AWAKE Masterclass:

Unlocking the Power of Value Co-Creation in Arts and Wellbeing Businesses

Dr Kristiina Urb www.kristiinaurb.com

AWAKE Masterclass

Arts & wellbeing + value co-creation

1. Why businesses should collaborate and co-create value with creative industries (CCIs)

2. How to collaborate and co-create value: Valuable tools for businesses to use

3. Case by ArtWave

4. Let's try out the tools (group work or individual work in Miro)

5. Reflections via Menti
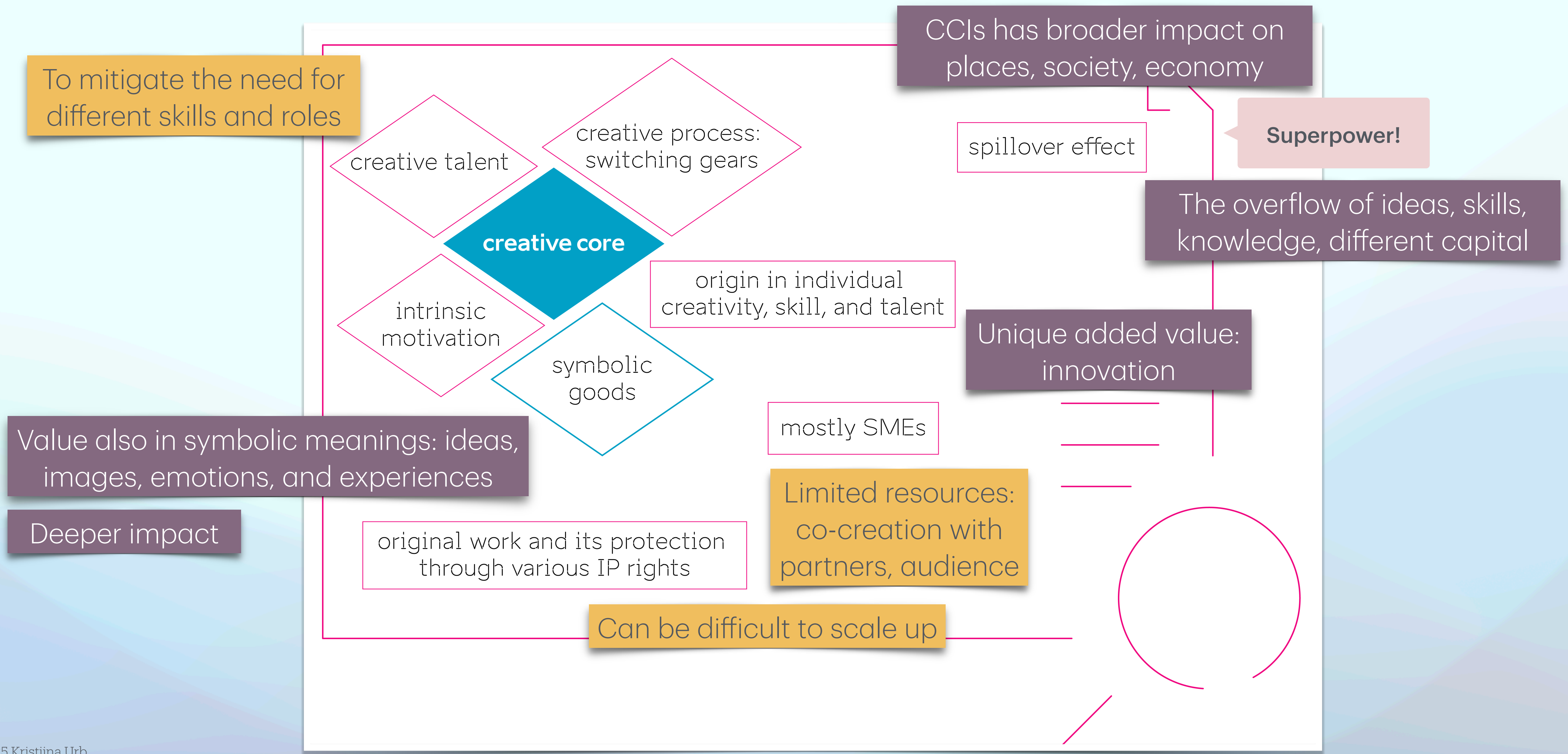
Dr Kristiina Urb (PhD)

www.kristiinaurb.com

- Creative industries (CCIs) researcher and expert with over 15 years of experience in the field.

- I consult various CCIs organisations and have helped CCIs SMEs benefit from more than 1.5 million euros.

- I research the field to create new solutions and work with different universities.

- I participate in many European projects to contribute to developing the CCIs.

Why should businesses collaborate and co-create value with CCIs?

The CCI lens: what makes CCIs different from other industries

To mitigate the need for different skills and roles

creative talent

creative process: switching gears

creative core

intrinsic motivation

origin in individual creativity, skill, and talent

symbolic goods

CCIs has broader impact on places, society, economy

spillover effect

Superpower!

The overflow of ideas, skills, knowledge, different capital

Unique added value: innovation

mostly SMEs

Value also in symbolic meanings: ideas, images, emotions, and experiences

Deeper impact

original work and its protection through various IP rights

Limited resources: co-creation with partners, audience

Can be difficult to scale up

Example:

Encouraged EU-level collaboration for value co-creation

A. **Problem**: CCIs organisations are often small and have limited resources.

B. **Potential**: Arts sector can contribute to much needed innovative solutions to wellbeing sector (especially during current mental health crisis).

