

INTERVIEW GIOVANNI SCHIUMA

Is there anything that differentiates a business model of an organization in the cultural sector from a business model of a for-profit company?

No in terms of structure of the business model, but yes in terms of goals and value creation objectives that the cultural organisations tend to have. So from an operational and business point of view there are no differences since the cult org need to have the same structure of a business organisations. The aims and the way they also engage and use deploys and resources. The way they design the business model is the same and only the content is different. Cultural organisations have different purposes and value drivers.

Many cultural organisations operate under an unspoken business model. Should they try to make it explicit? Why should they and how can they do it?

It is true that they are operating under unspoken business models but they should not try to make them explicit. They should try to have clear understanding of the characteristics of these business models. It is not important to codify the business model but to make explicit the characteristics of the project. For this, cultural organisations should try to have a clear story about their business. It doesn't have to be put on paper or translated into numbers but it needs to be a clear in showing what they do, why they do it and how they do it.

Having an understanding of how the organisation is operating is important because this can help clarify what its strengths and weaknesses are. Otherwise, it is like driving a car being completely blind. They need to In order achieve their objectives -which are not always financial-, cultural organisation need to to have an understanding of the way they are operating. The best way to do this is by building a story in which they identify their main activities, their key stakeholders, etc. The business model doesn't need to be explicit but understandable.

How can a cultural organisation know if it is performing according to its vision and mission?

There are two ways. The first one is the kind of feeling. In cultural organisations, people need to feel satisfied and engaged with what they do. And then there is way to understand if they a performing according to their mission and vision, because these are engrained in everyday actions.

The second way is to have ways of measuring the what and how they are delivering, like key performance indicators (KPI's) or any other set of metrics that will help them understand if they are delivering what they are supposed to be delivering. This is a more objective and quantitative way than the previous one.

Why should cultural organisations and for-profit companies increase their collaborations? How can they partnership in a balanced way?

The fundamental reason is that the collaboration will create mutual benefits for both types of organisations. It will help for-profit organisations to be better organisations and be even more competitive. For non-profit organisation it would be a way to have new content material, it is not only an economical reason, but a deeper one related to their mission, they can achieve their mission and vision through different channels, not only the traditional ones. At the moment this partnership is not in place and the main challenge would be how to balance it.

INTERVIEW KATARINA SCOTT

After your experience as a business developer and coach of creative organizations, what do cultural organizations usually lack when they confront their need to be financially sustainable?

- Knowledge
- The idea of fuck that and romanticizing the freedom and the coolness. Then scratching you find people burnt out, not payed and with family trouble. No problem with doing that if you have decided that is the terms. As Paul said it! Great idea, my heart in to this, and then thinking it through if you will survive doing it.
- Support/help in looking at their organization with new eyes.
- Idea of the different parts of what they do. Take in pieces and check them out.
- Thinking culture is so special and business is just making money. Tell an entrepreneur that, who is driven by idea and lust of building and creating.

How can designing a business model (or making it explicit) help cultural organizations?

- See what part is the heart and that other parts are supporting.
- Know what is expected of you from your partners, resources, helpers and make good decisions.
- Acknowledge risks and opportunities in the future.
- Use existing words to help communication through sectors, bank, sponsors, community, grant givers.
- Less model and more processing.

How can cultural organisations integrate values into their business models? Or said differently, how can they be sustainable without compromising their values?

- It is not money but what you do with it.
- Do you know why and what? Can you really describe it? Why? Why? How do you mean? (Think reestablishing contract with community)
- Resources "is money", volunteers is resources and so on. Business model is what you get and give back. Describing that and to know what your values are. What is to be protected and where to compromise.
- "Business" is the concept of giving and taking in a certain way. What is funding, grants and their limits mean? Choosing right people and organizations as partners is the key. Sharing.

INTERVIEW PAUL BOGEN

What does sustainable mean?

- Need to have a Shared Vision, values and a core purpose.
- To have the right people (they share the same values and be motivated) doing the right jobs.
- Diversity of income sources. At least 5 different (20%).
- More than 1 person (at least 2 persons) running the organisation with the same roles and tasks.
- Invest in themselves, their people and into their future.
- Work in partnership whenever it is possible. The right partners (based on trust). Don't partnership if you don't know them.
- Have the right resources.
- Knows where it is going and how to get there.
- Knows how to communicate (internally and externally).

- Listen to its customers and don't dismiss what they are saying and other people working in the sector.
- And an obvious one: to have more income than expenditure!

Why should cultural organisations overcome their evil idea about profit and management tools?

Because making profits empowers and allows you to independently make your own decisions about how you will invest it in your organisation and its future, support the artists you want to support and the create the art you want to create. And making a small profit is much better than making a big loss!

If the use of management tools makes it more likely that you will not make a loss (and may even assist you to make a profit) why would you not want to use them? Unless, of course, you enjoy not knowing if you can pay your bills next month, not being able to plan more than a few months in advance, always having to 'beg' for more money from funders and being in a state of constant crisis!

What are the key success factors of independent cultural centres?

Stanica (Zilina, Slovakia) - Robert Blasko

Having our own philosophy.

Having the right people in a very diverse team.

Involvement of the community.

Volunteers.

Diversity of income streams.

Our networking strategy.

Have developed a very strong relationships with media.

ExFadda (San Vito dei Normanni, Italy) - Roberto

Have developed a cultural project in a city where there was no cultural activity.

Our partnership with a company that provided some close up to start up.

Availability of cash.

Having a public space shared with other people in which everyone takes responsibility for what they do. Availability of an infrastructure.

To have an inspiring mission and a vision.