IO4 Curriculum Learning Modules

Developed by Rinova with cooperation of the BTG partners

Project Title: Bridging the Gap: new mentoring methods for young creative entrepreneurs in Europe
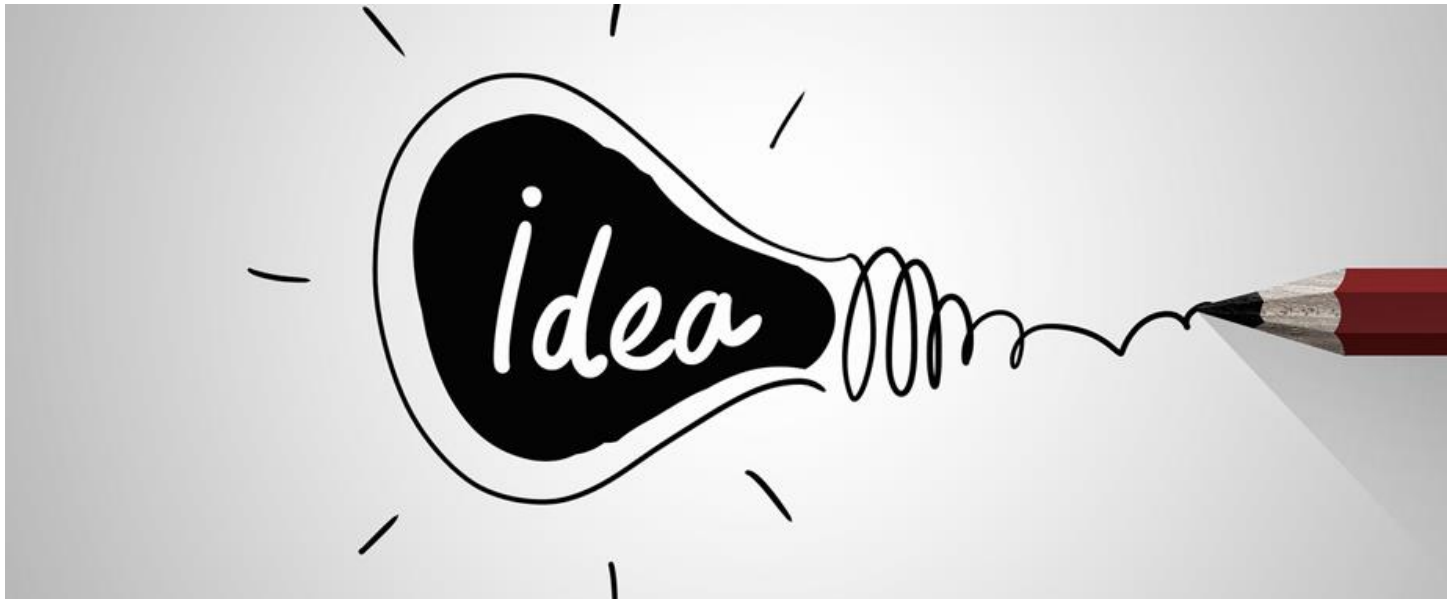Project Acronym: BtG
Project number: 2018-1-UK01-KA202-048209
Project Coordinator: Rinova

Module 1 - Ideas and opportunities

In this module we synthesize two elements that became clearly highlighted during the whole process. For the mentor to generate the proper environment and to be able to promote competences related with ideas and opportunities, it is fundamental to show expertise in the CCIs, and it is critical that the mentor has expertise in use of diagnostic tools and methods for a range of user cases.

1.1. Demonstrating experience

The mentor should demonstrate experience in the Creative and Cultural Industries in at least one specific subsector.

Mind Map and Ideas Generation

It is one of the basic, creative and visual tools for creating ideas and actions. It is necessary in the context of BtG to define your vision of artistic and business activity. The large number of tools for visualizing available allows you to choose the most suitable. Visual presentation allows for better definition and visualization of visions.

This tool will help to support the knowledge of the mentor, in the context of LO1.1 and in the search for Ideas and Opportunities.

Activity Proposal:
- Go to the given link
- Choose the template that you like best
- Draw your own mind map
- Analyse your ideas and vision

**NEW MENTORING METHODS
FOR YOUNG CREATIVE
ENTREPRENEURS IN EUROPE**

bridgingthegapeurope.eu

BRI THE GAP **DGING**

Co-funded by the
Erasmus+ Programme
of the European Union

Top 10 skills children learn from the Arts

A great combination of 10 skills that kids can learn from artists. The material can be a starting point for diagnosis and gathering the skills necessary to be an artist.

