
Lucy is Professor of Contemporary Design Practices at UAL and Associate Fellow at Said Business School, University of Oxford. She has a background in design and in the arts and is the author of Service Innovation Handbook (2014).

**Auro Foxcroft, Village Underground, London**  
Auro Foxcroft trained as a furniture designer but launched Village Underground. He took abandoned subway cars, mounted them on a rooftop, and used them for office space. Village Underground is actually one of London's most desirable and affordable workspace for creative professionals. It is socially driven, a charitable organization and environmentally conscious; it is an evolving project building an international platform for creativity and culture, finding original ways to expand elsewhere.

**Fran Sanderson, Head of Arts Investments and Programmes, Arts Impact Fund**  
Fran Sanderson went into fund management at JPMorgan following periodic work in charity administration and fundraising. Then she started working at Big Society Capital as an investment director, where she worked on a wide variety of social investment deals. Fran is also Treasurer of Cambridge House, a settlement in Walworth, South London, and works closely with UnLtd, the Foundation for Social Entrepreneurs, in a non-exec capacity.

**Birgitta Persson, Secretary General, Trans Europe Halles, Lund, Sweden**  
Birgitta Persson has been the Secretary General of Trans Europe Halles since 2004. As a coordinator of the network, she is responsible for the communication, marketing and branding of the network as well as the two yearly conferences/meetings of the network. She has organised more than 100 concerts, arts exhibitions, dance events and has initiated, organised and fundraised several international artistic projects in all artistic fields.

**UAL lead for Creative Lenses**  
Lucy Kimbell  
l.kimbell@arts.ac.uk

**Producer**  
Stephanie Dieckvoss  
s.dieckvoss@csm.arts.ac.uk

**UAL Project Manager**  
Jerneja Rebernak  
j.rebernak@arts.ac.uk

University of the Arts London  
272 High Holborn  
London WC1V 7EY  
United Kingdom  
+44 (0)207 514 600

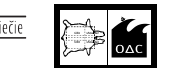
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