



Worksheet 5:

What sector are you operating in? Looking beyond you.



The DBACE guide to writing a plan

The Worksheets

5

This worksheet is part of a larger document created by Adrian De La Court and Siân Prime for Deutsche Bank Awards for Creative Entrepreneurs (DBACE) called 'The DBACE Guide to Writing a Plan'. The DBACE Guide aims to help applicants, as well as aspiring creative entrepreneurs in general, to organise their idea and consider the sustainability of their venture.

The guide is a form of workbook comprised of different worksheets. The worksheets have been organised in a way that we feel is most effective for you to work through chronologically, although each worksheet can work as a stand-alone guide for you to develop a particular aspect of your venture.

As you work through the worksheets you will discover more about your work and how to express the impact it has.

The approach works for creatives, people with ambitions to set up a new enterprise and with established businesses who want to increase their impact.

What sector are you operating in? Looking beyond you.

We know that a lot of interesting work is interdisciplinary or trans-disciplinary. As you navigate your career you will become used to the infrastructure that supports your particular sector, and the delineations that they use. Using existing structures to develop your work is something you will become adept at. The structures will develop in response to new work.

If you are working across disciplines, for example, are you combining food and drink with knowledge exchange, or perhaps performance, technology and education? It might mean that the idea you are developing has a wider appeal and could engage a broad audience or participants.

You in relation to the sector or sectors

Thinking about your sector, do you know how it works?

- How do people get their work seen, sold or engaged with?
- What events are there that are key to attend or be aware of?

- Who are the supporters?
- Who funds it?
- Why should someone care about your sector?
- What does it give them?
- Who else is doing what in this sector?
- Where does your work fit in this, can you use the infrastructure of your sector or do you want to disrupt it?
- Does your sector have seasonality?

It is so important to know who else is doing what in the sector that you are planning to present your idea in. This is first reason is to find out what is already being offered in the same sector, to make sure that you are not replicating something that is already being done. The next reason is to find out who these people and organisations are, what exactly they are doing, and how long they have been doing what they do. This can be termed your competition: people who are creating or presenting work, and have already had a level of success. You now have to present an idea that that will appeal to their existing clients or audience, to build a new audience or client base for your offer. They are the people who already have followers who spend time or even money on them.

Of course, what you do is different. However, you can learn a lot from people who are already gaining audiences or a following.

Have a think about people whose work you admire, or perhaps their position in the sector you respect.

- Where do you look?
 - Venues?
 - Trade related journals / papers / magazines / online publications for reviews and articles?
 - Organisations that represent your industry
- How long have they been doing what they do?
- Who are their supporters?
- Why are they a success?
- Who are the people in the team behind them? Or are they solo?
- Where do they do what they do?

- When / how often do they do what they do?
- How big are they / how many people do they employ / work with?
- What scale are they?

Name them:

- 1.
- 2.
- 3.

What from the above can you apply to your idea? Can you work in the same venues? Gain similar finance?

Why is what you hope to do better / different / more appealing?

- 1.
- 2.
- 3.

More questions!

- Has it been done before / are you doing something brand new or different?

If it has not been done before, then you have less existing data to rely on. This is where you can research into what has been done before in one or more areas that you work closely to, and then see what is applicable to your work. For example, you may be developing work that fuses two very different disciplines, so you need to review companies and participants from more than one sector, and explore how they can be brought together. This will probably inform how you work with them, where you fit and what the new insights might be.

If it has been done before,

- Why would people want to engage with the same thing again?

If it has been done before, why are you repeating the same experience? Do you have something more to say? Are you saying it differently? Are you producing a more up to date and relevant version? Are you taking it to new audiences?

It is really important to understand how work has been developed in your sector, and what people have done and said before you.

Where possible try and look at what makes your idea unique, special and individual to you (and your potential audience).

Next question:

- Is your sector seasonal?

Before you submit your idea, it is important to look at how your sector operates, and when might be the best time to present the work.