Introduction to LO 1.1. Mentor's experience - a summary of his/her experience and skills acquired from working in creative industries.

Activity Proposal:
- Read and analyze the information in this article
- Select and write down the 3 most important skills in your opinion and justify your choice

Welcome to Imagineering in a Box!

Inspirational material to show cooperation between various fields of artistic and creative activity. Develop cross-sectoral thinking and holistic connections. Imagineering in a Box is designed to pull back the curtain to show you how artists, designers and engineers work together to create theme parks.

Mentor tool supporting LO 1.1. in presenting the broader context of sector experiences. A specific implemented working example.

Activity Proposal:
- Follow the instructions in the curated link
- You can complete your lessons or choose topics that interest you

Creative ideas don't come easy

Report from a very interesting and large study on the topic of how and where creative people work the most creatively. It shows the differences between creative subsectors and their differences in approach to work.

A good tool for a mentor in correlation with LO 1.1. in defining the best environment for the professional development of learners.

Activity Proposal:
- Read and analyse the information about how artists around the world work
- Ask yourself how you work best

Flow Theory & Activities

Description of a very interesting and inspiring psychological theory useful for developing the repertoire of skills for creative work. Practical exercises available after registering on the platform.

A tool that can help you build your own creative work techniques. Connection with LO 1.1. - experiences of methods for working in the creative sector.

Activity Proposal:
- Go to the given link
- Read and analyze the information in this article
- Think about how you can use it in your work

1.2. Methods and Tools

The mentor should be able to use the appropriate diagnostic methods and tools to assess the mentee and business journey and to create clarity and focus around short and long term goals and ambitions.

Ecosystem analysis

This tool focuses on the initial analysis of the wider context in which the practice of creative business mentors happens, this is a key element highlighted by the partnership, for BtG is essential to know in detail the entrepreneur ecosystem and this tool provides a starting point, it is a comprehensive study of the different assessment tools in place and provides a simple form to work with.
The analysis of the entrepreneur ecosystem is a key aspect to provide clarity and be able to map the journey of the entrepreneur in context. This tool helps to develop 1.2.A: Takes into account the values, context, cultural and personal circumstances which affect the businesses, and is useful to deliver 1.2.K

Activity Proposal:
- Read the document
- Update and adapt the form at the end and deliver
- Produce an online survey customized for your work context

Self-Assessment tool 4 Entrepreneur potential

The use of self-assessment tools is widely extended in the business support Industry. Here we provide a tool that is based upon an academic research process (although not in a EU context) which adds that value to the content delivery. Self-assessment tools are a great support to introduce entrepreneurial behaviours and start goal-oriented conversations. At the same time the parent website includes a full collection of high-quality tools for entrepreneurs and mentors.

Self-Assessment tool link:

This tool covers directly several KSA: Identify needs, limits, goals and challenges of the mentee. Deliver diagnostic needs assessment, guidance and feedback to orientate the guidance for the mentee. As well helps in the difficult delivery of the attitudes strand of the curricular competencies.

Activity Proposal:
- Use the tool to unfold the competence awareness through a professional discussion in the chat with at least one peer of your organization or work context
- Contextualize the tool and contextualize the results

Canvas Collection

The different versions of Lean Canvas have become the new reference for Business analyse and plan. We present a collection of canvas as a basic resource tool for any mentor in this field with both the Lean and Business versions and a specific development for the creative industries the Creative business canvas. Plus, a set of instructions, is a cross sectorial tool that becomes a "must have" in the toolbox. At the same times the approach of content curation provides the opportunity to contextualize to the different stages or experience of the entrepreneur.

Directly aligned with 1.2.K2 it supports strongly the capacity of deliver a range of methods of implementation behind, being this itself one of the main reasons of the success of this Lean tool in the CCI industry. It also helps to explain business strategy and establish initial goals and milestones to be measured, as it is conceived as iterative tool.

Activity Proposal:
- Discuss the difference between the different Canvas and justify the use of one or a combination for a particular case study
- Upload the document

Direct links to Canvas tools:
Creative project canvas

The good Old SWOT

This is another "must have", In the context of BtG serves mostly to deliver a plan, start the self-awareness process that will culminate in a personal development, or skills development plan in the case of a project. From the thousands of examples, we choose a very well presented, formulated with a young target audience in mind and close in values to the Focus group of BtG. At the same time, we introduce the overall job of Nesta in the UK, with a unique level of excellency delivering content for young audience and business.

This tool will help to support the knowledge and range of tools of the mentor and is a critical tool to start the process on 1.2.K2 and in general supports holistically the overall Learning Outcome.

