

## Module 5 – Entrepreneurial competencies – new dreams and opportunities

### Introduction:

Module 5 builds upon the previous modules to help new entrepreneurs to create sustainable and inclusive initiatives, such as city tours, within the creative and cultural industries. The competences developed in the previous modules, like the research skills and the ability to use storytelling and gamified approaches, as well as the implementation of digital tools, can all be used while creating a new, inclusive and sustainable business model.

### Module Objectives:

- Learn how to develop a sustainable and inclusive method of social entrepreneurship.
- Be aware of strategic planning and marketing methods and how to implement them.
- Use technological innovations to improve a business model.

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## PART 1 - Entrepreneurship, Sustainability and Inclusion

Objectives:

- Know what business planning is.
- Know what a business sustainability strategy is.
- Obtain knowledge about social entrepreneurs.
- Learn how to develop inclusive city tours.

### Chapter 1: Business Planning and Sustainability

The main benefits of a sustainable business plan, as identified by the Harvard Business School ([Chladek, 2019](#)), are:

1. **Creating a positive image for your brand:** A study conducted by [EY](#) in 2019 showed that business leaders believe that companies with shared values will have greater employee satisfaction and, as a result, be more productive in the long-term. By attracting eco-minded employees, a company is more likely to create a positive image that will consecutively attract more clients and more stakeholders.
2. **Attracting a growing market for sustainable goods and services:** A study conducted by [NielsenIQ](#) in 2019 showed that more than 70% of global consumers are willing to change their habits and the products they use to minimise their negative impact on our

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planet. This shows that nowadays people are more willing to use the goods and services of sustainable businesses over those of non-sustainable businesses.

3. **Attracting capital and mitigating risks:** Rising concerns over corporate environmental impact and climate change have shifted governmental and private sector funding towards new, sustainable and environmentally friendly businesses.

### Main steps for creating a sustainability-oriented business plan:

1. **Learn about sustainability:** Identify the main reasons it is important to develop a sustainable business plan.
2. **Assess areas of improvement:** Identify the best techniques and methods that could make a new business more friendly towards the environment.
3. **Find new opportunities:** Developing a sustainability plan on its own isn't enough. It is equally important to identify what eco-friendly strategies are trending over time, as well as at the moment of implementation.
4. **Create a vision:** This is a crucial part of the development of a sustainability plan, as it entails setting the main long-term goals for the company.
5. **Make changes:** It is important to improve constantly and to identify new methods to make a company more sustainable and friendly, both towards its employees and towards its customers.

([getsmarter.com](https://getsmarter.com), 2022)

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## Chapter 2: Forming Social Entrepreneurship in the Creative and Cultural Industries (CCIs)

The European Commission has identified the main fields in which social enterprises are currently operating as:

1. **Work integration:** Focus on the training and integration of vulnerable and unemployed people.
2. **Personal Social Services:** Examples of social enterprises in this field might include aid for vulnerable people, childcare services, health services, etc.
3. **Local development of disadvantaged areas:** Social enterprises in remote areas can help neighborhood development, open up job opportunities for the local population and increase development aid.
4. **Environmental protection:** This might include promoting recycling, climate change awareness and volunteering.

[\(European Commission, n. d.\)](#)

### Tips on developing a social enterprise:

1. **Are you running a social enterprise?** There is a main difference between running a social enterprise and running a social program, a charity or a voluntary organisation. A social enterprise is a business; it requires selling a good or a service into the marketplace.

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2. **Social enterprise vs. Traditional business:** The main question here is: to what degree do social and environmental goals drive your business agenda? A social enterprise focuses on its social and environmental goals rather than on individual profits. In contrast, in most traditional businesses, profit is of paramount importance.
3. **Who are your employees?** Social enterprises employ people whose ethics are similar to the goals of the organisation. For example, if minimising environmental impact is a crucial part of a social enterprise's business planning, then its employees will most likely be eco-minded individuals. In addition, social enterprises are actively trying to train and employ people who are typically excluded from the mainstream economy.

