



**Erasmus
University
Rotterdam**



International Summer School

Cultural Entrepreneurship & Leadership: reconstructing, relearning, reflecting

2023

PROSPECT

Contents

General information

Programme

Preparation	Online preparation for the course (3 rd August)
Day 1	Setting, concepts & Entrepreneurship (17th August)
Day 2	Leadership, Research on Cultural Industries, Inspiration (18th August)
Day 3	Best entrepreneurial practices (19th August)
Day 4	Daytrip to Jurmala and Riga Festival Events (20th August)
Day 5	Subsidies (21st August)
Day 6	Cultural Policy & Governance (22nd August)
Day 7	Cultural SME visit I & working on assignment (23rd August)
Day 8	Cultural SME visit II & working on assignment (24th August)
Day 9	Working on assignment (25th August)
Day 10	Final presentations & Evaluation (26th August)

General information

Faculty	<p>Lecturers / researchers from the Latvian Academy of Culture (Riga, LKA)¹: assoc. prof. dr. Ieva Zemīte, assoc. prof. dr. Agnese Hermāne, PhD candidates Žanete Eglīte MA and Kristīne Freiberga MA</p> <p>Lecturers / researchers from the Erasmus School of History, Culture and Communication (department Cultural Economics & Entrepreneurship, Erasmus University Rotterdam; ESHCC)²: prof. dr. Pauwke Berkers, dr. Frans Brouwer, prof. dr. Arjo Klamer, dr. Ellen Loots, dr. Anna Mignosa, dr. Yosha Wijngaarden</p> <p>Other experts: prof. dr. Ljubica Knežević Cvelbar (University of Ljubljana), dr. Tomaž Simetinger (independent researcher, Ljubljana), Nora Veerman MA (independent researcher, journalist, Amsterdam)</p>
Dates	17 - 26 August 2023 (10 days) + online preparation 3 August
Place	Latvian Academy of Culture, Ludzas Street 24 (17-19 August), SHED Co-Living Riga, Jelgavas Street 8/12 (21-26 August), Riga, Latvia. Some lecturers online via Zoom
Goals	Empowering people studying and working in the cultural sector with cultural leadership and entrepreneurial tools. Designing resilience and sustainability by reconstructing, relearning, reflecting on knowledge and practice developments and co-creation in addressing topical issues
Target groups	Advanced bachelor and master students, researchers and university staff members of the arts and culture, economics, and business administration from European countries. Applicants will be selected based on an application.
Language	English
Organisation	<p>Latvian Academy of Culture, Riga (LKA) and Erasmus University Rotterdam (ESHCC).</p> <p>The organisation of logistics (funding, promotion, website, registration, administration etc.): LKA, in cooperation with the communication officers of ESHCC.</p> <p>Recruitment and selection of participants: LKA and ESHCC.</p>
Moderators	Ieva Zemīte and Frans Brouwer
Logistics	Elza Stalidzēna
Contact person	Elza Stalidzēna

¹ Ranked as one of best research institutes in humanities in Latvia based on International Evaluation of Scientific Institutions Activity

² Ranked first on the Top 2022 Eduniversal Best Masters Ranking List for Cultural Management / Cultural Industries Management (<http://www.best-masters.com/ranking-master-cultural-management-creative-industries-management.html>).

International Summer School

For 10 days lectures, workshops and site visits on cultural entrepreneurship and leadership are offered. Faculty members are experienced experts in theory, research and/or practice in these subjects. Participants develop their own projects to work on, based on challenges from their country. Through interactive communication lecturers and participants share each other's knowledge, experience, and skills. The Summer School's lecturers help participants develop leadership and entrepreneurial tools and apply them to the participant's own country's cultural context, out of economic concepts based on actual questions. The main domains to be covered are performing arts, museums, cultural heritage, cultural tourism, fashion, and European subsidies. Participants receive a certificate after having passed the final presentations (4 ECTS).

Programme

All time slots are in Eastern European Time (EET).