C. **Solution**: EU Creative Europe program (https://culture.ec.europa.eu/creative-europe) funds cooperation projects where at least 3 partners collaborate. Objective is innovation, including culture's contribution to health and wellbeing.

key takeaway

CCIs businesses need to collaborate with other businesses to create much needed innovative solutions, including in arts & wellbeing.

Tools for businesses to use for value co-creation

We know true collaboration
happened when the idea can
no longer be traced to
        one person.

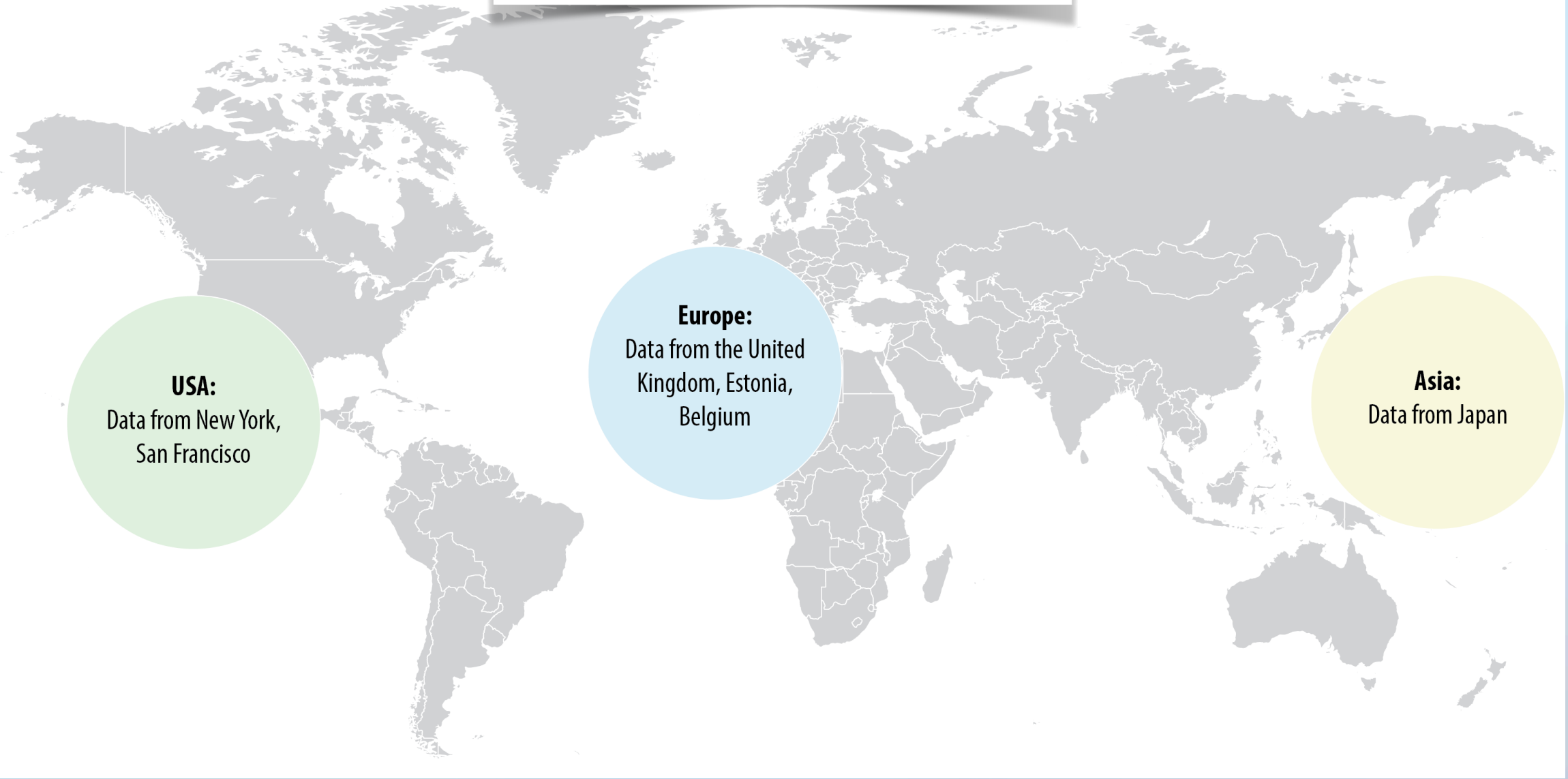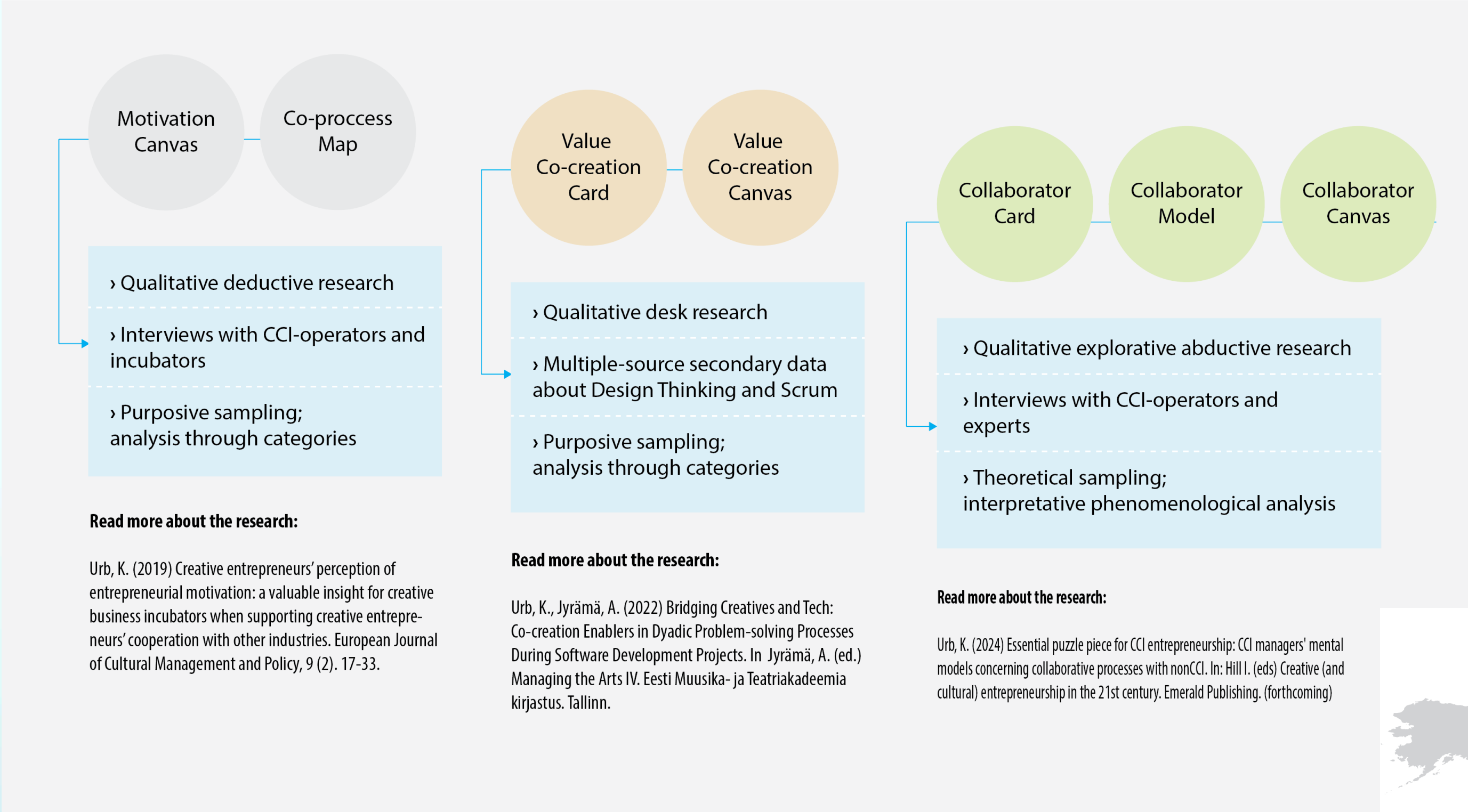   --------

