

**16 AND 17
MARCH 2017
LUND
SWEDEN**

**RE-THINKING
BUSINESS MODELS
FOR ARTS AND
CULTURE**

**CREATIVE
LENSES
FORUM
LUND**

C R E A
S E S
T I V E
N E S T

 Co-funded by the
Creative Europe Programme
of the European Union

Programme

Day 1 | Re-thinking Business Models

Venue: Mejeriet. Stora Södergatan 64, 222 23 Lund

09.00 Registration and coffee.

09.30 Welcome and overview of the programme.

09.45 Keynote 1: "Value Co-creation in Culture and the Arts" by Lucy Kimbell (University of the Arts London, UK). *An exploration of the drivers of change that are shaping the emergence of new business models in the cultural and arts sector.*

10.30 Keynote 2: "How to map your why?" by Katarina Scott (The Creative Plot, Sweden) and Bobby Forshell (Value Nordic AB, Sweden). *What happens when we use our values to reach our inner motivation and put these to the service of our audiences, communities and organisations?*

11.00 Keynote 3: "The What, Why, How, Who and When of Creative Lenses" by Paul Bogen (Olivearte Cultural Agency, UK). *An introduction to Creative Lenses, its purpose, aims, activities, learning to date and the result's of its pilot project, "Creative Business Models".*

11.30 Creative Lenses Catalyst Programme. Paul Bogen and Sandy Fitzgerald (Olivearte Cultural Agency, UK). *The Catalyst Programme is an action learning process involving 8 cultural organisations – as well as several mentors and researchers – to investigate how to develop their business models and try out new ways of working.*

12.30 Lunch.

13.30 Breakout Sessions:

Session 1: Whose Space is This? By Birgitta Persson, Trans Europe Halles, Sweden. *Europe is full of vibrant cultural spaces that are initiated and run by people who had a dream, saw an opportunity and got organised.*

Session 2: Challenging Business Models by Sophia Alexandersson (ShareMusic, Sweden), Andrea Deres, Carolina Bäckman and Sofia Karlsson (Fanclub, Denmark), Gitte Nielsen (Kristján Ingimarsson Company, Denmark) and Kresten Thomsen (Aalborg Karneval, Denmark). *Four cultural organisations from Sweden and Denmark share with us how they transformed their business models to become more resilient.*

Session 3: How Your Idea May Provide Value to Others by Katarina Scott and Christian Tellin (The Creative Plot, Sweden). *An interactive walkthrough of hands-on models in order to better consider users and audiences when developing your activities.*

15.15 Panel Discussion “The Funders Take the Stage”. Participants: Veronica Lamppa Lönnbro (Kulturrådet), Annika Eklund (City of Lund) Søren Staun (Nordisk Kulturfond), Gitte Wille (Region Skåne). Moderators: Paul Bogen. *Funders representing all levels of governance, from local to the international, share their thoughts and observations from the previous sessions, as well as giving an account of how they see the future of funding the arts and culture sector.*

16.30–17.00 Closing Session and Performance by Mirror Music.

17.30 Reception at Lunds Konsthall. Mårtenstorget 3, 223 51 Lund. *Opening of the exhibition “We Have a Dream”, in collaboration with the City of Lund and the We Have A Dream Foundation.*

21.00 Concert at Mejeriet: Pale Honey.

Day 2 | Re-designing Business Models

Venue: Stenkrossen. Kastanjegatan 13, 223 59 Lund

09.00 Registration and coffee.

09.30 Workshops – Session 1:

Workshop 1: Business Model Transformation. Facilitated by Paul Bogen (Olivearte Cultural Agency, UK) and José Rodríguez (Trans Europe Halles, Sweden). *How can business model innovation help organisations become more resilient? Participants will be inspired and reflect upon the role of innovation in the arts and culture sector and analyse the key issues and challenges of their organisations' models.*

Workshop 2: From Wreck to Wonder - Starting Up a Cultural Centre. Facilitated by Sandy Fitzgerald (Olivearte Cultural Agency, UK). *This workshop targets those who are in a start-up phase of establishing an independent cultural centre (1-3 years). The aim is to identify both individual and common challenges and needs, before moving onto responses and solutions to these questions.*