Online preparation for the course. Thursday 3 August, 16.00-18.00 hrs. EET

Via Zoom. Exchange of mutual expectations. Explanation of the assignment in order to qualify for credits. (Ieva Zemīte and Frans Brouwer)

Day 1. Thursday 17 August, 09.00-16.45 hrs. EET *Setting, Concepts & Entrepreneurship*

09.00 Opening by prof. dr. Ruta Muktupavela, rector of the Latvian Academy of Culture

09.15 Introductory round (lecturers and participants)

09.45 The cultural sector in terms of economics (Arjo Klamer, Frans Brouwer)

Arjo Klamer explains the five spheres of economy and their logic, their role in the arts and cultural industries and the various ways of financing culture. He extends this view on cultural economics with the value-based approach (cultural, social, and financial values) and its application to practical cases towards a creative and entrepreneurial cultural economy.

Frans Brouwer contributes with cases from research and practice.

10.30 Break

10.45 What are the questions? (Frans Brouwer)

The initiator and moderator of this Summer School explains his motives to organise this school. He scouts the historical differences in governmental cultural policy between families of European nations and relates them to actual challenges for the cultural sector such as cultural economics during and after Covid lockdowns, changing consumption patterns, changing programming, and poses the question of how leaders and entrepreneurs can react on actual trends in view of sustainability and resilience. After a cursory overview of leadership characteristics in Europe, illustrated with some cases, his introduction will lead to the main questions of this Summer School:

1. What are the topical issues in the European cultural sector, especially in the field of entrepreneurship and leadership?

2. Which economic concepts can be applied in practice in order to further develop the cultural sector in terms of entrepreneurship and leadership, resilience and sustainability?

3. How can we apply our inspiration, knowledge, and experience to common practices in the cultural sector in terms of entrepreneurship and leadership?

Frans Brouwer underlines that the goal of our activities is to learn from each other since we all are part of Europe and have many cultural and social values in common. He explains the line-up of the programme and the working methods.

11.45 Organizational and economic tendencies in the cultural sector in Europe (Frans Brouwer)

Frans Brouwer describes various phenomena the cultural sector in Europe copes with and illustrates this using data on the level of self-employment, number of entrepreneurs, government expenditure and CPI index.

12:10 Current research topics in cultural and creative industries (Ieva Zemīte)

Ieva Zemīte summarises current research findings on culture-based and creative work in non-urban areas, creative industries facilitating a climate of diversity and openness thus fostering citizen engagement in public life, policy developments contribute to bottom-up initiatives of co-creation in addressing topical local issues in Latvia, Finland, Portugal, Croatia, Iceland, Ireland.

12.30 Lunch

13.15 Exercises with the value-based approach (Arjo Klamer)

Here we switch from theory instruction to exercises with the value-based approach and the five-spheres model and back. The participants apply the five-spheres model and the value-based approach to their own practical situation and answer the following questions:

1. Where do you recognize the tension between artistic values and economic values (managerial, financial) in your country?

2. How do you prioritise the importance of cultural (artistic), social and financial values while realising your cultural ideal yourself and how does your government do this?

3. With which purpose do you wish to contribute to what kind of cultural practices?

The participants will apply the outcomes of the discussion about these questions to the (re)formulation of their cases.

15.00 Break

15.15 Entrepreneurship (Arjo Klamer, Frans Brouwer)

Arjo Klamer explains the process from the creation of ideas to the production of vision and values. From this process, illustrated with cases, he derives characteristics of cultural entrepreneurship and describes the role of cultural entrepreneurs working towards innovation in a changing economy. He articulates the purpose strategy and design, so we know first why we want to do something creative anyway.

The participants work on their purpose and relate this to the cultural sector in their own country. Arjo Klamer and Frans Brouwer help them to do so. With the explained economic concepts in mind and taking the mission, values and goals of their organisations or cultural

events as a point of departure, the participants formulate the entrepreneurial tools and leadership requirements needed to realise these goals. They can adjust their first sketches of cases, individually or in groups.