Rulebooks
   tell people what to do.

Frameworks
  guide people on how to act.

Rulebooks
    insist on discipline.

Frameworks
    allow for creativity.

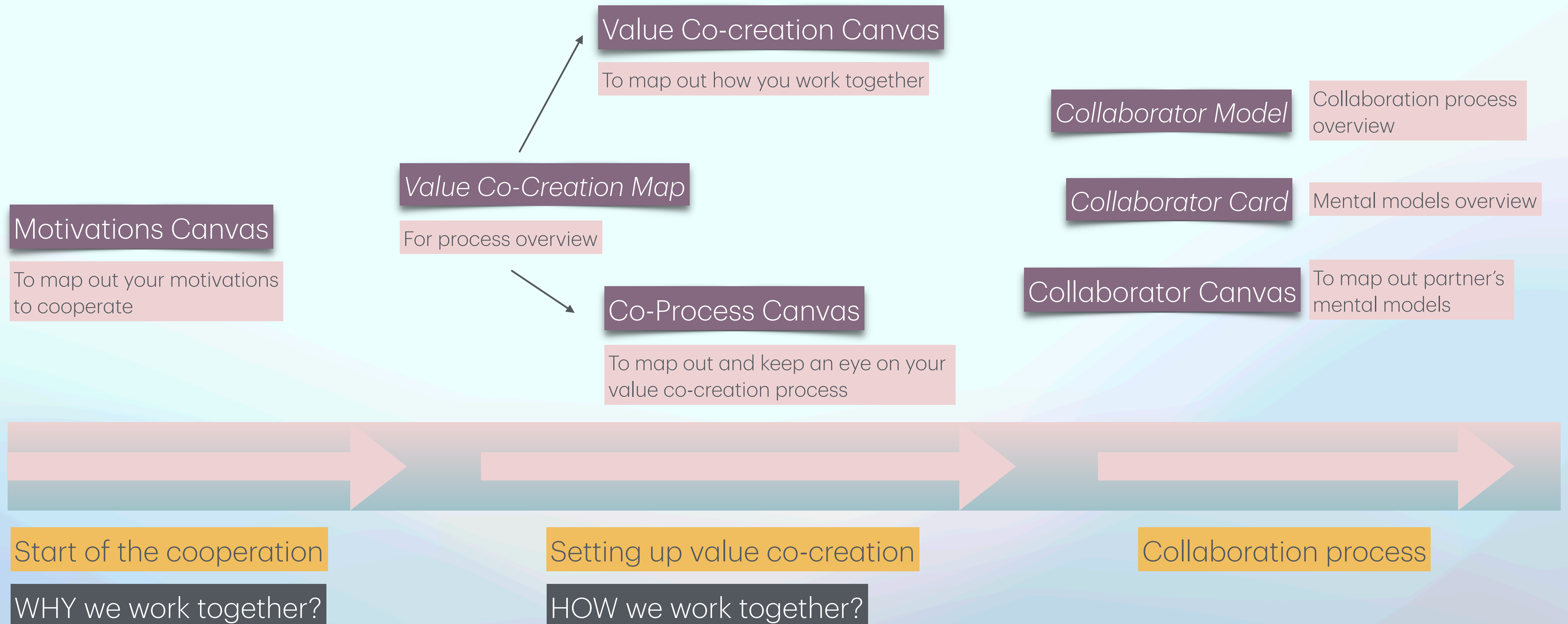# My value co-creation framework is rooted in over 6 years of research

