

Creating Out Loud: Alternative Business Models (Easy Read)



Overview – Business Models

Purpose – What are we doing today?



This meeting is to talk about different types of businesses in the arts.

We will do two things:

1. Think about our own arts work.
2. Learn together.

Agenda – Our meeting program

Activity	Timing (60 minute meeting)
1. Being here	
1.1 Acknowledgement of Country	5 minutes
1.2 Say hello	10 minutes
2. Personal reflection – Taking stock	
2.1 Personal reflection	5 minutes
2.2 Sharing reflection	15 minutes
3. Group discussion – New ways	20 minutes
4. What next?	5 minutes

1. Being here

1.1 Acknowledgment of Country



The facilitator can say:

“I acknowledge the Traditional owners of the lands where we work and live.”

“I pay my respects to Elders.”

“I acknowledge any Aboriginal or Torres Strait Islander people meeting here today.”

1.2 Check in – Say hello to the group



Everyone sits in a circle.

Take turns to:

- Say your name.
- What do you do in the arts?
- If you have been before, tell your group about what you have done since the last session.

2. Personal reflection – Taking stock



The facilitator can say:

“Businesses are like recipes.

- They need ingredients.
- They need to be mixed the right way.
- People can make changes.”

In the arts, you might run your own small business or work with an arts organisation.

But all arts businesses have three main ingredients.



1. Give your audience or customers good value.
2. People have to pay.
3. Make sure you make a **profit**. Making a profit means people pay enough to cover all your costs and a bit more.

Sometimes artists and arts organisations change how they do business.

There are three ways of changing businesses.



1. Making what you do better.
2. Adding new things to what you do.
3. Doing different things.

2.1 Think about what you do now.

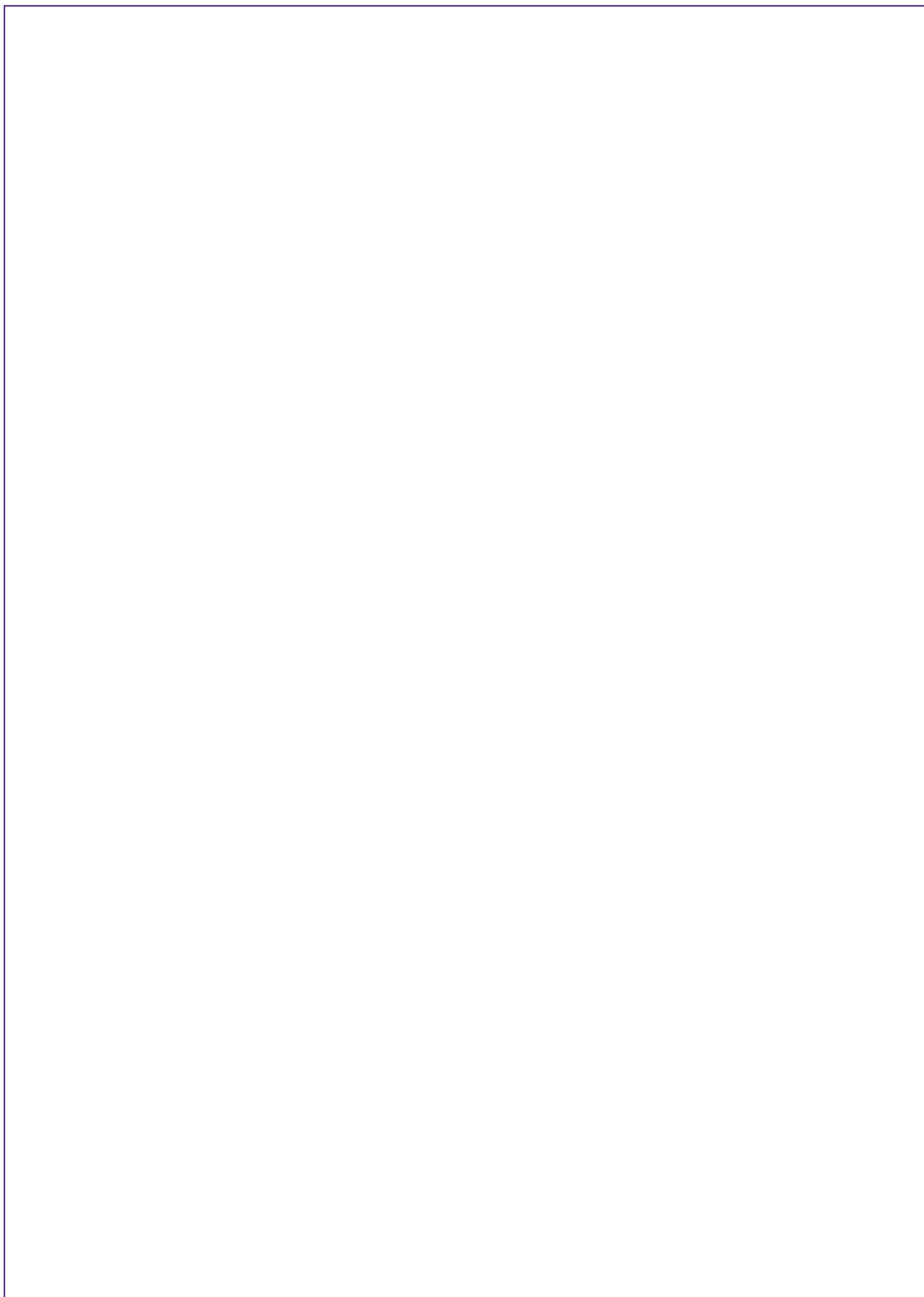


- What do people like about your work?
- What do you do to get people to buy your work?
- Do you make a profit?
- Do you need to change what you do?
- What needs to stay the same?