The cases consist of a problem definition with entrepreneurial and/or leadership elements as well as a wish list of successes to be reached. The participants can exchange each other's cases to sharpen differences and find similarities.

16.45 Closure

Day 2. Friday 18 August, 09.00-17.00/21.00 hrs. EET Leadership, Research on Cultural Industries & Inspiration

09.00 Leadership and inclusion (Pauwke Berkers)

Diversity, inclusion and equity have been at the heart of cultural policy and contribute to resilience. However, doing DEI right has been a challenge for many cultural organisations, despite good intentions. Drawing from research done in collaboration with local and European partners, Pauwke Berkers will present the main challenges and best practices towards inclusion in the cultural and creative sector.

10.00 Resilience thinking – future scenarios (Pauwke Berkers)

Resilience has been a buzzword in both the academic and policy field. Going beyond the metaphor, in this workshop we will draw on resilience theory as a way of thinking, as a lens to better understand the cultural and creative sector as a complex adaptive system. Applying the seven principles for building resilience, Pauwke Berkers will discuss how we can use this framework to make a future-proof cultural and creative ecosystem.

10.30 Break

10.45 Leadership workshop. A workshop where participants will be able to acknowledge and train their leadership skills (Agnese Hermane, Ieva Zemite)

11.30-14.15 Anna Mignosa and Ljubica Knežević Cvelbar present their expertise in the research fields of resp. cultural heritage and tourism. They explain how their research and knowledge in various cultural domains can contribute to the development of the cases towards project plans.

11.30 Research on Cultural Heritage (Anna Mignosa, online)

12.30 Lunch

13.15 Research on Tourism (Ljubica Knežević Cvelbar, online)

14.15 Cultural activity (architecture). Guided tour of Eisenstein's Art Nouveau buildings in Riga. Two groups with 2 tour leaders à 20 persons (Elza Stalidzēna)

17.00 Closure

19.00 Dinner and informal discussion about the question "What inspires us?" (Participants, Arjo Klamer and some other lecturers). Tallinas Street Quarter

Participants and lecturers tell their stories about why they have chosen to study/work in the cultural sector. Which are our deepest inspirations and what do we wish to reach?

Day 3. Saturday 19 August, 09.00-17.15 hrs. EET Best Entrepreneurial Practices

09.00 How to write a project/business plan and leadership challenge (Frans Brouwer)

Frans Brouwer starts this workshop with a brief explanation of the requirements for a project plan, which is the subject for the final assignment due on 25 (presentation) and 31 (report) August. The projects can cover a group or an individual initiative, so participants work in groups or individually. If they work in groups, the leadership role within the group will change per day (23-25 August). On **Days 2 and 3** groups and individuals can make appointments with some lecturers for consultancy (via e-mail and/or Zoom).

Today lecturers focus on best entrepreneurial practices in their cultural field of interest. Together they let shine their light on domain-specific issues, be it private or public entrepreneurship on common goods, be it in local communities or settings of the national government. They exchange experiences and show how concepts learned before have been or can be applied in practice in order to foster the cultural sector in a sustainable way. Interesting examples of entrepreneurship and leadership come along, which the participants can use in practice to create participation rather than consumption. In which ways can you be entrepreneurial in various cultural fields and which problems do you meet? Maybe we also discover a commonality of interest, in success stories or in difficulties.

10.00 Best entrepreneurial practices in Music, Health & Business (Tomaž Simežinger, online)

How to understand an environment in which different sectors such as health, social, cultural and economic intersect. By systematically improving the skills and abilities of musicians and music teachers, a niche with relatively high economic and employment potential is thus opened up, which would at the same time meet society's increasing needs for these contents. The music market today is highly globalized and economically highly developed. Nevertheless, it opens opportunities for the development of new approaches and thus for the creation of new jobs for musicians or their supplementary income. The various forms of art therapy are undoubtedly one such area with great potential for development.