Activity Proposal:
- Just follow the instructions in the curated link, one of the best examples of Swot we have found

Toolbox example for Digital content and entertainment

There is a clear need of transferability to the creative sector of this already almost standard set of tools for other industries more developed n the digital transformation. The example we present is one of the lead models to follow in how to present a full set of tools. Whilst is perfectly suited for the sub sector of Digital content and Entertainment, it needs to be adapted to be used in other contexts inside the CCI, still as a perfect example serves as model and checklist and in that way, we will approach its use.

The access is free but requires login.

A set of tools like this serves and support the purpose of the whole set of Knowledge and skills in 1.2, and it can be used as key element to foster 1.2.A3.

Activity Proposal:
- Access the collection of tools
- Determine the right ones to apply to a particular case study
- Identify the gaps, and its contextualization aspects
- Design / select content to cover the gap.

Objectives and Key Results

In the context of goal measure objectives and success indicators, this is a simple tool, that Google twisted to produce a new methodology and mind-set for goal achievement. The narratives behind aligns with the CCI and the concept abstract behind makes it possible to use in any project size and level of clarity, its designed to promote transparency and cross motivation between teams/partners and produce a high-quality quantitative data to be processed.

This is a tool perfectly fitted to work on 1.2.S1 and S3.

Instructions for completion

**NEW MENTORING METHODS
FOR YOUNG CREATIVE
ENTREPRENEURS IN EUROPE**

bridgingthegapeurope.eu

BRITHE GAP**DGING**

Co-funded by the
Erasmus+ Programme
of the European Union

Module 2: Resources

In this module we align all the operational competences needed by mentors to foster the proper use of resources by the entrepreneurs. It is the central element of the curriculum and the one which will provide a greater number of different ways to be delivered.

2.1. Networking

The mentor should be able to help build networks inside the Creative and Cultural Industries, at local, national and international level.

Tips to support Entrepreneurs Networking

One of the key elements of fostering entrepreneur behaviour is to facilitate and engage the mentee in a conscious process of networking. This article created for a generalist cross sectorial spectrum of entrepreneurs serves as a basis for the CCI contextualization that BTG pursues, enabling the Mentor to demonstrate his own network behaviour and allowing for a further level of description of the specific routes. It's clearly one of the most transferable competences.

Being able to address his own experience against this prosed topic, which are very well defined, the Mentor is able to build his own showcase of examples, anecdotes and stories that will encourage the mentee by showing, the framework, against the actual practice of the Mentor as a Lead example. This match completely LO 2.1 K strand.

Activity Proposal:
-    Read the article and create a Network case study notes to use on your mentoring sessions

Tips to Network on Social Media

Social media is nowadays a transversal topic in all areas of economic activity. Choosing the right Networks and social media platforms to update and manage your networks is critical in many aspects. At the same time the approach is so vast that most of the learning resources about it are not fit for the CCI audiences, due to their granularity. This particular tool provides a reasonable starting point for an introduction but also an intermediate check point. With a clear Structure which fits the needs of the average CCI user it comes from the technology sub-sector of media and entertainment and web.

As one of the key elements on the 2.1.S section of the curriculum, it provides a clear vehicle to deliver both online and in presence activities. It is again a dual tool that the mentor should accomplish to be able to serve as a mirror to the mentee.

Activity Proposal:
- Read the article and complete a SM plan and task list for a particular mentee case

2.2. Funding opportunities

The mentor should be able to match funding opportunities for specific Creative and Cultural Industries.

Mentoring for funding opportunities through creative portfolios - Art Station/Creative Portfolios

Art Station Creative Portfolios serves as an online platform to present artist/designer technique and production experience to commercial companies/studios/production houses as well as to the creative community. This is an effective funding opportunity for the CCI sector to sell products and to promote artist/designer production capacity.

This enables mentor to advise artist/designer to access funding through presenting creative portfolio at dedicated website/digital platform for visual art and design community and it is improving via peer review.

Activity proposal:
- Register, choose account free/paid premium and create your portfolio

Mentoring for funding opportunities through challenges - ArtStation/Challenges

Art Station Challenges serves as an online platform to enable friendly art competitions hosted by industry professionals giving feedback, connecting with other challengers in the spirit of learning and self-improvement, and creating new IPs and its further development. This is an effective opportunity to get funding and other benefits for CCIs.

