



**Supporting entrepreneurs
in the cultural and creative
industry sector**

O4 - Cultural and Creative Industry Sector Entrepreneurship Curriculum Learner Workbook

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Introducing the SHADOWS Project

Investing in entrepreneurship education is one of the highest return investments Europe can make as entrepreneurship and self-employment are keys for achieving smart, sustainable and inclusive growth. The critical role played by start-ups in driving economic development and job creation is increasingly understood.

The SHADOWS project has a number of key objectives but primarily the project is focused on increasing the labour market relevance of VET by providing bespoke pedagogic resources that will improve the attainment levels of high-level basic and transversal competences. Developing bespoke curriculum resources that specifically address potential for graduate entrepreneurs in this important sector and supporting new entrepreneurs in a robust mentoring framework represents a significant connection between VET provision and micro-enterprise owners and an increased responsiveness within VET provision to market demands. As such, this curriculum is one of the key outputs of the SHADOWS project in addressing these issues and achieving its aims.

Introducing the CCI Sector Entrepreneurship Curriculum

The Cultural and Creative Industry Sector Entrepreneurship Curriculum aims to provide tailored entrepreneurship training to individuals who are interested in setting up running a business in the cultural and creative industry. The 10 modules developed by the SHADOWS project are designed specifically to address the needs of new CCI entrepreneurs. The modules provide bespoke content through interactive masterclass sessions which will be facilitated by experienced business mentors and trainers. The aim of these masterclass sessions is to provide an interactive forum where you develop the skills you need to develop a successful business. The sessions have been planned to be interactive; where you will work to develop key aspects of your business and where you can receive accurate, consistent and timely advice and feedback from your trainer as you progress through the curriculum and build your business plan. These face-to-face workshops will be supported by an online library of additional learning resources designed to help you to develop your business idea, bring it to market and ensure you have the practical skills and knowhow to run a successful business in the cultural and creative sector.

Setting up a business in this sector brings with it its own unique set of challenges. Starting a business with limited resources and facing difficult market conditions provide additional obstacles for CCI entrepreneurs to overcome. It is with these obstacles in mind that this

curriculum has been developed. To support you in becoming a successful CCI entrepreneur, the SHADOWS project team have developed this curriculum to help you to build the key skills you will need. As such, on completion of this Curriculum, you will develop skills in the following areas:

- ❖ Business planning;
- ❖ Business management;
- ❖ Strategic management;
- ❖ Performance management;
- ❖ Entrepreneurship;
- ❖ Communication;
- ❖ Research;
- ❖ Financial planning and forecasting;
- ❖ Financial management;
- ❖ IT skills;
- ❖ Project management;
- ❖ Marketing;
- ❖ Selling;
- ❖ Networking;
- ❖ Negotiation;
- ❖ Presentation;
- ❖ Creative thinking;
- ❖ Evaluation.

Introduction to the Learner Workbook

The Learner Workbook has been designed as a portfolio for CCI entrepreneurs completing the Cultural and Creative Industry Sector Entrepreneurship Curriculum. This Workbook will allow you to complete tasks and assessments as part of group exercises in workshops, supported by your trainers and your fellow learners. Keeping this record will allow you to return to this content once you have completed the Entrepreneurship Curriculum and to use it as a resource and reference point for when you are developing your business canvas, business plan and other aspects of your CCI enterprise.

The Learner Workbook has been developed to support the delivery of the Cultural and Creative Industry Sector Entrepreneurship Curriculum, developed as part of the SHADOWS Project: Supporting Graduate Entrepreneurship in the Creative Sector.

The Learner Workbook comprises three elements:

1. Overview and introduction to the project and training curriculum
2. Worksheets and exercises to be completed in the face-to-face masterclass sessions
3. Instructions and links to relevant self-directed learning materials

This Learner follows the structure of the SHADOWS Cultural and Creative Industry Sector Entrepreneurship Curriculum, and consists of 10 units with corresponding modules, with 4 additional masterclass lesson plans where learners in your group may convey an additional training need. The curriculum has been designed as follows:

- ❖ Module 1 – Introduction to CCI Entrepreneurship
- ❖ Module 2 – Business Model Generation
- ❖ Module 3 – Conducting Market Research
- ❖ Module 4 – Online Marketing and Selling
- ❖ Module 5 – Creative Thinking and Adaptability
- ❖ Module 6 – Idea Generation and Evaluation
- ❖ Module 7 – Core Business Management Skills
 - Module 7b - Process Innovation
- ❖ Module 8 – Core Financial Management and Accounting Skills
 - Module 8b - Company Valuation
 - Module 8c - Introduction to Financial Analysis
- ❖ Module 9 – Presenting your Business Idea
- ❖ Module 10 – Internationalising your Business
 - Module 10b - Managing Intermediaries and Attending Tradeshow

Introduction to the CCI Entrepreneurship Curriculum Modules

Each of the ten modules listed above is further divided into individual units. A breakdown of these is provided below.