Motivation Canvas · **Co-proccess Map**

› Qualitative deductive research

› Interviews with CCI-operators and incubators

› Purposive sampling; analysis through categories

Read more about the research:

Urb, K. (2019) Creative entrepreneurs' perception of entrepreneurial motivation: a valuable insight for creative business incubators when supporting creative entrepreneurs' cooperation with other industries. European Journal of Cultural Management and Policy, 9 (2). 17-33.

Value Co-creation Card · **Value Co-creation Canvas**

› Qualitative desk research

› Multiple-source secondary data about Design Thinking and Scrum

› Purposive sampling; analysis through categories

Read more about the research:

Urb, K., Jyrämä, A. (2022) Bridging Creatives and Tech: Co-creation Enablers in Dyadic Problem-solving Processes During Software Development Projects. In Jyrämä, A. (ed.) Managing the Arts IV. Eesti Muusika- ja Teatriakadeemia kirjastus. Tallinn.

Collaborator Card · **Collaborator Model** · **Collaborator Canvas**

› Qualitative explorative abductive research

› Interviews with CCI-operators and experts

› Theoretical sampling; interpretative phenomenological analysis

Read more about the research:

Urb, K. (2024) Essential puzzle piece for CCI entrepreneurship: CCI managers' mental models concerning collaborative processes with nonCCI. In: Hill I. (eds) Creative (and cultural) entrepreneurship in the 21st century. Emerald Publishing. (forthcoming)

ANALYSING INTERORGANISATIONAL ACTIVITIES BETWEEN CULTURAL AND CREATIVE INDUSTRIES AND OTHER SECTORS ON A MANAGERIAL LEVEL

Kristiina Urb

Doctoral Thesis in Management
No. 46 Tallinn 2024

More information:
http://www.kristiinaurb.com/texts-and-talks.html

USA: Data from New York, San Francisco

Europe: Data from the United Kingdom, Estonia, Belgium

Asia: Data from Japan

Motivations Canvas

Project partner:

CORPORATE

Gain

Passion — Award

Pain

Goals

CREATIVE

Gain

Passion — Award

Pain

The Value Co-creation Canvas

Project:

Roles

Values

Rules

Communication

Channels

DIALOGUE — ACCESS

TRANSPARENCY — RISKS-BENEFITS

Goals

Risks

Benefits

Expectations

Limitations

Mitigation

Co-process Canvas

Project:

	PROBLEM SPACE	SOLUTION SPACE	EVALUATION SPACE
	INPUT FROM CONSUMER	CREATING AND BUILDING	TRYOUT AND LEARN
METHODS	E.g. observing, creating a list of deliverables (product backlog), creating an empathy map about the consumer, and a problem statement.	E.g. ideation, agile iteration, sprint, value proposition, make the idea tangible (prototype)	E.g. test with consumers (e.g. sprint review), document results, get qualitative feedback
AIM	Point of view (POV) staement: Who? Needs: Why?	Solution development and prototype	Reflection and retrospection

RESULT

Our solution is ready to deploy: no ☐ yes ☐

Return to phase:
☐ Input from consumer
☐ Creating and building
☐ Tryout and learn

Collaborator Canvas

Project partner:

Focus on the intangible

Actualising elevated values

The aspect of higher purpose

Focus on business processes

Symbiotic and efficient communication and management

Defined roles and agile partnership

Possibility for fluctuations and misalignment

Focus on organization

An array of organizational cultures

Variations in operational speed and flexibility
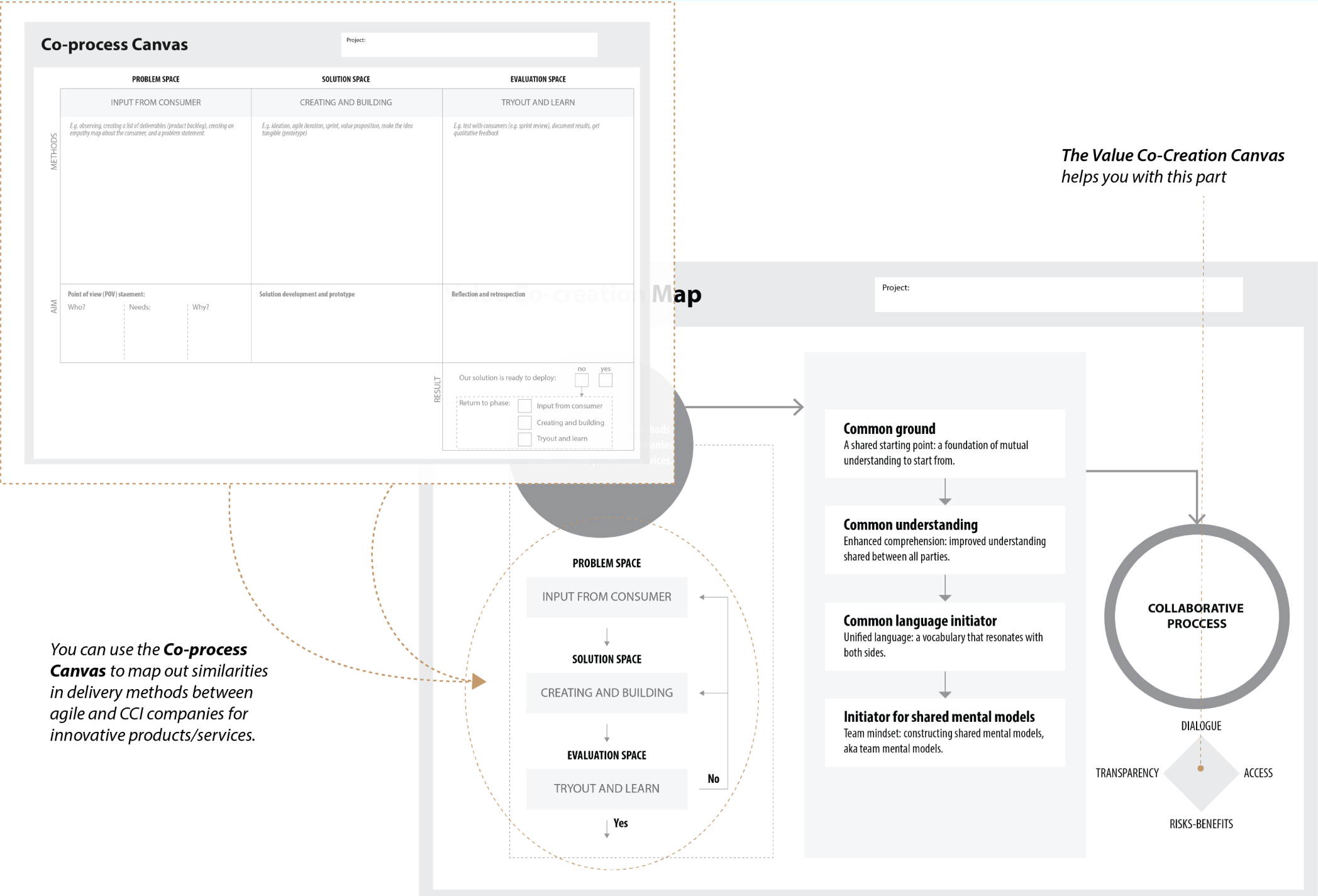
Possibility of institutional obstacles

Focus on self

Cross-sectorial capacity building and growth

Getting a wider reach in society

Supportive tools

Co-process Canvas

Project: _____

PROBLEM SPACE	SOLUTION SPACE	EVALUATION SPACE
INPUT FROM CONSUMER	CREATING AND BUILDING	TRYOUT AND LEARN

METHODS

E.g. observing, creating a list of deliverables (product backlog), zooming-in empathy map about the consumer, and a problem statement.

E.g. ideation, agile iteration, sprint, value proposition, make the idea tangible (prototype).

E.g. test with consumers (e.g. sprint review), document results, get qualitative feedback.

AIM

Point of view (POV) statement:
Who?   Needs: Why?