NEW MENTORING METHODS
FOR YOUNG CREATIVE
ENTREPRENEURS IN EUROPE

BRIDGING THE GAP

Co-funded by the
Erasmus+ Programme
of the European Union

bridgingthegapeurope.eu

This tool enables the mentor to advise the artist/designer to access funding through connecting with the business sphere, its specificities in terms of timeframe, task-driven work, task specification, terminology, and budget constraints.

Activity proposal:
- Register, join the challenge and post your artwork

Mentoring for funding opportunities through live streaming - Behance/Live

Behance Live serves as a digital platform to promote artist/designer artwork via live streaming of the working process which is more attractive content for the creative community. An integral part of the streaming is the promotion of an artist/designer website or other points of sales where products are on sale.

Live streaming of the artwork creative process is extremely attractive in its form as it is interactive and enables followers to communicate with the artist/designer in real-time during the creative process itself. Again, as an artist/designer website or other sales channels are promoted here, Behance is a relevant tool for funding.

Activity proposal:
- Register and create your account, live stream your artwork process

Mentoring for funding opportunities through videos - YouTube/blogging

YouTube/Channel serves as a digital platform to present videos showcasing the creative processes and other attractive content for the creative community. Presented free content/video is linked to premium content on other digital platforms/social networks or websites that are monetized. It works as a freemium business model.

YouTube/Channel is an extremely effective promotional tool as it enables cross-marketing of artist/designer website or other sales channels that are promoted here. Youtube/channel is a relevant tool for funding via digital marketing.

Activity proposal:
- Register via email and post your video showcasing your artwork process

Mentoring for funding through reward programmes – Patreon

Patreon serves as a digital platform to present the creative process of artworks/products in order to bring learning and entertainment premium content. At the same time, it works as a funding opportunity through patrons. They are a substantial part of the rewards feature that is based on paying lump sum fees and thus bring long term revenues for creators.

**NEW MENTORING METHODS
FOR YOUNG CREATIVE
ENTREPRENEURS IN EUROPE**

bridgingthegapeurope.eu

BRI THE GAP **DGING**

Co-funded by the
Erasmus+ Programme
of the European Union

In order to diversify revenue streams portfolio, Patreon seems to be the right tool for funding the continual creative work of artist/designer/creator from the long term perspective. Its reward feature enables followers/patrons to pay lump sum fees on a monthly basis as a giveback for the premium digital content and other rewards.

Activity proposal:
- Register and share your artwork content via social media and make rewards system to raise the number of patreons

Mentoring for funding through crowdfunding – Kickstarter

Kickstarter serves as a crowdfunding platform for projects/products of creative industries. It is timebound and reward based. Supporters who donate various sums get rewards according to the amount they pay. If the project is not successful in its pledge, the money is given back to the supporters.

Kickstarter is a solid funding opportunity for products/projects/project ideas from creative industries. Apart from funding opportunity for products/projects Kickstarter serves as a market analysis tool as it brings perspective on the demand of the product/project presented.

Activity proposal:
- Register and share your product via social media and make rewards system to raise the number of supporters

2.3. Talent and skills needs

The mentor should be able to justify the talent and skills needs of a CCI business or project.

Skills, talent and diversity in the creative industries

The creative industries rely on world-leading talent, capabilities and highly developed skills, combining a range of specialist as well as generalist skills. The content presents a research document which provides the mentors a strong and coherent picture of the skills needed, and the diversity of the challenges faced by the creative industries. It gives a general overview of the most pressing skills needed in creative industries and identification of current and anticipated gaps in knowledge. Having such information combined with a good knowledge of the market, the mentor should be able to justify the talent and skills needs of a CCI business or project.

Activity proposal:
- Read the article and create a discussion upon the material on your mentoring sessions

**NEW MENTORING METHODS
FOR YOUNG CREATIVE
ENTREPRENEURS IN EUROPE**

bridgingthegapeurope.eu

BRI THE GAP **DGING**

Co-funded by the
Erasmus+ Programme
of the European Union

Creating Creative Industries

Creating creative industries includes complex processes that combine both elements of creative sectors and elements of Cultural industries. How the relationships of these two are evolving through the different processes is very important and the elements have to be clearly distinguished by those who are involved in the process of creating creative industries.

The video presents a captivating talk on the definition of culture and how we can use it functionally in today's society. The mentor should be able to distinguish between these elements, so subsequently they can identify and analyse the talent needed and skills required in a particular business or project of the CCIs.

Activity proposal:
- Watch the video and create a scenario you can build on, through which talent and skills should be identified and matching a particular business or project of the CCIs

An Assessment of Skill Needs in the Media and Creative Industries

One of the reasons for hard-to-fill vacancies in many subsectors are internal skills shortages and gaps amongst the existing workforce. The particular tool provides a theoretical starting point for mentors in reference to the skills needed in Media and Creative Industries and what they should have in mind in order to easier facilitate the integration of business needs and job market.