Many sectors are influenced by seasonal events – Fashion for example has two important seasons, Spring and Autumn. Theatre has periods where audience's behavior changes – New Year where new audiences tend to be much smaller following the Christmas excess, and August where new work is competing with the Edinburgh festival, school holidays and the holiday travel period. Music often has peaks around festivals. Work with homeless people alters according the seasons, work with refugees may also have seasonality.

- Should you work in particular spaces or places?

Working with people with protected characteristics, or young people may require you to know where they will be comfortable with meeting. Whether it is in community centres, schools or clubs.

You will need to do research around the sector that you plan to, or are operating in, to understand how and when is the best time to plan your calendar of activities to best connect with your participants. So, consider when you want to present your work and what might be the most suitable time of year.

It is also important to try and look ahead to other competitor venues and spaces to see what they are planning to programme at the same time as you hope to present your work. Do you really want to try and compete with a more established practitioner who might be presenting their new work at the same time?

The benefit of doing this research is that if an organisation or a number of venues are presenting new work during the same period, there could be the opportunity to partner with them and perhaps present a 'mini festival' of new work or 'season', where you may all benefit from the joint marketing and publicity, and could share a public that want to see or participate in a range of work.

You should also find out how far in advance people either book artists, commission work, or plan their leisure time or personal spending.

- Do you think people will want this – how do you find out / research?

- Can you find out how big the audience, participants, buyers, clients or collectors are for similar work in your sector?

If they pay to engage with it:

- How much are they willing to pay for it, and how much might they be willing to pay to engage with your idea?
- Who might be interested or willing to pay for it, beyond the direct beneficiaries, who is interested in the difference you are making to people?
- Can you have a conversation with venues to find out what their views might be? Or to see if they have participant / audience statistics?
- Have you spoken with your friends, networks or, if you are studying, your student cohort? These are most likely the people who will be interested in seeing the idea that you might be developing.
- Do you have access to any business support agencies that you can ask for support? Can you approach any entrepreneurs to ask or interview? Or, if you are studying, are there practitioner academics at your university or college, or alumni that may be willing to help?

Now tell us why you know people will want this:

- 1.
- 2.
- 3.

Other worksheets you can access from www.dbase.org, either as standalone pieces or as a section in the main document, are:

Worksheet 1: From project to enterprise

Worksheet 2: Can you write a pitch

Worksheet 3: Do you want to work alone or with others?

Worksheet 4: What are your skills and why do you do what you do?

Worksheet 6: Why are you doing this / how will it change the world / who will it affect?

Worksheet 7: Accessing others' help

Worksheet 8: The value chain

Worksheet 9: Ideation process, the creative process. Or, the entrepreneurial process

Worksheet 10: Research, research, research

Worksheet 11: How will you find and engage your customers/clients/beneficiaries/users?

Worksheet 12: Project planning, financial management and modelling

Worksheet 13: Hands off, that's mine not yours! (The intellectual copyright bit)

Worksheet 14: What kind of language is that? How to write appropriately

Worksheet 15: What next?

Worksheet 16: Some useful sources to look to for support and information

About DBACE

The Deutsche Bank Awards for Creative Entrepreneurs (DBACE) is an awards programme open to any UK resident aged 18 – 30 years old. The award provides financial and business support to help start or grow creative enterprises.

Since 1993 DBACE has supported over 200 new ventures. In 2019, Deutsche Bank partnered with MeWe360 to relaunch the programme with a focus on supporting visionary creative entrepreneurs driven by a mission to create and sustain social value through their enterprise.

DBACE aims to reach ambitious individuals from all backgrounds with ideas that will improve the lives of others and the communities we live in.

About the authors of the Guide

Adrian De La Court is a creative advisor, academic and business development consultant, as a critical practitioner he trained and worked professionally as a fine artist, live artist and contemporary dancer and choreographer. He has developed a strong portfolio career in the creative industries.

Siân Prime has worked to find new, impactful ways to engage highly creative individuals and social innovation and cultural organisations in sustainable practice. They have worked together in a range of roles, but most recently at Goldsmiths, University of London where they lead the entrepreneurship education work.

For this Guide as with much of their work they have collaborated with We Made This, and the founder of the design Agency Alistair Hall, he brings great clarity to their thinking as well as his visual communication skills.