Solution development and prototype

Reflection and retrospection

RESULT

Our solution is ready to deploy: NO   YES
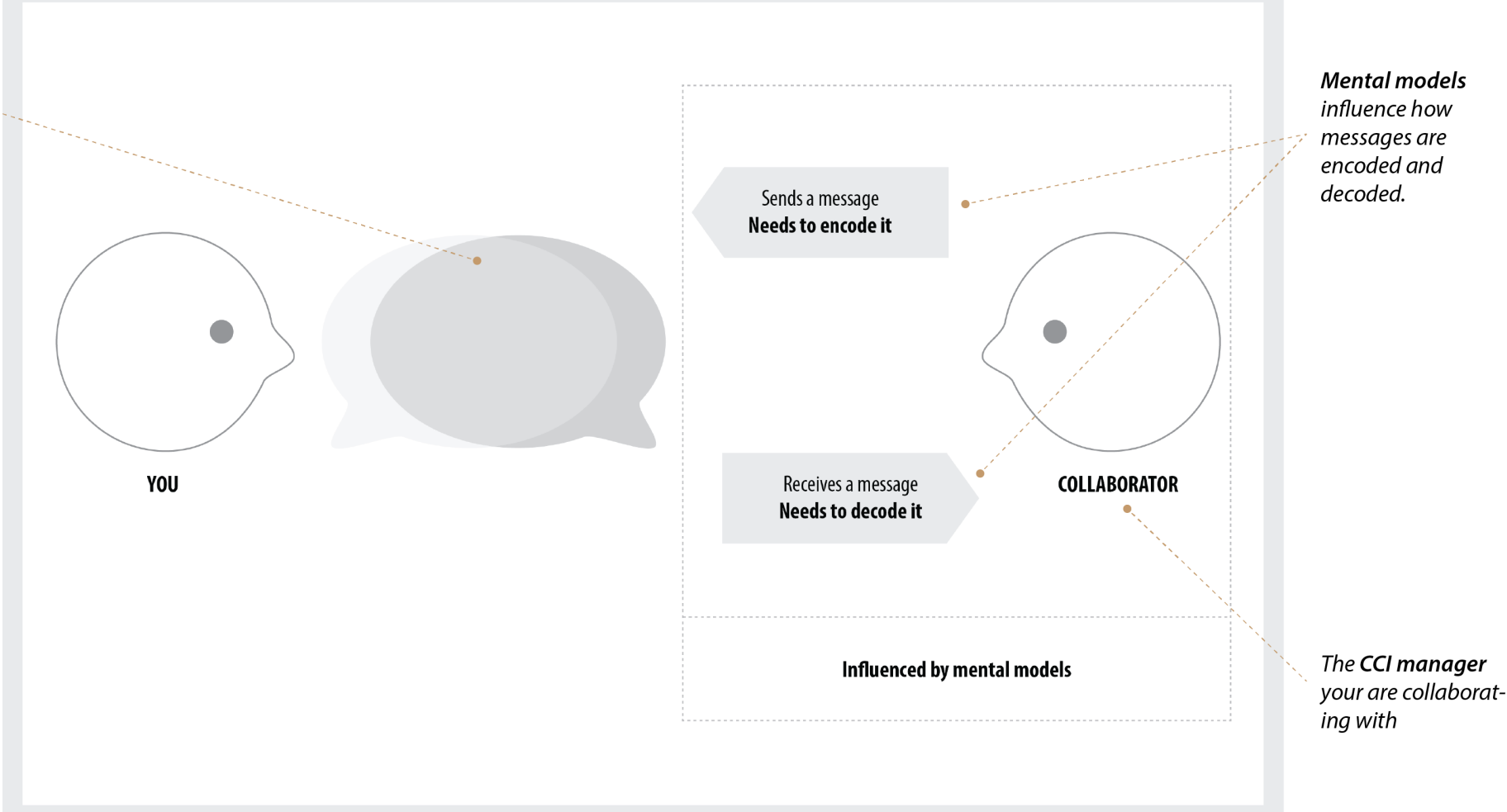Return to phase: Input from consumer
   Creating and building
   Tryout and learn

*You can use the **Co-process Canvas** to map out similarities in delivery methods between agile and CCI companies for innovative products/services.*

The Value Co-Creation Canvas helps you with this part

...ation Map

Project: _____

PROBLEM SPACE
INPUT FROM CONSUMER

SOLUTION SPACE
CREATING AND BUILDING

EVALUATION SPACE
TRYOUT AND LEARN

No   Yes

Common ground
A shared starting point: a foundation of mutual understanding to start from.

Common understanding
Enhanced comprehension: improved understanding shared between all parties.

Common language initiator
Unified language: a vocabulary that resonates with both sides.

Initiator for shared mental models
Team mindset: constructing shared mental models, aka team mental models.

COLLABORATIVE PROCCESS

DIALOGUE
TRANSPARENCY   ACCESS
RISKS-BENEFITS

Collaborator Model

Project partner: _____

Utilise this card as a compass for your collaborations with any CCI manager OR customise it to suit a particular partner

*Various **communication situations**, e.g. project kick-off, progress updates, resource allocation, problem-solving, change requests, quality control, timeline adjustments, risk management, contractual matters, and performance evaluation.*

Sends a message
Needs to encode it

Mental models influence how messages are encoded and decoded.

