



Unit 1:

Management and Entrepreneurship in CCIs

Theme 1.4.

Entrepreneurial Mindset and Process

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The training contents at a glance:

FENICE Program

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Theme 1.2. Creativity and Innovation. Accountability and Ethical Behavior

Theme 1.3. Cultural Policies and Institutions. Intellectual Property

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Unit 2: Entrepreneurial Practice – Modelling a CCI Enterprise

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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

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CASE STUDY



MBOX

(Andrey Pavlov)

<https://soundcloud.com/m-box-studio/>



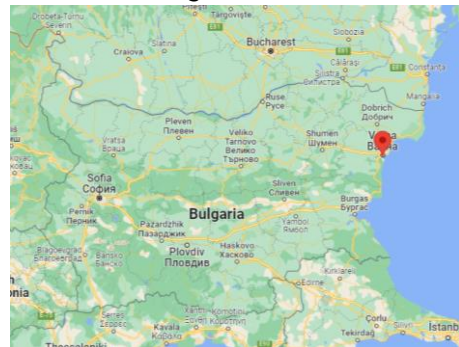
Country/region of operation: Varna, Bulgaria



CCI area: Music



Description



Music is Andrey Pavlov's vocation. Something that initially started as a hobby was transformed into first job, then profession, to become a successful business venture today.

In 2008 when he already had experience, knowledge, contacts and emotional charge and after years of reflection and analyses, Andrey gives shape to an innovative business idea called MBOX (Studios).

Today this is one of the most popular media partner on the regional market that offers:

- (a) full audio and video branding, consistent with the concept for development of on-line sites and physical sites (entertainment facilities in particular) and with guaranteed copyrights for broadcasting of content;
- (b) information and entertainment video-channel that enables each user to launch his/her/its own media for advertising, information and entertainments at the point of sale;
- (c) support in the implementation of media projects.

Andrey is very sensitive regarding the direction of development of the market on which he operates. He generates ideas of all types. Often, he assesses them as promising and decides to realize them. He says he has thousands of ideas and hundreds of them were put into motion, however only a few came out to be successful.

The idea for one of the most growing parts of his businesses – to create full audio and video branding and compiling packages with licensed music for in-door facilities - was gathered long time ago. He spent years in conceptualizing the idea as such, in assessing and fine-

tuning it, in researching the market and forecasting. Finally, when the idea was introduced to the market, it came out that the idea is so innovative that the market was not ready to absorb it.

Andrey decided to postpone the realization of this idea. He did not give up of it but put it into the waiting room for better times. And soon they came - with the increased monitoring regarding copy rights and authorship, the market niche for MBOX was created. Andrey was completely ready for such a market change and managed to introduce his idea very quick. Thus, he managed to gather a big share of the local and regional market.

It took other entrepreneurs a while to develop and offer imitations to his products. During that time MBOX established good positions among partners, customers and other stakeholders.

Marketing approach

MBOX has agreements with the most popular music giants, who represent the most promising music artists. Therefore, MBOX`s product is very rich on resources. On the other hand, the music giants support the promotion of MBOX as they recommend it as a potential partner to enterprises that seek for such type of services.

Based on the good relations with music companies, MBOX was able to offer attractive prices. A wide range of the business decided to afford these services instead of any potential penalties and loses caused by the use of non-licensed music.

Finally, MBOX is situated in Varna – one of the largest cities in Bulgaria situated on the Black sea coast. Thus, there are many enterprises (shops, bars, restaurants, etc.) around with potential interest on the services provided. The service is easily distributed as it can be even sent on-line.

Financial situation

MBOX managed to gather most of its profit and positions on the market in the period between the market opening and the introduction of imitation products. Currently, MBOX benefits from what it had established.

Key success factors and challenges

MBOX Studios is started and operated in Varna - the third large and most developed city in Bulgaria which also has a very well-developed cultural, IT, entertainment and tourism/food and beverage sectors. Therefore, the company has a very easy access to most of its customers representing stores, bars, restaurants, etc. main factor for success of the enterprise was its readiness to immediately utilize the opportunity provided by the market.

A major challenge for the enterprise was the outbreak of the COVID-19 pandemic. Due to restrictions and anti-epidemic measures, many of the key customers of MBOX declined most of their services.

In 2022 the trend was reversed backwards as the audience again started to demand live performance and experiences. The severe downturn in the service sector and tourism, caused by the pandemic, entailed reluctance on behalf of both business and individual users to pay for digital content and the unauthorised use have been in place.

Plans for future development

MBOX Studios keeps to its original concept but has begun to diversify its projects, partly due to the changes and opportunities on the market. The team is continuously working to upgrade the portfolio of services according to the forecasts for future development of the market. Still, the entrepreneur behind MBOX Studios has the courage and ambition to present innovative ideas.