



Helsinki Conference Programme

Creative Lenses Final Conference

About the Conference

Creative Lenses Final Conference "Culture and Business Models in Challenging Times" is a two-day event that explores how arts and cultural organisations can adapt to changing environments and become more sustainable by rethinking their business models. It brings together the leading cultural practitioners, funders, policymakers and researchers to speculate on organisational sustainability, business model change and cultural value within the sector.

The Conference includes insights, perspectives and tools developed during a four-year collaboration project, Creative Lenses, funded by the Creative Europe programme and connects these with other initiatives, projects and collaborations in Europe and beyond.

Main themes of the Conference

- **Business Model Thinking:** Why are the business models of arts and cultural organisations increasingly discussed? What are the different approaches arts and cultural organisations take to thinking about or changing their business models? What are the implications of business model thinking?
- **Value and Valuing in Arts and Cultural Organisations:** What are the different ways of understanding the value that arts and cultural organisations embody, create and realise? How do they balance conflicting missions and priorities?
- **Making Sense, Impact and Research:** How can arts and cultural organisations learn from, about and with their audiences and stakeholders? What are the different ways of re-imagining impact and knowledge co-creation?

What you will get from attending this event?

Opportunities to hear insights from action research on cultural and arts organisational change and resilience in Europe and beyond;

Access to findings and frameworks developed through the four-year Creative Lenses

Themes

Theme A Business Model Thinking

Panel A1 Why business models now and what comes with them.

- Why have business models and innovation become priorities in cultural policy? What are the implications and consequences of bringing management thinking further into culture and the arts?

Panel A2 Business model catwalk.

- Pecha kucha of different approaches, frameworks and models for understanding business models, innovation and value in arts and cultural organisations.

Panel A3 Doing creative experimentation because that's what we do.

- How do arts and cultural organisations experiment to survive, in particular in response to lack of ready access to funds or resources?

Panel A4 Towards a new research agenda.

- Drawing on insights from the research during Creative Lenses, what are the new research questions that will build knowledge about how arts organisations become viable and sustainable?

Theme B Value and Valuing in Arts and Cultural Organisations

Panel B1 From surviving to thriving.

- What can we learn from how innovative arts organisations adapt to their changing contexts? What do their approaches tell us about their values?

Panel B2 Defining value

- What are different ways to understand the value and values of arts organisations? To what extent does a 'business model' lens open up new understandings of the value that arts and cultural organisations realise?

Panel B3 Negotiating values and priorities

- How do arts and cultural organisations find ways to live their values in the ways they work with artists and audiences. How do they balance conflicting priorities as they work towards sustaining themselves?

Panel B4 Missions and realities

- What is distinctive about the missions of cultural organisations and how do these connect in practice to their contexts, publics, markets and society?

Theme C Sense Making, Impact and Research

Panel C1 Activating place.

- How can places and communities, along with arts and cultural organisations and their leaders, staff, volunteers and audiences be activated to understand and assess their impacts on audiences, artists and communities?

Panel C2 Reimagining evaluation.

- How can evaluation and metrics be re-imagined to address the realities of arts and cultural organisations to make sense of their contributions to society, communities, audiences, artists and art forms?

Panel C3 Connecting with audiences for social learning.

- What can cultural organisations learn from, about and with their audiences, artists and stakeholders?

Conference chair

The role of the chair is to help the audiences see connections across the plenary events and the discussions in the break-out sessions, to provide continuity and to connect the conference clearly with the aims, activities and results within Creative Lenses.

Birgitta Persson (Olivearte)

As one of the original team who put Creative Lenses together, Birgitta is former head of T.E.H. and experienced consultant working across the sector. As the first co-ordinator and general secretary of Trans Europe Halles, Birgitta oversaw the development of TEH from 28 members to nearly 100 in 2017.

Day 1 Keynote: Alison Tickell, CEO, Julie's Bicycle, UK

Alison founded and leads this organisation which advocates for and demonstrates through collaborative projects how arts organisations catalyse, inspire and deliver environmental sustainability

<https://www.juliesbicycle.com/Pages/Category/people>

Day 2 Keynote: Teemu Mäki Artist / Director / Writer / Researcher

Doctor of Fine Arts, Academy of Fine Arts Finland, 2005

Chairman of The Artists' Association of Finland.

<http://www.teemumaki.com/>

Closing Summaries

We will ask a few people from across the conference (project partners, invited speakers etc. and perhaps audience member) to offer a few closing remarks.