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| <p>Module 1 – Introduction to CCI Entrepreneurship</p> | <ul style="list-style-type: none"> ❖ <i>Unit 1- Introduction to the Cultural and Creative Sector</i> ❖ <i>Unit 2 – Becoming a CCI Entrepreneur</i> ❖ <i>Unit 3 – Understanding Entrepreneurship in the Cultural and Creative Sector</i> |
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| <p>Module 2 – Business Model Generation</p> | <ul style="list-style-type: none"> ❖ <i>Unit 1 - Turning your business idea into success – methods for start a business with limited resources</i> ❖ <i>Unit 2 - Developing a business plan and a business canvas</i> ❖ <i>Unit 3 - Tracking business progress</i> |
| <p>Module 3 – Conducting Market Research</p> | <ul style="list-style-type: none"> ❖ <i>Unit 1- Introduction to Market Research</i> ❖ <i>Unit 2 – Defining the Problem and Research Design</i> ❖ <i>Unit 3 – Tools including quantitative and qualitative research</i> |
| <p>Module 4 – Online Marketing and Selling</p> | <ul style="list-style-type: none"> ❖ <i>Unit 1 - Introduction to social media marketing and developing a social media marketing plan</i> ❖ <i>Unit 2 – How to Build and Publish a Website</i> ❖ <i>Unit 3 - Management and communication skills for online customers</i> |
| <p>Module 5 – Creative Thinking and Adaptability</p> | <ul style="list-style-type: none"> ❖ <i>Unit 1 - What is creative thinking and why is it important?</i> ❖ <i>Unit 2 - Common tools and practices for creative/lateral thinking</i> ❖ <i>Unit 3 – Adaptability and IPR in the Cultural and Creative Sector</i> |
| <p>Module 6 – Idea Generation and Evaluation</p> | <ul style="list-style-type: none"> ❖ <i>Introduction - Moving from Idea to Action</i> ❖ <i>Unit 1 - Introducing and Implementing Idea-collection processes for CCI sector</i> ❖ <i>Unit 2 – Idea evaluation – common tools and techniques</i> ❖ <i>Unit 3 – Project Management</i> |
| <p>Module 7 – Core Business Management Skills</p> <p>Module 7b – Process Innovation</p> | <ul style="list-style-type: none"> ❖ <i>Unit 1 – Leading & Managing</i> ❖ <i>Unit 2- Business and performance management</i> ❖ <i>Unit 3 – Time and Project Management</i> ❖ <i>Unit 4 - Introduction to business management tools and resources</i> ❖ <i>Unit 1 – Process Innovation</i> |
| <p>Module 8 – Core Financial Management and Accounting Skills</p> | <ul style="list-style-type: none"> ❖ <i>Unit 1 - Decoding the jargon – introduction to economic and financial terminology</i> ❖ <i>Unit 2 - Introduction to financial statements</i> ❖ <i>Unit 3 - Introduction to financial management tools for managing financial resources, cost accounting, bookkeeping and breakeven point</i> |

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| <p>Module 8b – Company Valuation</p> <p>Module 8c – Introduction to Financial Analysis</p> | <ul style="list-style-type: none"> ❖ <i>Unit 1 – Company Valuation</i> ❖ <i>Unit 1 – Introduction to Financial Analysis</i> |
| <p>Module 9 – Presenting your Business Idea</p> | <ul style="list-style-type: none"> ❖ <i>Unit 1 - Developing your ‘elevator pitch’</i> ❖ <i>Unit 2 – Communication, Negotiation and Networking Skills</i> ❖ <i>Unit 3 - Presentation Skills</i> |
| <p>Module 10 – Internationalising your Business</p> <p>Module 10b – Managing Intermediaries and Attending Tradeshows</p> | <ul style="list-style-type: none"> ❖ <i>Unit 1 – Strategies for growing your business – introduction to scalability</i> ❖ <i>Unit 2 – Costing your product or service</i> ❖ <i>Unit 3 – Internationalising your Business</i> ❖ <i>Unit 1 – Managing Intermediaries and Attending Tradeshows</i> |

To ensure the quality of the training developed as part of the SHADOWS project, specific learning objectives were set for the individual modules. These objectives are described as learning outcomes below.

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| <p>Module 1 – Introduction to CCI Entrepreneurship</p> | <p><i>On completion of the masterclass for Module 1, you will be able to:</i></p> <ul style="list-style-type: none"> ❖ Understand the CCI sector and the range of business types in this sector; ❖ Understand the Purpose, Drive and Motivation required to be an entrepreneur; ❖ Identify the traits of people who are creative entrepreneurs; ❖ Understand their own aptitudes as CCI entrepreneurs; ❖ Set a vision for their business. |
| <p>Module 2 – Business Model</p> | <p><i>On completion of the masterclass for Module 2, you will be able to:</i></p> <ul style="list-style-type: none"> ❖ Acquire business acumen, skills, tools and expertise to make |

