

**THE CREATIVE INDUSTRIES  
MUST-AND WILL  
DEVELOP FROM BEING  
SOMETHING 'NICE-TO-HAVE'  
TO SOMETHING THAT WE  
'NEED-TO-HAVE'**

**BOOSTING THE  
CREATIVE  
INDUSTRIES**  
through life-long  
learning for artists

Vers 1.1

artlab

## TABLE OF CONTENTS

INTRODUCTION

FOREWORD

THE ARTLAB EXPERIENCE

EXAMPLES OF THE ARTLAB PROGRAM:

A) Inspirational Sessions

- Masterclass
- Lectures of change

B) Taking action: Tool Box For Creative Business Building

- Entrepreneurship in creative industries
- Fundraising and sponsoring of creative projects
- Panel day: Music and publishing

C) Developing Your Artistic Career

- Career coaching via Skype
- The patchwork model
- The networking toolbox
- Writing workshop
- Introduction to Artists in Business

D) Taking action: Tool Box For Marketing Your Creative Business

- A powerful website
- Videos for YouTube

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## INTRODUCTION

In this booklet, Artlab and Christian Have present a minor selection of the program that has helped thousands of Danish artists develop new projects and business in the creative industries during the last decade - with documented growth for their art work.

Establishing life-long learning for artists is an important strategic tool with impact for the speed of innovation within the creative industries with spillover effects for other industries/sectors.

The booklet has been elaborated as part of the pilot project 'Artist Accelerator' that in 2010-2011 taught 12 Latvian artists how to accelerate artists' innovative activities within the creative industries. The idea was promoted by the Cultural Ministers of Latvia and Denmark, and financially supported by the EU's Leonardo program with partners from Latvia (Trīs Krāsas), Holland (Kunstenaars & Co), Finland (Åbo University) and Denmark (Artlab incl. Christian Have).

Everything done with exquisite support from the Danish Cultural Institute in Latvia.

We hope that the booklet may serve as an initial inspiration for building up the Latvian life-long learning model for artists and the creative industries.

Gerda Hempel, head of Artlab  
Copenhagen, 2011  
[www.artlab.dk](http://www.artlab.dk)



## FOREWORD

The importance of the creative industries can only be underestimated. Besides the direct growth of new artistic and creative products, projects and events, the creative industries will play a crucial role in innovation, green growth and alternative energy, social integration and for general economic growth and welfare and many other areas.

The media revolution has clearly stated its dominant influence all over the world; Facebook, Twitter, smartphones with numerous applications and other new ways of communication are all generated from a desire to communicate with each other and visualize the world to each other. It has become a powerful motor, which can generate massive changes in both a positive and a negative direction.

That is the reason that the creative industries must - and will - develop from being something 'nice-to-have' to something 'need-to-have'. The artistic and co-creative processes, and the included artistic mindset and values, will without doubt be taken very seriously in time to come. They will be appreciated as a way of creating new, innovative platforms, which can produce the products and services of tomorrow. Simultaneously they will contribute to the artistic and creative stimulation, which is absolutely necessary for growth and progress.

**Left to say is simply: Welcome to tomorrow's brave and creative world!**

Christian Have / HAVE Communications  
Honorary Professor in Creative Industries Economy / Aalborg University



**It is interesting to follow whether the Copenhagen experience in this area can be transferred internationally.**

**It is a complex labor market that directly and indirectly stimulates the job development, also outside the creative industries.**

**If we'll continue to strengthen the city's growth, we must cooperate and enter this kind of innovation, even across national borders.**

Klaus Bondam / Employment Mayor,  
2010 / Copenhagen City

## THE ARTLAB EXPERIENCE

Artists are central actors in the creative industries - and indeed highly creative, curious and courageous in arts. But when it comes to business, project and concept building and entrepreneurship, only a few have been provided with efficient tools and methods from their art school.

Artlab has been working with training and career development for professional artists since 1998, developing methods and promoting practice with business who were interested in collaborating with artists and their creativity. Since the very beginning, a great many brilliant 'artist accelerators' have contributed to the many new courses and their evident results.

The customized model of life-long learning for artists - with frequent 'pit-stops' where artists can renew their means of action, according to movements in society - has proven worth-while: In general, the artists' income more than doubled after a 'career course'. And the courses have resulted in a variety of new projects and a steady shift in mindset from most artists: Innovation can be inspiring, and economically fruitful, too!