[\(BC Centre for Social Enterprise, n. d.\)](#)

### Social enterprises in the CCIs:

Nowadays culture is an increasingly important tool for economic growth and residents' well-being in the political agendas of many European cities and regions ([OECD, 2021](#)). The CCIs are a major source of jobs and enterprise turnover, while they can also transform local economies; they increase the attractiveness of a city or region, increase regional innovation and productivity and lead to the production of new business models reaching a wider network of audience and consumers (ibid.).

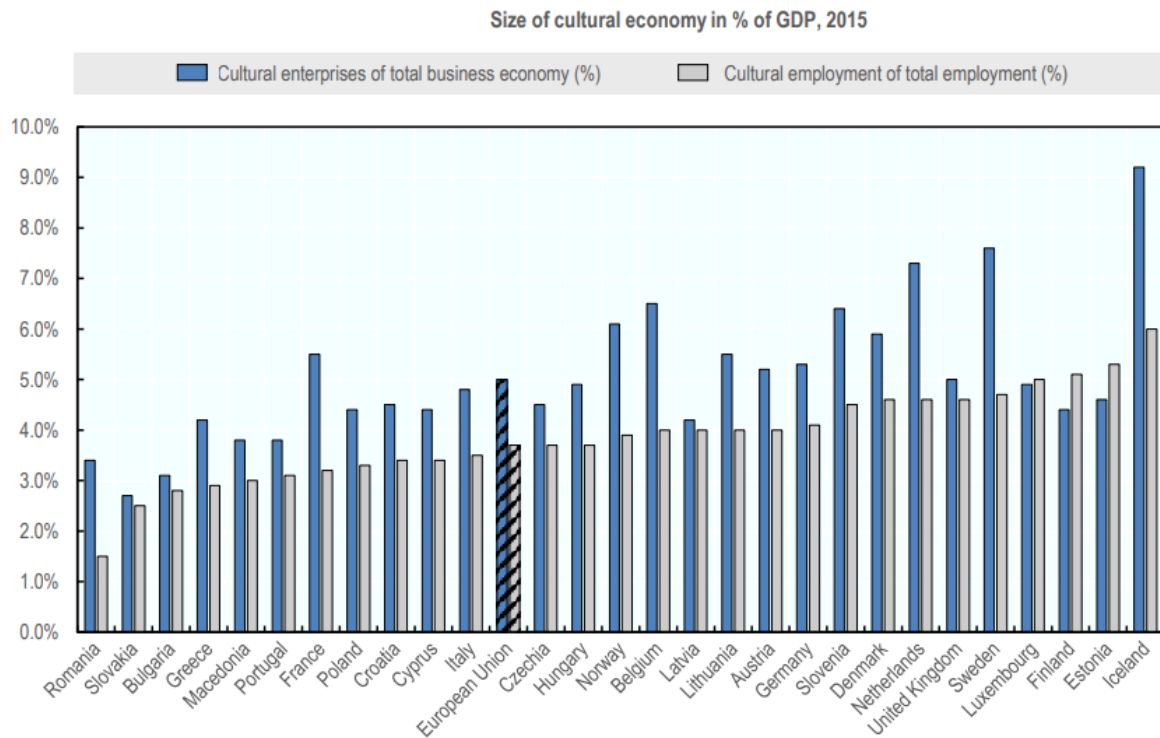
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## The Cultural Economy in the European Union:

**Figure 1.1. Size of the cultural economy in the European Union**



(Source: <https://www.oecd.org/cfe/leed/venice-2018-conference-culture/documents/Culture-and-Local-Development-Venice.pdf>)

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In recent years, cultural and creative enterprises in the European Union have taken the lead from more traditional sectors, with the cultural economy contributing 3% of the GDP and 5% of the employment rate in the European Union as of 2015 ([OECD, 2018](#)).

Between 2011 and 2019, cultural employment increased by over 11% while the consumption of culture also increased by 20% ([OECD, 2021](#)).