Workshop 3: Realising Your Potential. Facilitated by Katarina Scott and Christian Tellin (Sweden, The Creative Plot). *Participants will be introduced to several methodologies for clarifying their purpose and key drivers, spotting their main challenges and for developing ideas and projects - ideal for those who are either starting up a new creative project or business or are looking to change their professional careers.*

Option 4: Dos & Don'ts of EU Funding Applications. Facilitated by Chrissie Faniadis (Trans Europe Halles, Sweden) and Elin Rosenström (Creative Europe Desk Sweden). *In this workshop we invite participants who are working on EU-project ideas to share their challenges, visions and ambitions in relation to EU-funding. We will share best practice tips and examine common oversights and mistakes.*

12.00 Lunch.

13.00 – 16.00 Workshops – Session 2.

Confirmed Speakers and Workshop Leaders

Amelie Snyers, Office Manager, Village Underground, UK.
Andrea Deres, Carolina Bäckman and Ellesiv V. Selseng, Fanclub Dance, Denmark.
Annika Eklund, Head of the Cultural Department of the City of Lund, Sweden.
Birgitta Persson, Secretary General at Trans Europe Halles, Sweden.
Bobby Forshell, CEO of Value Nordic AB, Sweden.
Chrissie Faniadis, Project Manager at TEH's International Resource Office, Sweden.
Christian Tellin, Coach at The Creative Plot, Sweden.
Elin Rosenström, Head of Creative Europe Desk Sweden.
Gitte Nielsen, Producer at Kristján Ingimarsson Company, Denmark.
Gitte Wille, Head of the Cultural Department of the Skåne Region, Sweden.
José Rodríguez, Communications Director at Trans Europe Halles, Sweden.
Katarina Scott, City of Lund, The Creative Plot and Future by Lund, Sweden.
Kresten Thomsen, Director of Aalborg Karneval, Denmark.
Lucy Kimbell, Director of the Innovation Insights Hub at University of the Arts London, UK.
Paul Bogen, Co-director of Olivearte Cultural Agency and a fellow of the Royal Society of Arts, UK.
Sandy Fitzgerald, Co-director of Olivearte Cultural Agency, UK.
Sophia Alexandersson, CEO/Artistic Director at ShareMusic, Sweden.
Søren Staun, Adviser at Nordic Culture Fund.
Veronica Lamppa, Head of the Performing Arts, Music, Art and Design at Kulturrådet, Sweden.

More information about the speakers at <http://creativelenses.eu/page/forum-nr-6-lund/>

Sessions and Workshops – Descriptions

Day 1 | Re-thinking Business Models

Keynote 1 | Value Co-creation in Culture and the Arts

Lucy Kimbell, Director of the Innovation Insights Hub at University of the Arts London, UK.

In this talk, Lucy will explore drivers of change shaping the emergence of new business models in the cultural and arts sector. Identifying these developments and key uncertainties can help managers and arts leaders mediate between current ways of doing things and new potentialities. This discussion will highlight some of the factors shaping the emergence of new ways of doing things – and possibly new business models – providing food for thought for those who lead or manage arts and cultural organisations.

Keynote 2 | How to map your why?

Katarina Scott, The Creative Plot, Sweden, and Bobby Forshell, CEO of Value Nordic AB, Sweden.

Has the world gone crazy? Fake news, true lies or what? Where do we find directions and motivation when the world is moving fast and changing backwards? What happens when we use our values to reach our inner motivation and put these to the service of our audiences, communities and organisations?

Keynote 3 | The What, Why, How, Who and When of Creative Lenses

Paul Bogen, Co-director of Olivearte Cultural Agency and a fellow of the Royal Society of Arts, UK.

Creative Lenses is a four-year project (2015-2019) that seeks to make arts and cultural organisations more resilient and sustainable by improving their business models and developing their long-term

strategic and innovation capacities. In his speech, Paul will introduce the project, its purpose, aims, activities, learning to date and the result's of its pilot project, "Creative Business Models". How you can be involved and share your knowledge, know-how and experience with the cultural sector.