Below is a collection of the central premises and principles for our experience:

### A COMMON CREATIVE FRAME

Different kinds of artists profit from getting together, network, cooperate and exchange experience. Much development will generate from merely establishing a common creative physical frame, appealing to artists.

### RELATION TO SOCIETY

Artists benefit from rethinking and innovating their role in society, and new possibilities outside the established cultural institutions.

### BUSINESS APPROACH

Each artist may see herself as a small private company: Developing and profiling products, sometimes creating a new market, making business strategies, producing, identifying their 'consumer/costumer', marketing, handling related legislation and regulations connected to taxes, accountancy, making actual companies, etc.

In short: all aspects of enterprising, necessary for artists' specific creative innovation.

### IT

Any artist benefit from being highly IT-competent in their artistic creation/producing and in their career tools: Websites, public relations, research, applications, accountancy etc.

### COACHING

Career coaching has proven to be essential for the actual realization of the artists' ideas. A cooperating coaching corpse with different specialties within arts, business and PR is crucial for efficient development.

### CENTER OF ARTISTIC SKILLS

A common physical frame, a creative hot-spot, makes it easier for others, interested in special artistic skills, to find qualified and specialized artists.

MOTIVATION x (DIRECTION + TOOLS) = RESULTS

The Artlab Formula

## MASTER CLASS by Christian Have

### 'Crack the obstacles of your project!'

The premise of this master class is 5-6 professional artists' project, submitted by the artist.

You present your project in a short form and articulate the issues that hinder the project to go from drawing board to one that can materialize and get a viable, commercial potential.

The artist presents the project to the point that she/he has reached. From there, Christian Have facilitates that the other master class participants - typically other professional artists and producers - make the best shot at identifying concrete solutions that will help transforming the project from idea to realized potential.

The process can be compared to 'speed dating': replacing a long time process by an 'electroshock' process.

#### COURSE CONTENT

- Introduction
- Individual submission of projects followed by co-creative thinking in efficient ways to overcome your obstacles and reaching your goal

#### TARGET GROUP

Artists and creative freelancers

#### PRE-COURSE TASK

For the 5-6 active participants: be prepared to present your project, its objectives and main hinders for its realization.

#### COURSE MATERIALS

None

#### NUMBER OF PARTICIPANTS

5-6 with cases + up to 20 other participants

#### DURATION

Typically 5 sessions (5-6 cases in one day)

## 'LECTURES OF CHANGE' by Christian Have

#### THE EVENT AS A MARKETING TOOL

How to get success and visibility in tomorrow's society with your projects and products. What does it take to break through to the media and your audience? And how can you act strategically in the creative industries, where big changes are taking place?

#### VISIBILITY EQUALS EXISTENCE

Based on his book of the same name, Christian Have examines the essential elements of how an artist or a cultural event can gain visibility in public space. Presenting 'The nine event-qualities' and the 'event-barometer' - tools available to anyone who works with the dissemination of art and culture.

#### MEDIA SITUATION TODAY

We live in a world where media is rapidly changing. The change implies a change of audience behavior, a modified market, and not least, an altered role for the communicator. How do we ensure that our communication tools can keep up? What steps should be taken to make the communication of our projects and messages fit the new media agenda?

#### TOMORROW'S EXPERIENCE SOCIETY

The sun is setting for the experience society that we have known for many years. Up rises the communicative society: A society whose first priority is communication between people - the exchange of ideas of all kinds - with this exchange as the primary driver of social, cultural and economic development.

#### THE DREAM OF FAME

'The dream of fame is our culture's deepest dream.' This is how Christian Have describes the phenomenon that is reflected by our media consumption, our choice of politicians and our social behavior. It constitutes the very foundation of our culture today, named 'The celebrity culture' by Have.

#### COURSE CONTENT

The (independent) lectures sum up specific central themes, tendencies and trends, attached to innovation within the creative industries.

Together the lectures provide an overview of current changes and preconditions in the area, attached to the constructing of new products and concepts.

#### TARGET GROUP

Artists and creative freelancers

#### PRE-COURSE TASK

None

#### COURSE MATERIALS

None

#### NUMBER OF PARTICIPANTS

Any

#### DURATION

1-2 hours per lecture

## ENTREPRENEURSHIP IN THE CREATIVE INDUSTRY

### 'From idea to realization'

Introduction to central tools that will test your business concept and help you build up a viable business of your own.