### The benefits of investing in the CCIs:

A report by [Rand Corporation \(2002\)](#) identified five main fields which can benefit from social activities:

1. **Cognitive:** Learning skills and academic performances in youth can be enhanced through cultural experiences.
2. **Attitudes and behaviours:** Cultural experiences can also develop general, everyday life skills and pro-social attitudes.
3. **Health:** The effects of the arts, like music, painting or dancing, have been largely studied in recent years and the findings showed that the arts can be a very effective tool in mitigating stress and anxiety.
4. **Social:** Cultural experiences can help to improve social interaction, community identity and social capital building.

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5. **Economic:** There are direct benefits from investing in culture, like employment opportunities, tax revenue and spending on public goods.

([OECD, 2018](#))

### Tips on creating a social enterprise in the CCI:

With major traditional industries declining, the CCIs have been identified as a level for future development and they have received a growing interest by governments and private investors in the past decade. Two recent studies conducted by the OECD ([2018](#)) and ([2021](#)), identified the main trends that successful enterprises in the CCIs should follow:

1. **Digitalisation:** The digitalisation of cultural and creative experiences has helped culture to break the traditional constraints of time and space, and it allows culture to be accessed by everyone, everywhere. Covid-19 has accelerated the process of digitalisation even further, with organisations in all sectors adapting to new ways of engaging with their audience amid lockdowns and social distancing guidelines.
2. **Green Transition:** Cultural heritage can help the promotion of more responsible, pro-social and pro-environmental behaviours. One of the main examples of this trend is turning waste into works of art.
3. **Globalisation:** In the past, cultural events were linked to specific areas or regions. In the last several decades, however, we have seen a rapid change towards a more global dimension with movements spreading on global scales, leading to a global cultural industry.

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## Chapter 3: City Tours and Inclusion

A study by the [OECD \(2009\)](#) showed that culture and tourism can strengthen the attractiveness and competitiveness of places, regions and countries. This is because culture creates distinctiveness in the global marketplace, and it allows for unique, cultural experiences (ibid.).

In recent years, cultural tourism is becoming one of the largest and fastest growing industries and the CCIs are becoming the main mechanism used to promote a destination (ibid.). Research by [Crespi-Vallbona \(2019\)](#) shows that there is a need within the tourism industry to create guided city tours with strong doses of active participation and local cultural experiences.

One of the main ideas behind the development of interactive and inclusive city tours is to use tourism as a tool for generating social inclusion with people that are often at high risk of exclusion ([Salvador, 2020](#)). In addition, city tours should not only be targeted toward foreign tourists; city tours can also serve as a tool for integrating vulnerable members of local populations, like migrants and refugees, and to promote cultural awareness for youth (ibid.).

### Tips on creating inclusive city tours:

1. **Authenticity:** [Eugenia Wickens \(2017\)](#) argues that the success of city tours is found in their authenticity; cultural tourists want to experience the culture of the “other”, and to do so, they often want to experience different historical periods of the regions they are

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visiting. This means that city tours should not only focus on mainstream tourist attractions but also look into the traditions of the peripheral regions and the lifestyle of the local population.

2. **Affordable:** For city tours to be inclusive and accessible to a wide range of audiences, they also need to be affordable.
3. **Accessible:** Accessibility is another very important factor in creating inclusive city tours. Taking into consideration possible disabilities and physical limitations, city tour operators should consider installing ramps, audio descriptions and visual content in their tours ([Whitley, 2020](#)). **ELEVATOR** – an Erasmus+ Programme, has produced an extensive guide on how to make city tours inclusive for people with special access requirements. The guide can be found [here](#).
4. **Digitalisation:** Virtual city tours are the new trend, and they can be accessed by people from all over the world. They are a very modern type of sightseeing, and they can provide a cultural experience with just a few clicks. There are many platforms that are accessible online that offer virtual city tours. One example is the **Virtual City Tours** platform, which can be accessed [here](#).

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## Digital Tools for Module 5 – Part 1:

Tool 1: Business Strategy

Tool 2: Psychometric Series Game for team development

Tool 6: Inclusive Tourism

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