Activity proposal:
- Read the article and execute an exercise on matching different competences and skills with particular job descriptions.

How To Start An Artist Management Company - Artist Management Toolkit

Artist management is considered to be one of the most exciting careers someone can follow, as every day is different, challenging and rewarding. However, there are many challenges to overcome before starting an artist management company and this link addresses these challenges and also the success factors. Key Ingredients for Success in Starting one's own Artist Management Company has also to do with his/her skills related to the sector. The person involved should be able to identify and obtain these skills as well as know how to use particular tools in order to further help/her achieve his/her goals. The toolkit provided below serves this purpose.

A closer look at Creatives

The reading material presents the results of a survey which aimed to identify the skills used by workers in creative occupations. Its focus is on workers in creative occupations, as opposed to workers in creative industries. The data visualisation that the material provides presents how specific creative groups rely on specific skill clusters (5 clusters), and information on employment, growth and salaries. In this way the person

11

involved can gain knowledge of the skills needed in particular subsectors of the CCIs and in consequence can better identify and justify talents and skills needs.

2.4. Developing self-awareness and self-confidence

The mentor should be able to develop social potential, self-awareness and self-confidence.

Explore Careers at a Glance

The tools provide critical information about the kind of career that fits one person best, the ways to assess themselves, to know the needs that are required in each sector of the CCI etc. It can help the people involved to gain critical knowledge for the market (CCIS here in particular) and in subsequence develop self-awareness that allows him/her to see things from the perspective of others, practice self-control, work creatively and productively, and experience pride themselves as well.

Enterprise curriculum for creative industries students. An exploration of current attitudes and issues

The paper offers interested parties an opportunity to consider and reflect on how HE can develop relevant curriculum and deliver enterprise education that is pertinent to students who intend to operate in this important sector of economic activity. In other words, it provides evidence on when, where and in what way should the "creative" students be taught about entrepreneurship and self-employment.

By capturing current attitudes and good practices in CCIs in the context of developing enterprise curricula, will help the mentors (and mentees as well) to develop social potential, self-awareness and self-confidence, as these curricula will be tailor-made for them and subsequently, they can get proper education and training.

The art of entrepreneurship

The video describes entrepreneurship in a way that motivates potential entrepreneurs in order to make the big step of creating for example their own enterprise in the CCI. It presents information for digital and financial issues and at the same time motivates the viewer to see what is coming in the future in reference to technology and follow their dreams and ideas without worrying about money all the time as sometimes capital follows ideas. It can give both mentor and mentees directions to overcome specific challenges that have shown up in their life by starting up their own enterprise and motivate them to follow their dreams and encourage their self-esteem and confidence as potential creative entrepreneurs.

Scholarship: A tradition with a future - Onassis foundation

Investment in scholarships helps to remove financial barriers to education for all qualified students and mainly support the personal and academic dreams of deserving student helping them by this way to develop social potential and self-confidence. The scholarships program for Greek students and foreign researchers responds

**NEW MENTORING METHODS
FOR YOUNG CREATIVE
ENTREPRENEURS IN EUROPE**
bridgingthegapeurope.eu

BRITHE GAP**DGING**

Co-funded by the
Erasmus+ Programme
of the European Union

to the emphasis the Onassis foundation places on releasing the potential of society. Both CCI mentors and mentees can seize the opportunity of getting scholarship in an education programme related to their field.

The Power of an Entrepreneurial Mindset

Young adults need the skills and confidence to identify opportunities, solve problems and sell their ideas. In this TEDx video, Bill Roche who specializes in designing curriculum-based resource packages related to entrepreneurship, financial literacy and social responsibility, illustrates the power of enabling students to take charge of their learning with freedom to make mistakes, and challenging them to actively develop entrepreneurial skills. The content presents how early developing of an entrepreneurial mindset through specific curriculum-based resource packages, tools and educational courses, can help a young creative to develop his/her self-awareness and self-confidence, develop mediation, persuasion and negotiation techniques and learn how to freely put his/her entrepreneurial and artistic flair on what he/she is creating.

2.5. Fostering financial acumen

The mentor should be able to foster financial acumen.

Fostering financial acumen to access loans - EU Guarantee Facility/loans

It is challenging for CCIs to access loans due to the nature of their business, a lack of tangible assets, or uncertainty of demand. To be able to access loans from banks it is necessary to foster financial acumen in the cultural and creative sectors. Banks require various financial background documents to be able to assess the due diligence of the enterprise.