- Bring your business concept and learn to manage it in terms of: Planning, marketing, sales, organization and possible collaborators.
- Test your business concept on customers, collaborators etc.
- Last part of the course offers guidance in business establishment, so you can start up immediately after the course, as soon as you have identified and tested your market.

For optimal outcome you will need to work intensively on your business concept between the actual sessions. You must be prepared that it will be demanding in time and effort.

**'The course made us rethink our concept and gave us clarity about our goals.  
A clear consequence of the course was that we jumped out to establish ourselves  
as entrepreneurs much quicker.'**

Kristine Mayer & Sabine Lavigne, designers, [www.meyerlavigne.dk](http://www.meyerlavigne.dk)

#### COURSE CONTENT

- Testing of the idea
- Business establishment
- Planning
- Organization
- Collaborators
- Timeline

#### TARGET GROUP

Artists and creative freelancers.  
To enter this course you must bring a specific product or concept that you intend to develop your business on.

#### PRE-COURSE TASK

Bring your business concept and all relevant material

#### COURSE MATERIALS

Handouts

#### NUMBER OF PARTICIPANTS

10

#### DURATION

30 lessons (6 sessions of 5 lessons),  
in 1-3 months

## FUNDRAISING AND SPONSORING OF CREATIVE PROJECTS

### 'One for the money!'

Creating a project is one thing. Getting the money for it is another.

This course will focus on concept development, the creating of project partnerships, preparation of project descriptions and how to combine the purpose clauses of the individual contributors.

The course will provide you with know-how concerning identification of relevant contributors, introduction to private sponsoring and how to maintain an overview of deadlines.

What is sponsoring all about, why do companies want to sponsor certain projects, and where are the future sponsor possibilities for cultural purposes?

#### COURSE CONTENT

- Concept development
- Project partnerships
- Writing a good application
- Introduction to financial planning
- Identification of contributors
- Introducing sponsoring of cultural projects

#### TARGET GROUP

Artists and creative freelancers

#### PRE-COURSE TASK

Select a specific project for which you need a fundraising/sponsor strategy

#### COURSE MATERIALS

Handouts

#### NUMBER OF PARTICIPANTS

10-15

#### DURATION

12 lessons (2 sessions of 6 lessons)

## PANEL DAY: MUSIC AND PUBLISHING

### 'Pitch and pick the brain of the business'

An all-day course for song writers who want to pitch their songs to the music business.

We have invited a publisher, a music supervisor, a producer plus an artist who records other song writers' material.

Learn more about the criteria in song pitching when artists or bands are searching for songs for albums. The focus is on the quality of demos and on how to place songs in the film/commercial and game industry. Grasp the opportunity to meet and learn more about the people working on the other side of the desk - without obligations or conflicts of interest.

The representatives for the music industry introduce themselves, their companies, their views on the business and the reasons for the choices they make, when it comes to music.

In the end, you get the chance to present one of your songs for the panel and receive their honest feedback regarding the song.

## CAREER COACHING VIA SKYPE

### 'The noble art of identifying goals and acting on plans'

What are you aiming for in your career?

Revitalize your direction, motivation and actions through 2 coaching sessions with a coach of your choice via Skype.

- You and the coach start by forming a context frame and formulating a goal for the sessions.
- You are the active part in these sessions, while the coach is responsible for stimulating the clarification process through concrete questioning techniques.
- Coaching is focused on reaching goals and results by an interactive process that reveals ways the best possible way for you and identifies the way to handle your main obstacles.
- You will create an overview of future actions with a specific time line, milestones and concrete action points leading towards the goal.

#### COURSE CONTENT

Introduction to:

- Publishing
- Synchronization (music in motion pictures)
- Music in games
- Quality of production and writing

#### TARGET GROUP

Songwriters and producers

#### PRE-COURSE TASK

Bring one song and prepare a specific feedback request

#### COURSE MATERIALS

Handouts

#### TRAINER

A publisher, a music supervisor, a producer, a recording artist

#### NUMBER OF PARTICIPANTS

12

#### DURATION

6 lessons

#### COURSE CONTENT

Any career related topics that you bring into the sessions.