Breakout Session 1 | Whose Space is This?

Birgitta Persson, Secretary General at Trans Europe Halles, Sweden.

Europe is full of vibrant cultural spaces that are initiated and run by people who had a dream, saw an opportunity and got organised. Birgitta Persson, Secretary General of Trans Europe Halles, will take you on a road trip to Europe's many different cultural centres and tell you their stories, all from the big capitals of Paris and London to the Bulgarian countryside and war zones of Ukraine.

Breakout Session 2 | How Your Idea may Provide Value to Others

Katarina Scott and Christian Tellin, *The Creative Plot*, Sweden.

A interactive walkthrough of hands-on models in order to better consider users and audiences when developing your activities. In this session, we will dig into both who your users and audiences are and how to design a value proposition that will attract them to your centre's activities and events.

Breakout Session 3 | Challenging Business Models

Cases: ShareMusic (SE), Fanclub Dance (DK), Kristján Ingimarsson Company (DK), Aalborg Karneval (DK).

In today's rapidly changing society, technology and other external factors are constantly challenging organisations to evolve and innovate. So how are arts and culture organisations tackling these challenges and preparing for the future? Four organisations from Sweden and Denmark will share with us how they transformed their business models to become more resilient.

Panel Discussion | Funders take the Floor

Participants: Veronica Lamppa Lönnbro (Kulturrådet), Annika Eklund (City of Lund), Søren Staun (Nordisk Kulturfond), Gitte Wille (Region Skåne). Moderator: Paul Bogen.

After a day of inspiring stories and cases of cultural operators navigating the ever-changing political and economic landscape in order to sustain their existence, it is time to give the floor to the funders. Representing all levels of governance, from local to the international, they will share their thoughts and observations from today's sessions, as well as giving an account of how they see the future of funding the arts and culture sector.

Music Performance | Mirror Music

Mirror Music wants to challenge the way we use music in our lives. By using interactivity and technology, together with the emotional aspects of music, they create experiences for everyone to participate in. So come join Mirror Music on a mission to remix business with pleasure.

Day 2 | Re-designing Business Models

Workshop 1: Business Model Transformation (5,5 hours)

Facilitated by Paul Bogen and José Rodríguez

Using a practical and accessible approach, this workshop is designed to introduce participants to business model innovation and how it can help organisations become more resilient. During five hours,

participants will be inspired and reflect upon the role of innovation in the arts and culture sector, analyse the key issues and challenges of their organisations' models and share their own experiences with their peers.

Workshop 2: From Wreck to Wonder - Starting Up a Cultural Centre (5,5 hours)

Facilitated by Sandy Fitzgerald

This workshop targets those who are in a start-up phase of establishing an independent cultural centre (1-3 years). The aim is to identify both individual and common challenges and needs, before moving onto responses and solutions to these questions, with the aim of having each participant leave with an action plan for how to realise post-workshop next steps.

Workshop 3: Realising Your Potential (5,5 hours)

Facilitated by Katarina Scott and Christian Tellin

In this workshop, participants will be introduced to several methodologies for clarifying their purpose and key drivers, spotting their main challenges and for developing ideas and projects - ideal for those who are either starting up a new creative project or business or are looking to change their professional careers. By end of the day, you will have new solutions for tackling your current issues and practical ways to approach problem-solving in the future!

Workshop 4: The Insider's guide to EU Funding Applications (5,5 hours)

Facilitated by Chrissie Faniadis and Elin Rosenström

In this workshop we invite participants who are working on EU-project ideas to share their challenges, visions and ambitions in relation to EU-funding. We will share best practice tips and examine common oversights and mistakes. By the end of the day you will have a clearer picture of what is required to form strong partnerships and project ideas, and how to improve your chances of submitting a successful EU application! The workshop is run by the International Resource Office together with the Creative Europe Desk Sweden.

Curious to know more about the Creative Lenses project?

Click here to learn more: <http://www.creativelenses.eu/>



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