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| <p>Generation</p> | <p>decisions, manage limited resources and plan effectively and efficiently;</p> <ul style="list-style-type: none"> ❖ Understand and assess how the business is performing using data financial information to track performance and drive key decisions ❖ Drive and encourage commercial behaviour ❖ Understand the key elements of a business plan and a business model canvas ❖ Develop a business model canvas ❖ Meet the challenges of starting and managing their own business with self-confidence, resilience and self-determination |
| <p>Module 3 – Conducting Market Research</p> | <p><i>On completion of the masterclass for Module 3, you will be able to:</i></p> <ul style="list-style-type: none"> ❖ Acquire business acumen, skills, tools and expertise to make decisions, manage limited resources and plan effectively and efficiently; ❖ Understand and assess how the business is performing using data financial information to track performance and drive key decisions ❖ Drive and encourage commercial behaviour ❖ Understand the key elements of a business plan and a business model canvas ❖ Develop a business model canvas ❖ Meet the challenges of starting and managing their own business with self-confidence, resilience and self-determination |
| <p>Module 4 – Online Marketing and Selling</p> | <p><i>On completion of the masterclass for Module 4, you will be able to:</i></p> <ul style="list-style-type: none"> ❖ Apply the basic principles of social media marketing as a cost-effective marketing tool; ❖ Identify the most suitable platform to sell their product/service; ❖ Develop a social media marketing plan; ❖ Compose an advertisement to promote their business through Facebook; ❖ Develop a marketing site, website or blog for their business; ❖ Manage online customers; ❖ Identify the skills needed to manage and communicate effectively with online customers. |
| <p>Module 5 – Creative Thinking and</p> | <p><i>On completion of the masterclass for Module 5, you will be able to:</i></p> <ul style="list-style-type: none"> ❖ Practice the processes involved in creative thinking; ❖ Apply the various methods and practices in creative and lateral |

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| <p>Adaptability</p> | <p>thinking;</p> <ul style="list-style-type: none"> ❖ Manage intellectual property assets with your business and IPR if necessary; ❖ Practice the adaptability required to be an entrepreneur in this sector |
| <p>Module 6 – Idea Generation and Evaluation</p> | <p><i>On completion of the masterclass for Module 6, you will be able to:</i></p> <ul style="list-style-type: none"> ❖ Understand the processes involved in moving from idea to action; ❖ Generate a range of new ideas for new businesses/products; ❖ Evaluate and select the most business feasible idea(s); ❖ Conduct a short SWOT Analysis to evaluate ideas ❖ Create Project Plans |
| <p>Module 7 – Core Business Management Skills</p> <p>Module 7b – Process Innovation</p> | <p><i>On completion of the masterclass for Module 7, you will be able to:</i></p> <ul style="list-style-type: none"> ❖ Manage the business to make it viable, setting standards and monitoring the performance of employees. ❖ Develop time management skills ❖ Lead the business and develop and complete new projects ❖ Choose the appropriate tools and be able to handle them correctly and according the needs of your business <p><i>On completion of the masterclass for Module 7b, you will be able to:</i></p> <ul style="list-style-type: none"> ❖ Define process innovation. ❖ Apply process innovation models to their business. ❖ Implement a process innovation using Key Tasks Summary |
| <p>Module 8 – Core Financial Management and Accounting Skills</p> <p>Module 8b – Company</p> | <p><i>On completion of the masterclass for Module 8, you will be able to:</i></p> <ul style="list-style-type: none"> ❖ Understand profit and cost analysis and break even ❖ Understand investing, borrowing and alternative sources of funding and their advantages and disadvantages ❖ Understand the finance management and planning, learning how they can access to different forms of finance; ❖ Use the language of business and finance. <p><i>On completion of the masterclass for Module 8b, you will be able to:</i></p> <ul style="list-style-type: none"> ❖ Define company valuation; |

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| <p>Valuation</p> <p>Module 8c – Introduction to Financial Analysis</p> | <ul style="list-style-type: none"> ❖ Understand the key terms used in company valuation; ❖ Apply company valuation models to their business. <p><i>On completion of the masterclass for Module 8c, you will be able to:</i></p> <ul style="list-style-type: none"> ❖ Understand and define key terms used in financial analysis; ❖ Apply financial analysis models to their business; ❖ Complete a ratios analysis assignment. |
| <p>Module 9 – Presenting your Business Idea</p> | <p><i>On completion of the masterclass for Module 9, you will be able to:</i></p> <ul style="list-style-type: none"> ❖ Write an elevator pitch for their business; ❖ Pitch the business idea to funders; ❖ Understand the basic in effective communication and negotiation skills for business; ❖ Effectively communicate the business idea to networks and contacts; ❖ Present the business idea at trade fairs, shows and other corporate events. |
| <p>Module 10 – Internationalising your Business</p> <p>Module 10b – Managing Intermediaries and Attending Tradeshows</p> | <p><i>On completion of the masterclass for Module 10, you will be able to:</i></p> <ul style="list-style-type: none"> ❖ Test business growth strategies to find the most relevant to their business needs; ❖ Prepare a plan to scale-up a CCI product/service; ❖ Provide a true market valuation of a product/service that stands up to scrutiny; ❖ Prepare strategies to export your product and access international markets. <p><i>On completion of the masterclass for Module 10b, you will be able to:</i></p> <ul style="list-style-type: none"> ❖ Understand how to manage intermediaries in their CCI business; ❖ Develop a plan for attending tradeshows. |