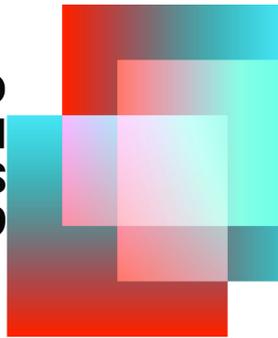


**CULTURE AND
BUSINESS MODELS IN
CHALLENGING TIMES
24.-25.4.2019**



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**CREATIVE
LENSES
FINAL
CONFERENCE
HELSINKI**



Creative Lenses Final Conference is a two-day event convening leading cultural practitioners, funders, policy makers and researchers to share, review and assess perspectives, insights and opinions relating to organisational sustainability, business model change and cultural value.

About the conference

In the last years, discussions about 'business models' have become increasingly visible in the European cultural sector. The aim to make the sector more resilient and financially sustainable faces one big challenge: how can this be implemented without compromising artistic integrity and the missions and values of arts and cultural organisations.

Creative Lenses Final Conference brings together perspectives to explore how arts and cultural organisations can negotiate changing environments and become more sustainable.

The program includes insights, perspectives and tools developed during the project Creative Lenses, and connects these with other initiatives, projects and collaborations in Europe and beyond.

Speakers and participants include arts and cultural managers, as well as researchers in management and humanities.

Themes

The conference is programmed through three themes that bring together practitioner and researcher expertise to reflect on:

- **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?

Keynote Speakers

Alison Tickell

Alison founded and leads Julie's Bicycle, a UK-based organisation which advocates for and demonstrates through collaborative projects how arts organisations catalyse, inspire and deliver environmental sustainability.

Teemu Mäki

Teemu is a Finish artist, director, writer researcher and chairman of The Artists' Association of Finland. To him, art is the most flexible, versatile and holistic form of philosophy and politics. It is the best way to respond to questions such as how should we live and what is good life.

Who should come

Professionals involved in running arts and cultural organisations, funders, evaluators, consultants and advocacy and capacity building experts, policy makers and public representatives, researchers in cultural management and leadership, the humanities and business and management and anyone interested in shaping the future of the European cultural sector.

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 programme; opportunities to debate core issues with peers and build new networks with people concerned about the future of the European cultural sector.

Programme

Together the interactive workshops, discussions and keynotes, the conference will offer contrasting and provocative perspectives on the topic of business model change in arts and cultural organisations.

Instead of seeing 'business model innovation' as a panacea for organisations and funders facing reduced budgets for the arts and culture, this conference will surface the implications that come with growing interest in the topic.

Day 1 Wednesday 24 April 2019

08.30	Registration and coffee
09.00	Plenary Welcome and overview
09.30	Plenary Keynote 1 + Q&A Alison Tickell, Julie's Bicycle, UK
10.30	Plenary Provocation panel: Opening up business model thinking <ul style="list-style-type: none">- A perspective on business models from cultural economy in the global South Africa- The potential and reality of bringing business model thinking to the cultural sector- Perspectives from the humanities on understanding value and values
11.15	Break + open space/networking board
11.45	Parallel tracks Theme A Business model thinking. Panel A1 <i>Why business models now and what comes with them.</i> 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. Theme B Value and valuing. Panel B1 <i>From surviving to thriving</i> Inspiring examples of arts organisations balancing their different values, the challenges they face and how they adapt. Interactive workshop Introduction to the Introduction to the Creative Lenses benchmarking system Open space/networking board Drop in
13.00	Lunch + open space/networking board
14.00	Parallel tracks Theme B Value and valuing. Panel B2 <i>Defining value.</i> Different perspectives on how the arts contribute to society and the value they co-create: cultural value, social impact, sustainability and resilience. Theme C Sense making, research and impact. Panel C1. <i>Activating place.</i> Panel discussion on how arts organisations can activate new spaces and connections across places and communities and the challenges and opportunities of assessing this. Interactive Manifesto co-design workshop, part 1 Co-design a Manifesto for Sustainable Futures for Culture and the Arts Open space/networking board Drop in
15.15	Break
15.30	Parallel tracks Theme A Business model thinking. Panel A2. <i>Business model catwalk.</i> Pecha kucha presentations of frameworks and models for understanding value, resources and impact. Theme C Sense making, research and impact. Panel C2. <i>Reimagining evaluation.</i> Panel discussion on methodologies for assessing change as a result of cultural and arts interventions.

	Interactive workshop Overview of the Creative Lenses publications
	Open space/networking board Drop in
16.45	Break + open space/networking board
17.00	Plenary Open mic session:
18.00	Closes
18.00	Drinks reception with canapes
19.00	Closes

Day 2 Thursday 25 April 2019

08.30	Registration, coffee
09.00	Plenary Welcome back. Interactive Q&A with audience/participants (topics to be confirmed). Introduction to the 'Create a manifesto' activity later on.
09.15	Plenary Keynote 2 + Q&A Teemu Mäki
10.15	Plenary Pecha kucha <i>Experimentation and formalisation.</i> Reviewing arts organisations' approaches to organisational structure, change, and learning.
11.00	Break + open space/networking board
11.45	Parallel tracks Theme A <i>Business model thinking.</i> Panel A3 <i>Doing creative experimentation because that's what we do.</i> Different perspectives on how and why arts organisations experiment, including learning from start-up culture and low-resource contexts. Theme B <i>Value and valuing</i> Panel B3 <i>Negotiating values and priorities.</i> Different perspectives on how organisations practically balance conflicting priorities.
	Interactive workshop Introduction to the Creative Lenses toolkit for arts professionals Open space/networking board Drop in
13.00	Lunch + open space/networking board
14.00	Parallel tracks Theme C <i>Sense making, research and impact.</i> Panel C3 <i>Connecting with audiences for social learning.</i> Different perspectives on learning from/about/with audiences, artists and stakeholders: balancing market and policy drivers with artistic and creative curiosity.

	<p>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.</p>
	<p>Interactive workshop <i>Sign up in advance for 1-2-1 coaching/feedback on your organisation from Creative Lenses partners</i></p> <p>Open space/networking board Drop in</p>
15.00	Break
15.15	<p>Parallel tracks</p> <p>Theme A Business model thinking. Panel A4 Towards a new research agenda. Following a summary of findings from Creative Lenses project, what are the new research questions about sustainability of arts organisations?</p>
	<p>Interactive workshop: <i>Cultural activities = cultural outcomes</i> The Cultural Development Network framework</p>
	<p>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</p>
	<p>Open space/networking board Drop in</p>
16.15	Break + open space/networking board
16.30	<p>Plenary Closing summaries/invited provocations from invited speakers</p> <p>Closing remarks and thanks</p>
18.00	Party

Creative Lenses is a four-year (2015-2019) project 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. Read more: www.creativelenses.eu.



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