

MADE for GOOD

The Deutsche Bank enterprise
programme for social good



Worksheet 1:

From project to enterprise.

DBACE
The Deutsche Bank Awards
for Creative Entrepreneurs

Partnering with



The DBACE guide to writing a plan

The Worksheets

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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.

From idea to enterprise

So, you have an interesting idea that you can turn into an event, exhibition, project or experience? And from that into an enterprise?

Let's get on with moving it from an idea, or your practice, into a plan. Or, if it is an existing project, to how we can grow the activities and develop sustainability.

What kind of language is that?

We know that the words enterprise, entrepreneur or business may not feel appropriate to you, or be words that you feel describe you as someone who is aiming to develop what you might prefer to call a project. But, have you really thought, that with the right support, and some finances behind you, that perhaps, what you enjoy doing, is the thing that changes society for the better, and could become the thing that earns you money and ultimately provide employment for others?

We want you to start thinking about how you can turn your skills, talents and passion in something more long term. To do this, you need to fuse your creative thinking with entrepreneurial thinking. We also need to explore the engagement with the public / participants / clients / customers or audience and think about the impact the work is

having with them. We know that some of the words or language you need to use may not be the words you like, but rather than avoiding them, engage with them.

We use the word enterprise throughout this document, you may prefer business, project, or operation, or your work... or “thing”. The reason we have chosen to use the term enterprise is that we see it as all-encompassing and can cover all forms of ambitions. If you feel that enterprise doesn’t work for your idea, just substitute the word that works for you when working through this document. Just remember to keep the term consistent throughout.

You will see the strength of communicating in a vocabulary that engages people and inspires confidence in your ability to manage an award.

A business model or a business plan?

People often talk about Business Models without being clear what this language or “jargon” means; and also, there is some doubt about whether a Business Plan is needed. An understanding of your Business Model is always required though.

A Business Model is a flowchart or document that outlines how the business achieves what it does. Crucially, your Business Model shows where the value is within your business and it will reveal further potential for value creation. When you view the first iteration of your business model (which will be achieved through the next pages’ process, you should see new possibilities for value creation and exploitation.

More simply your business model will show where the value is in your business:

- financially
- socially
- aesthetically

and

- for you

A Business Model is iterative, the more you work on it and engage others with it, the more you understand it and the more potential is revealed within it. It shows the “why”. We return in detail to this in Project Planning, Financial Management and Modeling.

A Business Plan moves the information you have gained from the Model – it articulates the “who” and the “what”. It uses all the elements of the Model but will put them in to a more conventional narrative. You can’t write a Business Model without knowing where the value of your idea is. And you should only move on to the Business Plan after you have developed your Business Model.

A Business Plan should include:

- Executive Summary (what it is, who it is for, how much it costs and how much money it makes – if it does)
- Description of the work
- Description of who it is for
- Why people will want the work
- How people will hear about it
- How it will be made and offered
- How it will be costed
- How you know how to price
- How it moves from an idea to it happening
- Who are the people behind the idea / why they have developed this and why they are able to deliver the work (their skills and knowledge)
- Who will be involved and why they are the right people to run it
- How much it costs and generates financially
- The overall financial projections for 3 years

Overall, a Business Plan and Model is your map of the future you want. It shows how you want the landscape you work in to be, the transformation, and how you want people to feel or be inspired to act as a consequence of your work. It also shows that you know how the landscape is currently. It is evidence of the future you want to create. As such, it is supposed to show the best version your future, as you know it now. As you work towards this New Now / Future, things will become clearer and you can adjust your map.

The starting point is to see if you can concisely communicate the idea.

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

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 5: What sector are you operating in? Looking beyond you

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.