PROGRAMME

Day 1 Wednesday 24 April 2019

08.30			
09.00	Plenary Welcome and overview Opening address by (15 mins)	Nasima Razmyar, deputy Mayor of Helsinki Kai Huotari Birgitta Persson	45 mins
09.45	Plenary Keynote 1 + Q&A Introduced/ chaired	Chair: Lucy Kimbell Speaker: Alison Tickell, Julie's Bicycle, UK	60 mins space 1
10.45	Plenary Provocation panel: Opening up business model thinking Short (10 minute) provocations to open up thinking on business models and business model innovation - A perspective on business models from cultural economy in the global south (Avril) - - The potential and reality of bringing business model thinking to the cultural sector (Jose) - -Perspectives from the humanities on understanding value and values (Patrycja)	Chair: Lucy Kimbell Speakers: - Avril Joffe - Jose Rodríguez - Patrycja Kaszynska	30 mins space 1
11.15	Break + open space/networking board	Further information provided on electronic screens.	30 mins
11.45	Parallel tracks Theme A Business model thinking. Panel A1 Why business models now and what comes with them. Different perspectives on why business models are visible in policy, what kinds of thinking underpin this and what the consequences might be for the arts and culture.	Chair: Aghavni Giakopian Speakers: Walter van Andel/ Arne Herman Duncan Fairfax/Sian Prime, Bethany Rex	60 mins Space 1

	<p>Theme B Value and valuing. Panel B1 From surviving to thriving Inspiring examples of arts organisations balancing their different values, the challenges they face and how they adapt.</p>	<p>Chair: Paul Bogen</p> <p>Speakers: Amelie Snyers (Village Underground), Gerard Lohuis (P60), Marc Chornet Artells (Projecte Ingenu), Maureen Salmon</p>	<p>Space 2</p>
	<p>Interactive workshop Introduction to the CL benchmarking tool</p>	<p>Run by Kosice</p>	<p>Space 3</p>
12.45	<p>Open space/networking board Drop in</p>	<p>Further information provided on electronic screens</p>	<p>15 min</p>
13.00	<p>Lunch + open space/networking board</p>		<p>60 mins</p>
14.00	<p>Parallel tracks</p> <p>Theme B Value and valuing. Panel B2 Defining value. Different perspectives on how the arts contribute to society and the value they co-create: cultural value, social impact, sustainability and resilience</p> <p>Theme C Sense making, research and impact. Panel C1. Activating place. Panel discussion on how arts organisations can activate new spaces and connections across places and communities and the challenges and opportunities of assessing this</p>	<p>Chair: Ian King</p> <p>Speakers: Jonathan. Vickery, Michal Hladky (Kosice), Patrycja Kaszynska, Jarna Heinonen</p> <p>Chair: Mieke Renders</p> <p>Speakers: Maurizio Melito, Amelie Snyers, , David Ocon, Egle Oddo, Lorna Dallas-Conte</p>	<p>60 mins</p> <p>Space 1</p> <p>Space 2</p>
	<p>Interactive Manifesto co-design workshop, part 1 Co-design a Manifesto for Sustainable Futures for Culture and the Arts</p>	<p>Run by Olivearte/TEH</p>	<p>Space 3</p>
15.00	<p>Open space/networking board Drop in</p>	<p>Further information provided on electronic screens.</p>	<p>15 min</p>
15.15	<p>Break</p>		<p>15 min</p>

15.30	Parallel tracks		60 mins
	Theme A Business model thinking. Panel A2. Pecha kucha presentations of frameworks and models for understanding value, resources and impact.	David Ocon, Maureen Salmon	Space 1
	Theme C Sense making, research and impact. Panel C2. Reimagining evaluation. Panel discussion on methodologies for assessing change as a result of cultural and arts interventions.	Chair: Lucy Kimbell Speakers: Katelijn Verstraete, Jonathan Price Michal Hladky.	Space 2
	Models to Manifestos Creative Lenses Publication Debate	Run by Sandy Fitzgerald (Olivearte).	Space 3
	Open space/networking board Drop in	Further information provided on electronic screens.	
16.30	Break + open space/networking board		15 mins
16.45	Plenary Open mic session: comments on 'What I've heard' and 'What I want to hear more about' from keynote speakers and other speakers,	Chair: Ian King	60 min Space 1
17.45	Close of session		
18.00	Drinks reception		Space 2
19.00	(Dinner for partners and guest speakers)		

Day 2 Thursday 25 April 2019

08.30	Registration, coffee		
09.00	Plenary... Good Morning.. Interactive Q&A with audience/participants .. (+housekeeping announcements)	Birgitta Persson	15mins Space 1
09.15	Plenary Keynote 2 + Q&A Introduced/chaired	Chair: Birgitta Persson Speaker: Teemu Mäki	60 mins