YOU

Receives a message
Needs to decode it

COLLABORATOR

Influenced by mental models

*The **CCI manager** your are collaborating with*

Collaborator Card

Project partner: _____

Utilise this card as a compass for your collaborations with any CCI manager OR customise it to suit a particular partner
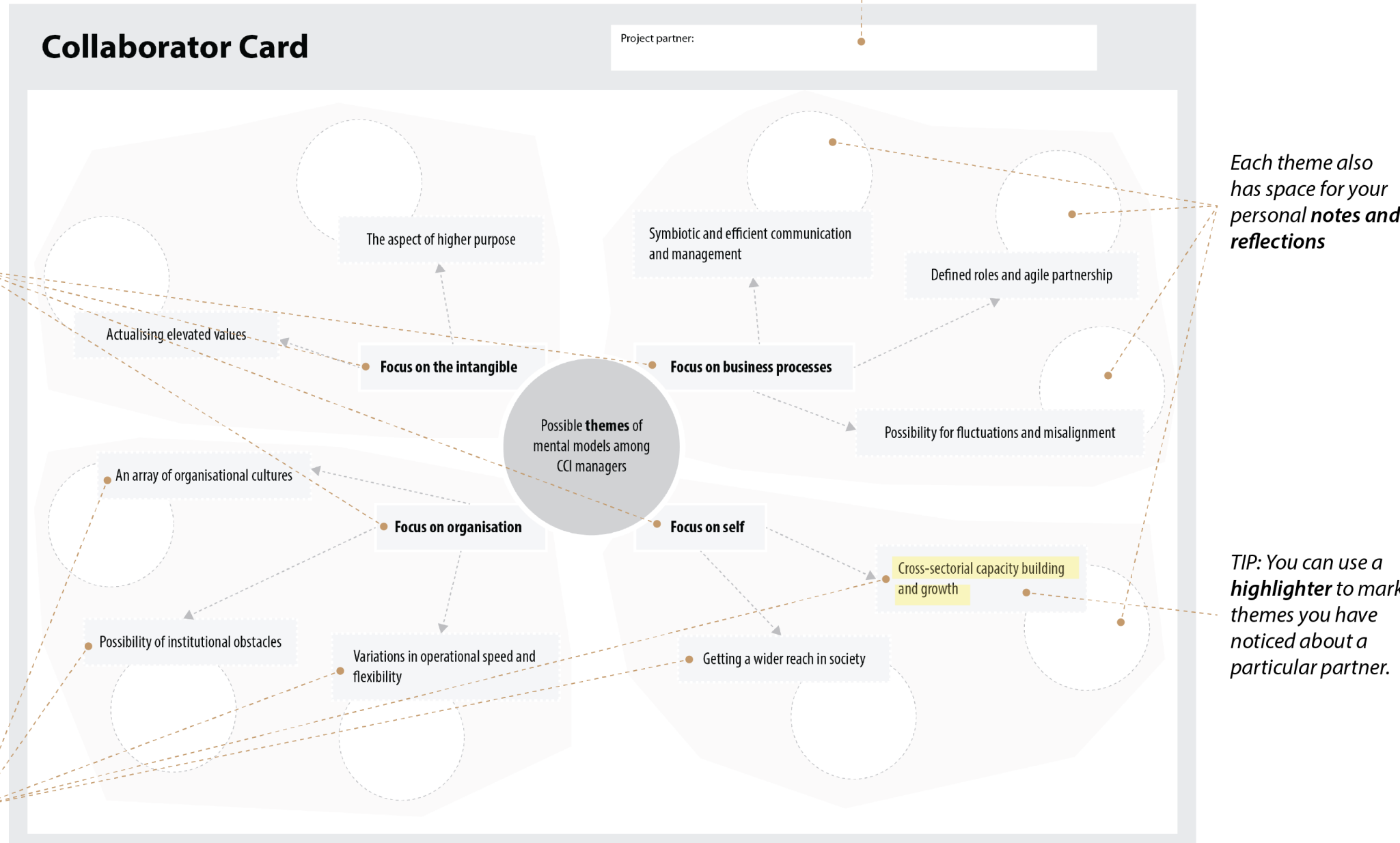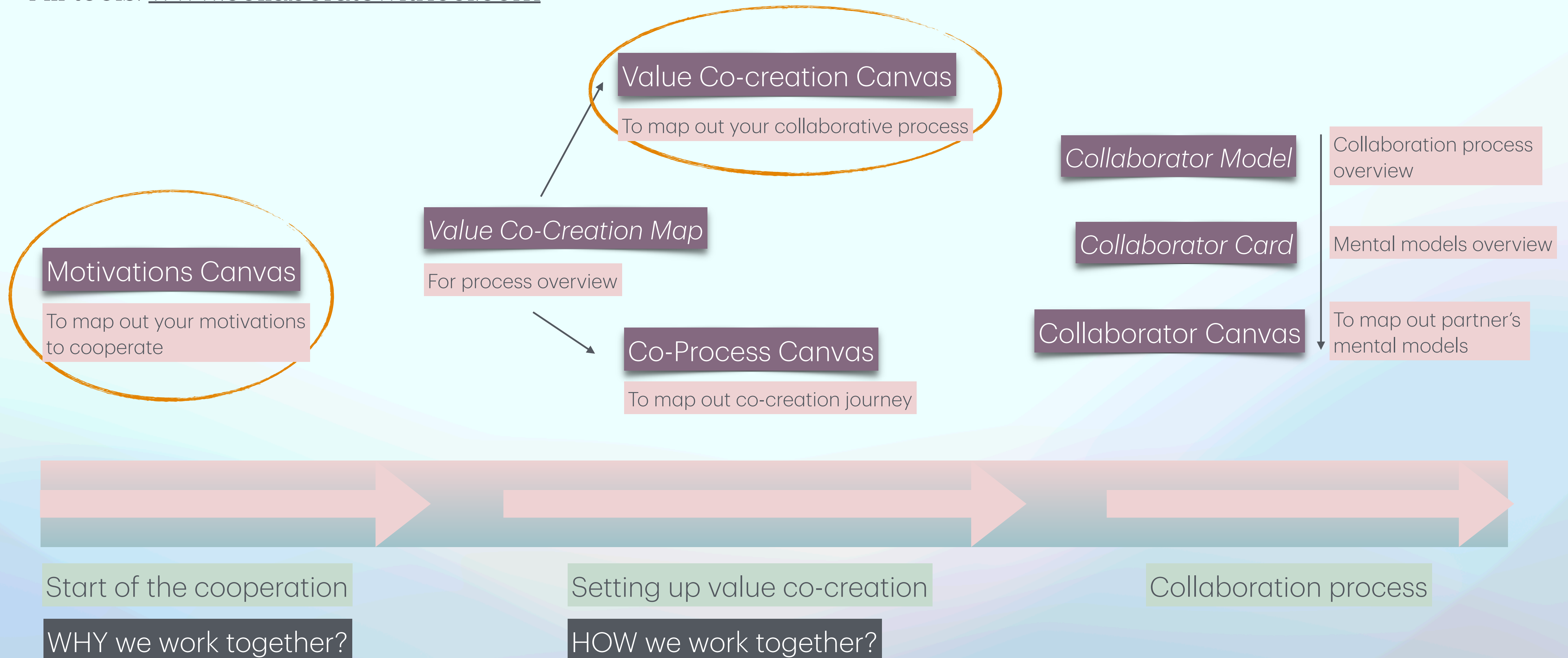
*According to research, CCI managers' mental models revolve around **4 core concepts**: intangible elements, business processes, organisational dynamics, and growth*