The CCS Guarantee Facility (GF) guarantee up to 1 billion of new loans for thousands of cultural and creative SMEs. The CCS GF is structured as a capped portfolio guarantee with coverage that reaches up to 70% of the losses of each individual loan and up to a maximum rate of 25% of the Financial Intermediary's overall portfolio of CCS loans. To apply for a loan, cultural and creative sector companies must contact the nearest financial intermediaries selected for each country. The facility has been rolled out since 2016 and the network of financial intermediaries is expanding gradually.

Activity proposal:
- Contact the nearest financial intermediary/bank in your country and follow their instruction to prepare your business plan, expense sheet, and financial projections for the next x years

Cashflow Planning

Financial planning is the core of the art of business. The cash flow forecasting video by David Parrish, who is an expert consulting CCI enterprise from a business point of view, is a strong tool that can help to foster the financial acumen of CCI businesses.

**NEW MENTORING METHODS
FOR YOUNG CREATIVE
ENTREPRENEURS IN EUROPE**

bridgingthegapeurope.eu

BRI THE GAP **DGING**

Co-funded by the
Erasmus+ Programme
of the European Union

A cash flow planning spreadsheet is an essential tool for enterprises to be able to run the business financially. The video shows how to work with the excel format of the cashflow table in order to plan the financial flows of the business forward-looking. It is a great tool for financial planning.

Activity proposal:
- Register at David Parrish website and watch the video

Module 3: Into Action

This module groups the competences needed by the mentor during the entrepreneur's activity. It requires a stronger coaching aspect than the previous modules and more direct engagement by the mentor with the mentee's activities.

3.1. Entrepreneurs and business approaches

The mentor should be able to engage and involve the entrepreneur in a business approach.

Motivators

A good introductory exercise for the mentee to define their professional goals. First steps in starting business thinking.

Activity Proposal:
- Download the file and do this exercise for yourself and think about what motivates you to act
- Think about what might motivate others to act
- Select and write down the 5 most important "Motivators" in your opinion

SMART Goals

Defining your SMART goals is one of the basic elements when starting business activities. This basic exercise is an indispensable tool for the mentor to put the mentee on the path of thinking about his/her business future. A good tool to introduce business thinking.

NEW MENTORING METHODS
FOR YOUNG CREATIVE
ENTREPRENEURS IN EUROPE
bridgingthegapeurope.eu

BRI THE GAP DGING

Co-funded by the
Erasmus+ Programme
of the European Union

Activity Proposal:
- Watch the video
- Follow the instructions in the curated link

Wheel of skills

The exercise was tested during the implementation of the TME project and worked very well there. It helps to determine the level of specific skills possessed. It can be used by both the mentor as an assessment tool and by the mentee as a self-assessment tool. A skill level test necessary as a tool to control change during the process.

Activity Proposal:
- Download the file and do this exercise for yourself
- Think about how you can use it in your work

Business Models in Arts and Cultural Organisations

Examples of good practice - operating companies and creative organizations along with the presentation of their business models. Inspiration for mentees in building their own business models. An inspirational tool for the mentor showing good practices in creative businesses. The basis for participants to discuss their own business models.

Activity Proposal:
- Read and analyze the information about the good practice

Read more at: https://creativelenses.eu/publications/

To sell or not to sell?

Issues related to the valuation and sale of works of art and artistic activities are one of the most difficult topics for young entrepreneurs in the creative industries. We present an inspirational publication that approaches this topic in an innovative way. Valuation and sales issues. Material supporting the mentor in the description and presentation of this topic to the mentee.

Activity Proposal:
- Read and analyze the information in the articles below
- Think about how you can use it in your work

Article 1
Article 2
Article 3

**NEW MENTORING METHODS
FOR YOUNG CREATIVE
ENTREPRENEURS IN EUROPE**

bridgingthegapeurope.eu

BRI THE GAP DGING

Co-funded by the
Erasmus+ Programme
of the European Union

3.2. Start-ups, competitors and markets

The mentor should be able to support the creation of a business case for start-ups, analysing clients, competitors and markets.

Understanding the Cultural Landscape

Tool to understand how to find a good strategy for a start-up within the cultural market in which it will operate. SWOT and PESTLE analysis will lay out the basis of the creation of a business case for the cultural enterprise. The aim is to acquire enterprise competences and skills by defining the market analysing tools that will lead to an understanding of the entrepreneurial strategy making.

