



Unit 2:

Entrepreneurial Practice – Modelling a CCI enterprise

Theme 2.1.

Business Models and Management. Change Management.

Author(s):

**Kaloyan Kostadinov, Neda
Dimitrova, 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” for professionals in business and economics (B&E) containing 5 themes in total. 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: Understanding Entrepreneurship in the CCIs

Theme 1.1. Policies and Cross-Sectoral Collaborations in the CCIs

Theme 1.2. Creativity, Innovation and Cultural Content. Ethical Behavior and Intellectual Property Rights.

Theme 1.3. New Media, Creative Technologies and Digital Environment. Digital Marketing.

Unit 2: Entrepreneurial Practice – Modelling a CCI Enterprise

Theme 2.1. Business Models and Management. Change Management.

Theme 2.2. 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.

1 LEARNIG ACTIVITIES

5.1. Case-study Analysis

Watch the videos [Le papilon - Intro EN.mp4](#), [Strategic partnership - EN.mp4](#) and [Art and added value EN](#)

Discuss and reply to the following questions:

- How was “La Papillon” created?
- Which are the key activities of “Le Papillon”?
- What is the value proposition of “Le Papillon”?
- Describe the key partners of the gallery.
- Is “Le Papillon” sustainable as a business model and why?

5.2. Reflective Essay

Consider the partnerships and stakeholders of “Le Papillon” Art Gallery. How important are they for the sustainability of the gallery? Why is the cultural product of the gallery unique? Is this a typical business model for a CCI-enterprise?

2 Topics and Assignments for Individual Projects

- (i) A Business-Plan Project – for the Themes in Unit 2.

The common task for the course participants is be to turn their creative project into a business.

Assignment: Describe the business model of your business idea i.e. how you intend to generate value. What are the value proposition, key activates, resources, partners and customer relations? How would you sustain the relations with your customers?

3 Project Tasks (related to the theme)

The trainees are requested to complete a step/task in the elaboration of their creative or business project (based on Section 7).

In this way and at the end of the training and after passing through both Units and Themes, they shall have elaborated their own CCI initiative/project that contains the (1) creative part – essence and (2) business part – turning the creation into a venture for the market.

Tasks:

1. Describe your venture's business model as to the *business model canvass*.
2. Define the partnerships that are indispensable to make your venture sustainable in the short and long run.

4 Acknowledgements

Victoria Miteva – founder and owner of Art Gallery “Le Papillion”