



**Unit 2:**  
**Entrepreneurial**  
**Practice – Modelling a**  
**CCI enterprise**

**Theme 2.4.**  
**Business Models,**  
**Systems and**  
**Partnerships**

Author(s):

**Tzvetalina Genova, Elena**  
**Kostadinova**

Institution(s):

**Varna University of**  
**Management, Bulgaria**



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

The European Commission support for the production of this publication does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein. Project number: 2020-1-BG01-KA203-07919.

This material is a part of the training content for the syllabus “Management and Entrepreneurship in Cultural and Creative Industries”. It has been developed within the Erasmus+ Strategic Partnership “*FENICE - Fostering Entrepreneurship and Innovation in Cultural and Creative Industries through Interdisciplinary Education*”.

The training contents at a glance:

## **FENICE Program**

### **Unit 1: Management and Entrepreneurship in CCI**

Theme 1.1. Understanding CCI. Cross-Sectoral Collaborations.

Theme 1.2. Creativity and Innovation. Accountability and Ethical Behavior

Theme 1.3. Cultural Policies and Institutions. Intellectual Property

Theme 1.4. Entrepreneurial Mindset and Process.

### **Unit 2: Entrepreneurial Practice – Modelling a CCI Enterprise**

Theme 2.1. Designing a business for the CCI: preparing a business plan and pitching business

Theme 2.2. Product or Service from economic point of view. Economic Value. Product and Service in arts. Cultural Value.

Theme 2.3. Market, Competition, Consumption and Branding in CCI

#### **Theme 2.4. Business models, systems, partnerships**

Theme 2.5. Management: team and change management in the CCI

Theme 2.6. Financing. Opportunities and Risks

You can find more information at the homepage: <http://www.fenice-project.eu>

Declaration on Copyright:



This work is licensed under a Creative Commons Attribution-NonCommercial-ShareAlike 4.0 International License. You are free to:

- share — copy and redistribute the material in any medium or format
- adapt — remix, transform, and build upon the material

under the following terms:

- Attribution — You must give appropriate credit, provide a link to the license, and indicate if changes were made. You may do so in any reasonable manner, but not in any way that suggests the licensor endorses you or your use.
- NonCommercial — You may not use the material for commercial purposes.
- ShareAlike — If you remix, transform, or build upon the material, you must distribute your contributions under the same license as the original.

# CASE STUDY

---



## *Le Papillon Art Gallery*

(Victoria Miteva & Dimitar Tumbalov)

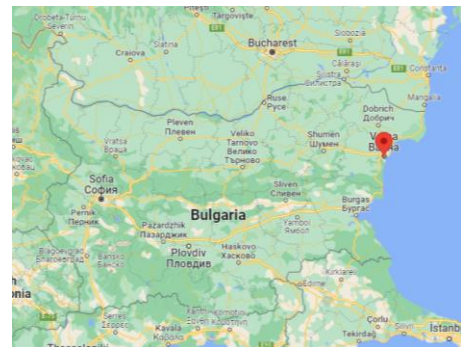
<https://www.artpapillon.com/en/about>

<https://www.facebook.com/Le-Papillon-Art-Gallery-373125450800>

🚩 **Country/region of operation:** Varna, Bulgaria

🚩 **CCI area:** Visual arts

🚩 **Description**



Art gallery "Le Papillon" opened its doors in Varna in 2000. Viktoria Miteva and Dimitar Tumbalov created this symphony of art in the heart of the city of Varna, in the cultural centre, next to the State Puppet Theatre, the emblematic State Opera and the city's pedestrian zone, on 9 Dragoman Street.

The gallery is a realized impulse and passion for art as well as the ambition to enlighten the audience about contemporary art and the dialogue between artists, collectors and connoisseurs.

Art Gallery "Le Papillon" has made a remarkable contribution to the enrichment of the Varna's cultural scene, the development of the regional and national art scene and the creation of new audiences. It presents contemporary works by already established, proven authors and by young talents who work in different styles and techniques. A priority in the selection of authors is the presentation of the most comprehensive image of Bulgarian art in the present. Here you can find a special selection of very talented Bulgarian artists of different generations and expressiveness - painting, graphics, sculptors of small and monumental sculptures from stone, bronze, wood, ceramics, modern materials. The gallery also presents authors who work in the field of jewellery - the majority of them are well-known and recognized outside the country. Art Gallery "Le Papillon" presents artists whose unique work goes beyond aesthetics and challenges the intellect. Many of the gallery's artists are represented in public, corporate and private collections.

### **Marketing approach**

The ambition of Art Gallery “Le Papillon” is to present the contemporary face of Bulgarian artistry, to provoke and inspire both the public with interesting exhibitions and the artists with creative themes and achievements in bold projects. Driven by this impulse, Art Gallery “Le Papillon” periodically presents unique works of art and from private collections hidden from public view.

The expression and active artistic presence of Art Gallery “Le Papillon” leave remarkable traces - the creation of four sculptural En-plein-air for monumental plastic on different themes, united by the name "Sea of Forms". The projects are in partnership with "Golden Sands" Resort Complex and was implemented in the period from 2002 to 2007. The creations give a cultural look to the alleys of a famous Bulgarian seaside resort and prove how sculptural figures can communicate directly with people in the international language of art. They are an expression of the need and effect of an artistic presence, both in our homes and in public environments, beyond the boundaries of time.

### **Financial situation (methods of financing, sustainability of the business model)**

The gallery is supported via sponsorships, project-based funding from different programs and sales of art works.

The space in the exhibition hall is suitable for the organization of events of a different nature: presentations, meetings, awarding of diplomas or awards and book launches. Gallery “Le Papillon” traditionally initiates master classes, lectures or trainings. The salon is also a center for charity exhibitions and causes for children's creativity.

### **Key success factors and challenges**

Art Gallery “Le Papillon” aims to promote and present works of fine art created by Bulgarian and foreign authors. It sells on site and on-line paintings, sculpture and icons, author's jewellery, ceramics and other art techniques. Each work is described in detail - author, size, framed or unframed, technique and material.

The gallery offers only original and unique works, guaranteeing their origin, authenticity and authorship and issuing all relevant certificates.

In addition, it organizes creative and socially significant projects, such as

- Solo exhibitions of Bulgarian and world artists
- Joint exhibitions of contemporary Bulgarian and foreign art
- Exchange between Bulgarian and foreign artists
- Curated events
- Projects with Bulgarian and foreign galleries and authors

- En-plein-air
- Charitable initiatives
- Competitions of a cultural and educational nature
- Events for children.

#### ***Plans for future development***

The mission of Art Gallery “Le Papillon” is large-scale and open to new ideas for joint initiatives. We offer partnership to every gallery, museum and cultural institution to promote the talent and beauty of inspiring art.

The gallery was created in early autumn of 2007 and since then has been actively holding various creative solo and group exhibitions of Bulgarian and foreign authors, as well as thematic expositions, some of which have already become an annual and expected traditions on national and international levels.