Activity Proposal:
- Watch the video and apply the SWOT and PESTLE analysis in order to understand and familiarise with the main strategy tools to implement in the first steps of a start-up
- Open this link to better understand SWOT and PESTLE analysis

SWOT Analysis - Case study

Apply the SWOT analysis to an enterprise of a culture and creative sector of your interest or the CCS you are currently working in. You can use a SWOT Analysis tool such as the one provided within this activity and answer the questions related to both internal and external factors. You can add other characteristics of the sector that you may find important to consider.

Activity Proposal:
- Once you have developed the analysis, you can submit it in a PDF, JPEG or PNG file
- Link to the Creately SWOT Analysis tool
- Link to SWOT examples in several sectors

Business and Financing for Creative Start-ups

This video contains the explanation of the process of starting up a new arts venture, focusing on the elaboration of the business model and the search of external financing. It will support you with the description of a basic business model and the essential answers that need to be asked when planning a business case in arts, the identification of business opportunities and the disposition of interesting resources.

Activity Proposal:
- Watch the video in order to understand and familiarise with the main business model concepts. A basis for the start-up creation can be set up

Markets and Value Chain

This video will support you to make a proper analysis of the different markets in the creative industry, the types of products and services and how to add value in each of the activities that the business performs.

Activity Proposal:
- Watch the video in order to learn how to analyse markets, products and value before entering a certain arts industry and apply those tools to your specific sector

Market Analysis of the Cultural and Creative Sectors in Europe

This overview of the meaning of the existence of Culture and Creative Industries in the context of Europe will support you in the understanding of the competitive markets the enterprises have to face.

Activity Proposal:
- Have a general look on the document to see how the market works in different culture sectors, in terms of size, employment, added value and turnover, value chains, funding, competitiveness and new CCI trends; in order to have a better understanding, the mentor can focus on one specific sector and analyse it in a deeper way

New funding and business models

This website helps you to identify the difficulties (financing, entering markets, intellectual property rights, developing business skills) and opportunities (new business models, help from governments), regarding the introduction of a start-up within a Creativity Industry, showing some examples of the adversities that any enterprise faces when it enters the market. Specially, in the context of a Culture and Creative Industry, the difficulties lay on how to grow and sustain the business, making the learning of how to seize any opportunity an essential task in the support of the creation of a creative business.

Activity Proposal:
- Read the article and understand how the analysis can be applied to the specific CCI that you are working with

Effective Business Planning

Exploration of the structure and content of a business plan to start a new arts organisation, paying attention to the partnership opportunities in a collaborative way.

Activity Proposal:
- Watch the video and write a basic business plan for your sector that reflects the main points portrayed in the content
-

Strategy Process: From Words to Action

Explanation of how to monitor and update the processes involved in creating a strategy for a creative business. It is important that mentors' will to support the creation of a business case for start-ups, being able to analyse clients, competitors and markets and recognizing the activities that need to take part in an action plan, especially in the long-term, as well as knowing which SMART priorities need to be specified.

Activity Proposal:
- Watch the video and recognise with the main activities to take part in the action plan. Set up the SMART priorities for your start-up

Tips for Arts, Culture and Creative Industries

Different insights and top resources of several experts and entrepreneurs for writing a successful business plan that will work in the context of a CCI.

Activity Proposal:
- Read the article to discover how different business plans can apply knowledge and skills into several CCI, and find which aspects of the content can help with the development of a start-up

Guides to Running a CCI Business

This content shows a presentation of the Australian Government's Creative Industries Innovation Centre (CIIC), including links to a guide to develop businesses in different Culture and Creativity Sectors: Music, Architecture, Digital Games Development, Fashion Design, Graphic Design, Industrial Design, Marketing and Communications, Publishing, Software and App Development. Each of the guides show a personalized document for each of the industries, explaining how this specific sector operates, the main challenges it faces and a set of steps to exploit opportunities and achieve a sustainable growth.

Activity Proposal:
- Read the material concerning the specific sector you are interested in working in. Develop the steps that will make the start-up sustainable

3.3. Presentation of projects

The mentor should be able to present and pitch his/her products (applies to CCIs).

Best start-up pitch decks

A collection of examples of how the most famous companies and start-ups have chosen to create their pitches to effectively present their business models and entrepreneurial projects. A quick look at these presentations (videos, graphics, blog-style content, etc.) will help mentors and mentees to be more effective in presenting their products / services.

Activity Proposal:
- Go to the [webpage](#)

Infograpia.com

An infographic can be very important in the design and promotion phase of a business idea or a product / service. Thanks to infographics, complex structures can be shown in a single image, especially when it is difficult to choose a photo or make a video to tell a business project.