10.15	Plenary A2 – pt 2 Pecha kucha. Reviewing arts organisations' approaches to organisational structure, change, and learning.	+ Karan Khurana + Marek Prokupek + Duncan. Fairfax/ Sian Prime	45 mins Space 1
11.00	Break-out/open space/networking board	Further information provided on electronic screens.	30 mins
	Theme A Business model thinking. Panel A3 Doing creative experimentation because that's what we do. Different perspectives on how and why arts organisations experiment, including learning from start-up culture and low-resource contexts.	Chair: Michal Hladky Speakers: Katelijn Verstraete, Stuba Nikula, Katarina Scott,	Space 1
	Theme B Value and valuing Panel B3 Negotiating values and priorities. Different perspectives on how organisations practically balance conflicting priorities.	Chair: Nan Van Houte Speakers: Marek Prokupek, Elia Eleftheria , TeemuMäki,	Space2
	Interactive workshop Introduction to the Creative Lenses toolkit for arts professionals	Run by TEH/Kosice	Space 3
12.30	Open space/networking board Drop in	Further information provided on electronic screens.	15 min
12.45	Lunch + open space/networking board		60 mins
13.45	Parallel tracks		60 mins
	Theme C Sense making, research and impact. Panel C3 Connecting with audiences for social learning. Different perspectives on learning from/about/with audiences, artists and stakeholders: balancing market and policy drivers with artistic and creative curiosity.	Speakers: Mihail Florea, , Maureen Salmon, Annick. Schramme, Ramie Maze, Erja Salo, Katarine Scott (Creative Plot)	Space 1
	Theme B Value and valuing Panel B4 Missions and realities. Perspectives on organisational missions and visions for society and how they play out in different contexts.	Chair: Ian King Speakers: Avril Joffe, Duncan Fairfax/Sian Prime, Sandy Fitzgerald	Space 2

	KaapeliWalks Max. 25 persons	Jani Suonperä	Space 3
14.45	Open space/networking board Drop in	Further information provided on electronic screens.	15 min
15.00	Break		15 min
15.15	Parallel tracks		60 mins
	Theme A Business model thinking. Panel A4 "Creative Lenses - an overview of the findings and possible future directions'	Co-Chairs and Speakers: Lucy Kimbell, Bethany Rex, Patrycja Kaszynska, Respondents: Annick Schramme, Jonathan Vickery	Space 1
	Interactive workshop: Cultural activities = cultural outcomes The Cultural Development Network framework	Run by John Smithies	Space 2
	Manifesto co-design workshop, part 2 Co-design a Manifesto for Sustainable Futures for Culture and the Arts; prepare to present at the closing plenary	Run by Olivearte/TEH	Space 3
16.15	Open space/networking board Drop in	Further information provided on electronic screens.	15 min
16.15	Break + open space/networking board		15 mins
1630	Plenary Closing summaries/invited provocations from invited speakers (5 mins each)	Chair: Birgitta Persson Speakers: Bethany Rex,, Avril Joffe, John Smithies, Nan Van Houte Ian King + Kai Huotari	75 mins Space 1
	Closing remarks and thanks		
18.00	Party in TBA restaurant Suvilahti (buses provided)		

Invited International Speakers

Name	Title of contribution	Contribution/ session
Mihail Florea	POMANA as a business model: Nu Nu Theatre's engagement with Arts Council England's public engagement	Panel C3 Pecha Kucha
John Smithies	Cultural activities = cultural outcomes	Interactive workshop + Panel A2 Closing Plenary
Walter van Andel, Arne Herman and Annick Schramme	Alternative Formats for Artistic Freedom. The Splendor Amsterdam Business Model	Panel A1, A4 Pecha Kucha Panel C3
Jonathan Vickery	Cultural and Creative Spillovers: mapping value production the strategic development of the business plan	Panel B2 Panel A4 Pecha Kucha
Elia Vlachou	An ISO for the Museums? Quality Management principles applied to a Museums Network	Pecha Kucha Panel B3
Marek Prokupek	New Business Models and Their Impact on Museums' Ethical Values And Practices	Panel B3 Pecha Kucha
Lorna Dallas-Conte	Building to last: casting futures and agile frameworks	Panel C1 Pecha Kucha
Jonathan Price	Sustaining principles: a case study of leadership strategy in participatory arts practice (Leeds, UK)	panel C2 Pecha Kucha
Karan Khurana	A structured social media marketing approach to the arts and culture sector in emerging economies.	Pecha Kucha

Duncan Fairfax and Siân Prime	"Provocative" Problems. The Problems of "Performativity" in Contemporary Business Model Implementation.	Panel A1 and B4 Pecha Kucha
Jovana Karaulic	Transitional dilemmas in cultural governance in Serbia: serving the mission in non-defined environments	Pecha Kucha
Avril Joffe	Resilience, sustainability, and new business models in Africa: a response to grant dependence in arts and culture organisations	Provocation panel And B4 Pecha Kucha Closing Plenary
David Ocon	Warehouses, missions and schools: Space reclamation for the arts in Singapore and Hong Kong	Panel C3 Pecha Kucha
Maureen Salmon	Innovative Business Models for Sustainable Futures: What Europe could learn from Africa (Senegal)?	Panel A2 Panel C3 Pecha Kucha