Please note: Career coaching is not therapy. We don't use a psychological frame, but rather a hands-on approach, with focus on finding new possibilities.

#### TARGET GROUP

Artists and creative freelancers

#### PRE-COURSE TASK

Define the topics you want to bring up in the sessions.

#### COURSE MATERIALS

A webcam and a headset for the sessions

#### TRAINER

Choose a coach from the list

#### NUMBER OF PARTICIPANTS

One at a time

#### DURATION

2 x 1 lessons

## THE PATCHWORK MODEL

### 'How to prioritize, combine and survive while reaching for new possibilities'

A creative career is often a mix of different income: creating and performing art, teaching and sometimes supplying jobs that may be far away from the creative field. You may consider it as one grand transforming patchwork - each entity represented by a patch.

By analyzing your current patchwork, it's possible to form a strategy for every patch, product and job and plan an overall strategy to make the entire patchwork interact successfully.

One of the major challenges of the patchwork model is to find the time to create art, new concepts etc. You will learn the benefits of solid, conscious planning, defining your objectives, time planning and the noble art of prioritizing:

- What are your main goals?
- How to use time efficiently?
- What needs to be dealt with?
- What must be postponed?
- Where do you earn money while realizing your next objective?

If you want a solid overview of your career and to make some career changes and identify new opportunities, this is an effective and practical tool to develop a targeted, dynamic patchwork.

#### COURSE CONTENT

##### INTRODUCTION & WORKSHOP:

- Defining your objectives
- Defining your patchwork
- Analyzing your patchwork
- Maintenance of products
- Looking into development potentials
- Discovering the patchwork model as a working tool

##### TARGET GROUP

Artists and creative freelancers

#### PRE-COURSE TASK

Bring a list of all your current jobs and projects

#### COURSE MATERIALS

Handouts

#### NUMBER OF PARTICIPANTS

10

#### DURATION

6 lessons

## THE NETWORKING TOOLBOX

### 'Creative business building by active networking'

Get an all-round introduction to the networking idea and practical tools to work strategically with your network.

- Identify and map your present and desired professional network of colleges, partners, market connections, competitors, stakeholders, private contacts etc.
- Learn about opportunities to create synergy and new communities, contacts, and real market opportunities.
- Finally, we go through the Business Networking Ethics: What to do - and what not.

By investing time in active network development, you will help spread the word about you and what you are aiming for, if you are specific and enthusiastic in your communication.

#### COURSE CONTENT

- Mapping of your network
- Activation of your network
- Maintenance of network
- Network expansion
- The digital network

#### TARGET GROUP

Artists and creative freelancers

#### PRE-COURSE TASK

Select a specific project that you need a network strategy for.

#### COURSE MATERIALS

Handouts

#### NUMBER OF PARTICIPANTS

12-15

#### DURATION

6 lessons

## WRITING WORKSHOP

### 'Words that work with you'

Do you need to renew your techniques for writing press releases, funding applications, website texts - or for vitalizing your blog?

- This workshop provides you with tools, aimed at attracting attention and making the core of your art seem in 3D for your audience.
- It's all a matter of tips and tricks and a conscious use of the written language, describing your art, plans, projects and doings, with a clear focus on the recipients.
- Become more aware of the power of using the right words in the right context.
- You present your renewed texts for the class at the end of day 2 and get facilitated feedback.

#### COURSE CONTENT

You are introduced to and try out tools to write:

- Press release for the project
- For the website
- On the blog
- Funding applications

Individual presentation and feedback

#### TARGET GROUP

Artists and creative freelancers

#### PRE-COURSE TASK

Pick out a project to describe

#### COURSE MATERIALS

Handouts

#### NUMBER OF PARTICIPANTS

12

#### DURATION

10 lessons (2 days x 5 lessons)

## ARTISTS IN BUSINESS

### 'Introduction to an upcoming creative profession'

Have you ever considered working with companies, providing concepts, products or processes based on your artistic method - as an inspirational and challenging supplement to your artistic career?

A growing number of companies have discovered that some of their current challenges, related to communication, leadership, innovation, collaboration and creativity can be addressed by experienced artists who have learned how to perform as consultants from their artistic base. And a variety of new concepts are gradually generated all over Europe these years.

After this short introduction and workshop, you might be able to decide whether it is worthwhile for you to enter the field of exiting possibilities and new demands.