Activity Proposal:
- Create your effective [infographic online](#)

Create and develop your business with PrestaShop

The best thing to detail a business project and present it to users / customers is to create an online prototype. Most products / services must be able to sell online, especially in this post-COVID era. Creating a website or an e-commerce site is the best way to force the mentees to think in detail about the different aspects of their project.

Activity Proposal:
- Create online your prototype, click [here](#)

Audience Connect by Google

The best tool to connect audience members to your slides/pitch presentation (via their mobile phone). Turning passive listeners into active participants creates deeper connections, makes content more memorable, and uncovers valuable audience insights.

Activity Proposal:
- Discover more on [this page](#)

3.4. Design and management of projects

The mentor should be able to design and manage a project (applies to CCIs).

Service Design Tool

The Service Design Tools portal is an extraordinary compendium of famous (and less famous) templates that support mentors, coach trainers and mentees in the design, planning and review of sustainable projects, business projects, business models, marketing and sales strategies and much more.

Activity Proposal:
- Click here to enter in the design tools portal

Human Centred Design

An incredible kit of methods to facilitate the work with mentors & mentees or trainers & trainees in non-formal educational context, to create a useful co-design lab for all stage of the business, in different curriculum areas. Can be used to improve knowledge and attitudes at work in the design and planning phase of the business project.

Activity Proposal:
- Download the kit
- More details on designkit.org

Interactive whiteboard

More than Your Average Mind Map. Try It with Your Team Today! A Quick and Easy Way for Teams to Capture, Organize, and Structure Their Ideas. Highly Rated on Capterra. Secure & Scalable.

Types: Real time messaging, sync across all devices.

Activity Proposal:
- Enter in MIRO.COM

Business Plan for CCI

An article from the blog creativeandcoffee.com that guides creative aspiring entrepreneurs to reflect on all that is necessary to write a business plan, in a very simple and highly understandable language.

Activity Proposal:
- Read the article, click here

Brand Design Canvas

The Brand Design Canvas is a useful model for defining the internal and external identity (logo, colors, typography and images) of a brand.

The Design Canvas brand is useful for having a photograph of your current brand or for getting a projection of how you would like it to be in the future.

Activity Proposal:
- Discover and use the canvas

3.5. Business relationships

The mentor should be able to broker and facilitate business relationships.

Building and Maintaining Business Relationships

Insight of how to break the ice with Senior executives and those higher up in the hierarchy at your organisation, or even in the industry, how to cultivate successful business relationships, as well as how to further strengthen and maintain all relationships. This will provide you with the skills needed to identify potential business connections and the building of collaborative networks that will last in the long-term.

Activity Proposal:
- Watch the video and understand what is needed in order to build relationships in the sector of concern.

Cultural Diplomacy – Trends

Explanation of the concept of "Cultural Diplomacy" in the European context, with an insight of the relation between cultural policies and cooperation. The approach between cultures inside of an enterprise can lead to the creation of a business relationship by the identification of talent and the encouragement of the existence of partnership.

Activity Proposal:
- Watch the video, familiarise with the tools and implement the ones that work best with your sector.

Creative arts sector in the UK

Abstract of the different cultural and creative sectors to work in, explaining trends and patterns in demand, and examples of networking resources and the main employers in each of the sector, with the example of how it works in the UK cultural and creative market.

Activity Proposal:
- Read the material and understand what will be expected of a creative start-up. The set of creative business that already work in the market can be analysed as potential partners.

Crafting relationships in the creative industries

The speaker introduces relationship management techniques to people working in the creative industries for better creative team development. Providing valuable insight into the hows and whys of human dynamics, Susie Galbraith talks about the conflicts that can arise and how to manage ideas so that they retain a level of integrity.

Activity Proposal:
- Watch the video and apply to your sector the relationship management techniques

Relationships Between Museums and Creative Industries

This podcast and the additional article are an example of a cultural and creative sector that needs to develop a network/platform in which they are connected to other creative industries: Museums. This will improve the way the collections are portrayed, have a better access to the public and will help them adapt to the modern cultural industry.

Activity Proposal:
- Listen to the podcast (Spanish) or read the article below (Spanish - can be translated) to see an application of how relationships work inside of a culture business and try to apply the same tools with the mentee's sector

Architecture sector analysis

This report contains an example of the work patterns, demand analysis and trends' forecast that any creative enterprise can face, applied on the architecture sector.

Activity Proposal:
- Read the material to see an application of how relationships work inside of a culture business and try to apply the same tools with your sector.