11.00 Break

11.15 Best entrepreneurial practices in Co-working, Self-Organisation and Leadership (Yosha Wijngaarden)

Self-employed entrepreneurship is omnipresent in the cultural industries. Being self-employed often means being relatively autonomous and in control of your own career. However, it often also means struggling with unpredictable earnings, flexible work arrangements and the liability of smallness. Yosha Wijngaarden explains how self-organisation can help to overcome such predicaments, and discusses practices and paradoxes of collective work.

12.15 Lunch

13.00 Best entrepreneurial practices in performing arts (Frans Brouwer)

14.00 Best entrepreneurial practices in cultural heritage and tourism (Anna Mignosa, online)

15.00 Break

15.15 Best entrepreneurial practices in the fashion industry (Nora Veerman, online)

16.15 The way of financing matters (Arjo Klamer)

Arjo Klamer explains various forms of financing and the related privileges, conditions and problems. He explains the terms warm and cold money and the implications for cultural development.

17.15 Closure

Day 4. Sunday 20 August, 10.00-16.30 hrs. EET Daytrip to Jurmala and Riga Festival Events

10.00 Day trip to Jurmala City and Riga Festival Events

Evening Riga Festival events (optional)

Day 5. Monday 21 August, 09.00-12.15 hrs. EET Subsidies

09.30 Welcome coffee

10.15 European Commission's subsidies for culture (Frans Brouwer)

Despite differences between the operationalisation of cultural activities in various European countries, creative and entrepreneurial ideas is a common subject for applications in the European Commission's cultural subsidy system. First Frans Brouwer gives a brief survey of the various European Commission's cultural funds. Then, from his experience as an applicant as well as assessor of EC applications, he explains which elements of entrepreneurship are required with European subsidies and how sustainability after EC-subsidised projects can be created. Frans concludes with some practical advice for writing EC applications.

11.00 Visit Glass Point studio (Ltd. Stikla maja), Pērnavas street 33. Discussion on receiving a Creative Europe grant (Ieva Zemite, Anna Heinsberga Varnase)

14.00 Lunch

Afternoon Culture & Creative Quarters in Riga. Lastādija & Spīķeri visit.

Day 6. Tuesday 22 August, 09.00-16.30 hrs. EET Cultural Policy & Governance

09.00 Issues in European cultural policy (Frans Brouwer)

Frans Brouwer presents examples of European cultural policy that stimulate or hinders cultural development and creativity.

10.00 Organisation, sustainability on success and governance practice (Frans Brouwer)

This lecture surveys organisation models for cultural organisations on governmental and operational levels and answers the question of what organisations can do in terms of entrepreneurship and leadership to create sustainable success with their products. The 'virtual circle of success' and principles for cultural governance practised in the Netherlands are explained. In terms of human resource management, Frans Brouwer touches on ways to

improve a cultural organisation's production, sales and reputation while combating corruption and conflict of interest.

11.00 Break

11.15 Preparation by the groups for the panel this afternoon

12.30 Lunch

13.30 Panel consisting of 5 representatives of a variety of Baltic State country's cultural institutions for questions, discussions and conclusions. Subject: How do cultural policy and governance foster cultural entrepreneurship in daily practice? Moderator: Kristine Freiberga

During this International Summer Academy Cultural Entrepreneurship & Leadership professionals, students and lecturers have discussed theory and practice on entrepreneurship in the creative and cultural industries, especially applied to cultural organisations in European countries. Lively, interactive discussions will result in the development of innovative ideas or cases to be presented by the participants on Friday 25 August. Four days before this presentation (22 August), we give the floor to 5 representatives of European cultural organisations to present best and worst practices on entrepreneurship around the question **"How to do cultural policy and governance foster cultural entrepreneurship in daily practice?"**, to be discussed with the participants and some lecturers (tbd).

The panel members prepare one or more cases that stimulate or hinder innovation for the cultural sector in a changing environment, with interesting questions to be discussed with the Summer School's participants.

13.30-15:30 Tiago Castro, Portugal (Zoom), Piotr Frich, Poland (Zoom), Maija Pavlova, Latvia and representatives from the Baltic countries, presentations (each 10-15 minutes) and discussion between panel members and participants.