#### COURSE CONTENT

- What is it?
- Mapping the field
- Cases of varying complexity
- What does it take to enter and to stay?
- What are the main obstacles to handle?
- Your readiness for the field

#### TARGET GROUP

Experienced artists

#### PRE-COURSE TASK

None

#### COURSE MATERIALS

Handouts

#### NUMBER OF PARTICIPANTS

20

#### DURATION

2-8 lessons

## A POWERFUL WEBSITE

### 'Website to go!'

During this course you will create a website with your own domain in just 3 days.

- Collect all relevant material on a USB-plug: written texts, pictures, music and videos, and bring it to the first session to serve as the main pillars for building up your personal, professional site.
- You will construct the website via a free template site, where it is possible to pick and choose between many different design solutions.
- The course includes setting up an email account connected to your new domain.
- The third day is focused on getting your site linked to social media such as Facebook, Twitter etc.

#### COURSE CONTENT

You will learn to use:

- Templates
- Uploading video, text and music
- Setting up an email account
- Connecting it to social media

#### TARGET GROUP

Artists and creative freelancers

#### PRE-COURSE TASK

You must decide what to call your domain and be able to buy it.

#### COURSE MATERIALS

Handouts

#### NUMBER OF PARTICIPANTS

8

#### DURATION

12 lessons (3 sessions x 4 lessons)

## VIDEOS FOR YOUTUBE

### 'Video-do-it-yourself-tool-box' / techniques

Videos have seriously hit the internet: YouTube is the second biggest search engine, subsequent to Google.

Consequently, users expect to find videos about everything - not the least about art, news and acts in the creative industries.

Until now, however, only few artists and creative freelancers have had a budget that matches a full scale video production, made by a professional video crew.

Instead you can learn how to produce basic videos in-house. Very often, a simple video production may very well do the trick, if only your idea and approach is right.

In 3 sessions you are introduced to 8 technical stages of a do-it-yourself-video production and try to create your own video. Finally, when you have a video online, you can share it on Facebook, Twitter and other social medias.

#### COURSE CONTENT

- Recording with camera
- Introducing diverse digital formats
- Editing (Final Cut Express)
- Editing of sound (Final Cut Express and Pro Tools)
- Export to web
- Setting up a video channel on YouTube and Vimeo
- Uploading your movie
- Sharing it on Facebook etc.

#### TARGET GROUP

Artists and creative freelancers

#### PRE-COURSE TASK

Basic computer skills are a must. Participants must be used to working with a computer on a daily basis.

If possible, bring your own HD camera.

#### COURSE MATERIALS

Handouts

#### NUMBER OF PARTICIPANTS

8-10

#### DURATION

21 lessons (3 sessions x 7 lessons)



ARTLAB is run by the Danish Musicians' Union in a professional collaboration with the Danish Actors' Association.

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## ARTLAB - DEVELOPMENT IN ARTS, BUSINESS AND THE CREATIVE INDUSTRIES

### WHAT & WHY:

Artlab develops study labs, training programmes and projects aimed at strengthening artist's individual possibilities to take action, cooperate and develop new platforms for their art in the creative industries.

Artlab aims at forming a dynamic bridge between education and working life, arts and business, theory and action in an on-going dialogue with artists, organisations, cultural institutions, companies, politicians, urban communities, city councils and governments - nationally and internationally.

Artists at Artlab: Musicians, actors, singers, dancers, performers, fine artists, writers, photographers, directors, choreographers, designers, architects, set designers etc.

### CREATIVE ENTREPRENEURSHIP, BUSINESS COACHING & ARTISTS IN BUSINESS:

Since 1998 more than 3000 professional artists have participated in intensive courses, centred around coaching of their individual artistic career, supplemented with professional tools and a series of specialized courses and training sessions: My art project - motivation, goals and action, PR, creative processes, entrepreneurship, project management, conceptualizing, profiling, performance, teaching and performance training, pitching, sale and accountancy, digital profiling, power writing, styling, arts & business, society on the move, innovation, idea generating, experience economy and creative industries, and a series of pilot projects to educate artists to work with companies.

### INCREASING INCOME:

In general, the participants' art related income has more than doubled after the courses, and the artists have also increased non art related income, thus creating a good combination for supporting their artistic career.