Use the space below to record your answers.

- You can write or draw your answers.
- Your support person can help.



2.2 Share your reflections with the group.



Tell others what you have been thinking about



You don't have to say anything you don't want to.



Listen carefully to the others in your group.



Ask questions to help you understand what they are saying.



Listen for things that are the same.

3. Group Discussion – News ways

Pick one question to talk about.



1. What creative businesses have you seen? What makes them clever?
2. How can you keep doing your art but still make money?

Listen deeply to others.

This means:

- Concentrating
- Focus on the speaker
- Pay attention
- Don't interrupt
- Listen to learn about others in the group.
- Ask questions to find out more. People don't have to answer.
- Be kind to people who share tough or difficult things.





Listen for things that are the same.

- Common interests and ideas
- Concerns shared.

4. What next?

Do something after the meeting.



Things you might like to do:

- Develop a business model.
- Think about starting up a business in the arts.
- Think about how you can change your business.
- Talk to a business owner about how they manage their money.
- Talk to your bank about ways they help businesses.

Next meeting you can tell the group about what you have done.

What will you do before the next meeting?



TIP:

How to achieve a goal:

- Choose one thing.
- Write it down. You can use the space below. Your support person can help.
- Tell the group.

Even small steps help you work towards your goal.

Additional Resources

The Creative Business Model Canvas

Adapted for the arts and culture sector by Michelle Carter, the Creative Business Model Canvas^[1] is based on a well-known business model template.

A copy is included below to help you explore the “ingredients” of your business:

1. At the centre of the model are your identity as an artist (or arts organisation) and the artistic products and services you provide.

These ingredients are your “value proposition,” which is the most important part of any business. Some questions can help identify your value proposition:

- What value do I create? For whom do I create value? (e.g., myself, peers, specific audiences, the general public)
- What is my core product? What related products and/or services do I offer?
- What do I do better than other artists / arts organizations? How do I position myself / my organisation in the market?

2. At the top left of the model are three “infrastructure management” ingredients, namely: your key activities, partners, and resources.

3. At the top right are three “customer interface” ingredients: your audience (or “market segment”), how you communicate with your audience, and the channels through which you deliver value to them.

4. Lastly, at the bottom of the model, are the “financial aspects” (or “revenue model”) of your business: your revenue streams (how you earn money) and your operating costs.

Financial ingredients are important, because even organisations that aren’t designed to make a profit need to spend less than they earn

Additional questions to explore your revenue model include:

- How flexible are my revenue sources and prices? Are my operating costs mostly fixed or variable?
- Do I rely on high or low volume sales? Are my margins (difference between cost of producing work and its selling price) low or high?

KEY PARTNERS

Who helps you in your art practice?

How do they help you?

KEY ACTIVITIES

What is the process you use when creating art products?

What administration activities do you do?

How do you develop your artistic identity?

COMMUNICATION

How do you communicate with your audience?

How does your audience know who you are?

How do you reach new audiences?

YOUR AUDIENCE

Who are the people who like your work, attend shows, follow you on social media?

Who are the people who buy your work?

Who are the people who pay you for your services?

KEY RESOURCES

What are the things you need to make art?

What are the things you need for your administration activities?

ART PRODUCTS

What products do you make for sale?

Describe your genre, style and subject matter.

ARTISTIC IDENTITY

Who are you as an artist?

What is your work about?

What are your professional achievements?

Why do you make art?

ARTISTIC SERVICES

What services do you provide to others?

CHANNELS

Where do you sell your art?

How does your audience find out about your product?

Who helps your audience make decisions about buying your work?

Who conducts the sale of your work?

Who delivers and installs your work?

COST STRUCTURE

What are the resources and activities that cost you money?

What are the resources and activities that you receive at no cost?

REVENUE STREAMS

What are the ways that you gain income from your art practice?

How do you determine the sale price for your art products and services?

What are the ways in which you earn income outside of your arts practice?

More Discussion Guides

Discussion Guides on other topics related to arts and culture can be found at:

<https://creatingoutloud.business.uq.edu.au/>

References

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1. Carter, M. and C. Carter, *The creative business model canvas*. Social Enterprise Journal, 2019. **16**(2): p. 141-158.

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The opinions in this Discussion Guide do not necessarily represent the views of The University of Queensland, funding / industry partners, or the individual members involved in the reference groups.

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Creating Out Loud was developed to support Queensland's artists and arts managers as they recover from and rebuild business, artistic, and cultural practices following the COVID-19 pandemic.

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