Day 7. Wednesday 23 August, 09.00-16.30 hrs. EET Cultural SME visit I & working on the assignment

Morning Visit to the Latvian National Museum of Art (Una Arbidane)

Afternoon All participants work on their final presentations for the 26 August (Leaders 1)

Day 8. Thursday 24 August, 09.00-16.30 hrs. EET Cultural SME visit II & working on the assignment

Morning Visit to the Latvian National Library & Āgenskalna Market (Una Arbidane)

Lunch at Āgenskalna Market

Afternoon All participants work on their final presentations for the 26 August (Leaders 2)

Day 9. Friday 25 August, 09.00-16.30 hrs. EET Working on assignment.

09.00 All participants work on their final presentations for the 26 August (Leaders 3)

- 12.30 Lunch
- 13.15 Possibility to ask questions to some of the lecturers (Ieva Zemīte, Žanete Eglīte, + Ellen Loots, Frans Brouwer). In person.
- 16.30 Closure

Day 10. Saturday 26 August, 09.00-16.00 hrs. EET Final Presentations of the Projects & Evaluation

- 09.00 Final group presentations I (3 groups)
- 3 groups, max. 10' presentation and 20' questions and discussion per group. Lecturers present: 2 from LKA (Ieva Zemīte, Žanete Eglīte) and 2 from EUR (Arjo Klamer online, Ellen Loots)
- 10.30 Break
- 10.45 Final group presentations II (3 groups)
- 3 groups, max. 10' presentation and 20' questions and discussion per group. Lecturers present: 2 from LKA (Ieva Zemīte, Žanete Eglīte) and 2 from EUR (Arjo Klamer online, Ellen Loots)
- 12.15 Lunch
- 13.15 Final group presentations III (2 groups)
- 2 groups, max. 10' presentation and 20' questions and discussion per group. Lecturers present: 2 from LKA (Ieva Zemīte, Žanete Eglīte) and 2 from EUR (Arjo Klamer online, Ellen Loots)
- 14.15 Evaluation by the participants: For the next Summer Academy, what should stay, what can be improved and how? Moderator: Ellen Loots
- 15.00 Summary of the evaluation by Ellen Loots
- 15.15 Closure ceremony by prof. dr. Pauwke Berkers, head of department Cultural Studies ESHCC, Erasmus University Rotterdam (online)
- 15.30 Closure with good-bye drinks

ASSIGNMENT

Participants develop their own project to work on, for example based on challenges from their country. They can work in a group (preferably between 3 and 5 persons) or individually. The final product is a **project or business plan**, which is the subject of the final assignment due on **26 August (presentation) and 31 August (report)**. On **Days 2 and 3** groups and individuals can make appointments with some lecturers for advice (in person, via e-mail and/or Zoom).

Requirements

The entrepreneurial project / business plan should consist of the following subjects: description / problem definition, goals and objectives of the project; working process, (research) methods and task division; description of the group members' competencies; communication; budget. These subjects can vary, depending on the subject and should be discussed with the lecturer(s) on Day 1 or 2. The project should enable participants to develop competencies such as leadership and teamwork. The contents of the project / business plan should meet the grading criteria (see below).

The presentation of the final product (26 August) can be a presentation of a project or business plan, a consultancy report or a case study, followed by a discussion attended by other students from the Summer School, the instructor and eventually other audience.

ASSESSMENT

The presentation (due 26 August) will be assessed (including feedback) by two lecturers: one from LKA (Ieva Zemīte) and one from ESHCC (Ellen Loots). The grading will be conducted by individual participant and follows a scale of 10, according to the following criteria and weights:

1	realization of an entrepreneurial project plan: challenging, innovative, enough risk-taking and sufficiently complex	30 pts.
2	development of entrepreneurial competences	30 pts.
3	application of knowledge from literature, lectures, and discussions	15 pts.
4	engaging in the participants' future career	15 pts.
5	motivated references to literature	5 pts.
6	the presentation should be well-written and well-structured in correct English	5 pts.
	Total	100pts.