The aspect of higher purpose

Symbiotic and efficient communication and management

Actualising elevated values

Defined roles and agile partnership

Focus on the intangible

Focus on business processes

Possibility for fluctuations and misalignment

Possible **themes** of mental models among CCI managers

An array of organisational cultures

Focus on organisation

Focus on self

Cross-sectorial capacity building and growth

Possibility of institutional obstacles

Variations in operational speed and flexibility

Getting a wider reach in society

*Each theme also has space for your personal **notes and reflections***

*TIP: You can use a **highlighter** to mark themes you have noticed about a particular partner.*

*4 core concepts are all mapped on the Card and further divided into **Themes***

Today's focus:

Value Co-creation Canvas

To map out your collaborative process

Collaborator Model

Collaboration process overview

Value Co-Creation Map

For process overview

Collaborator Card

Mental models overview

Motivations Canvas

To map out your motivations to cooperate
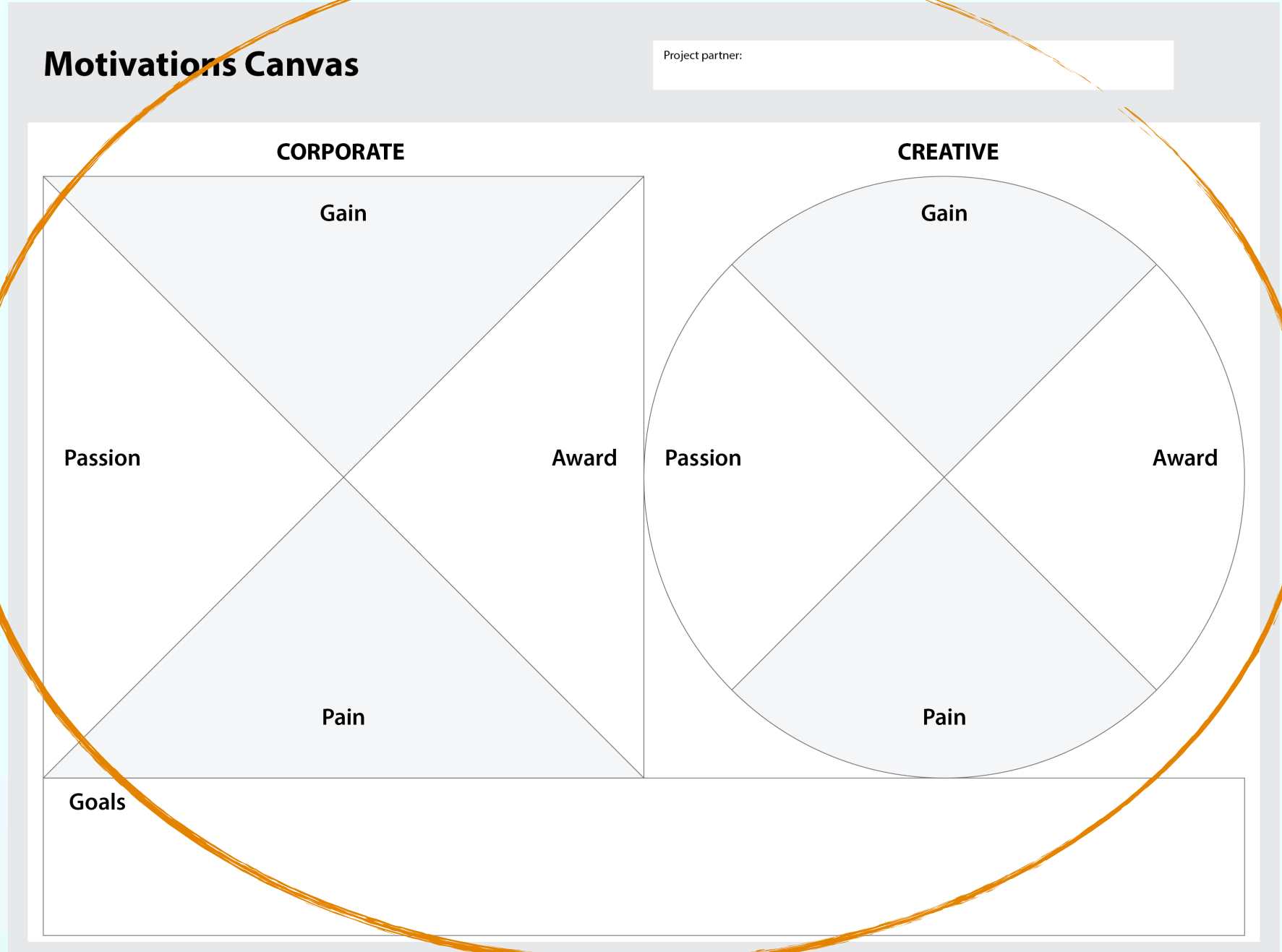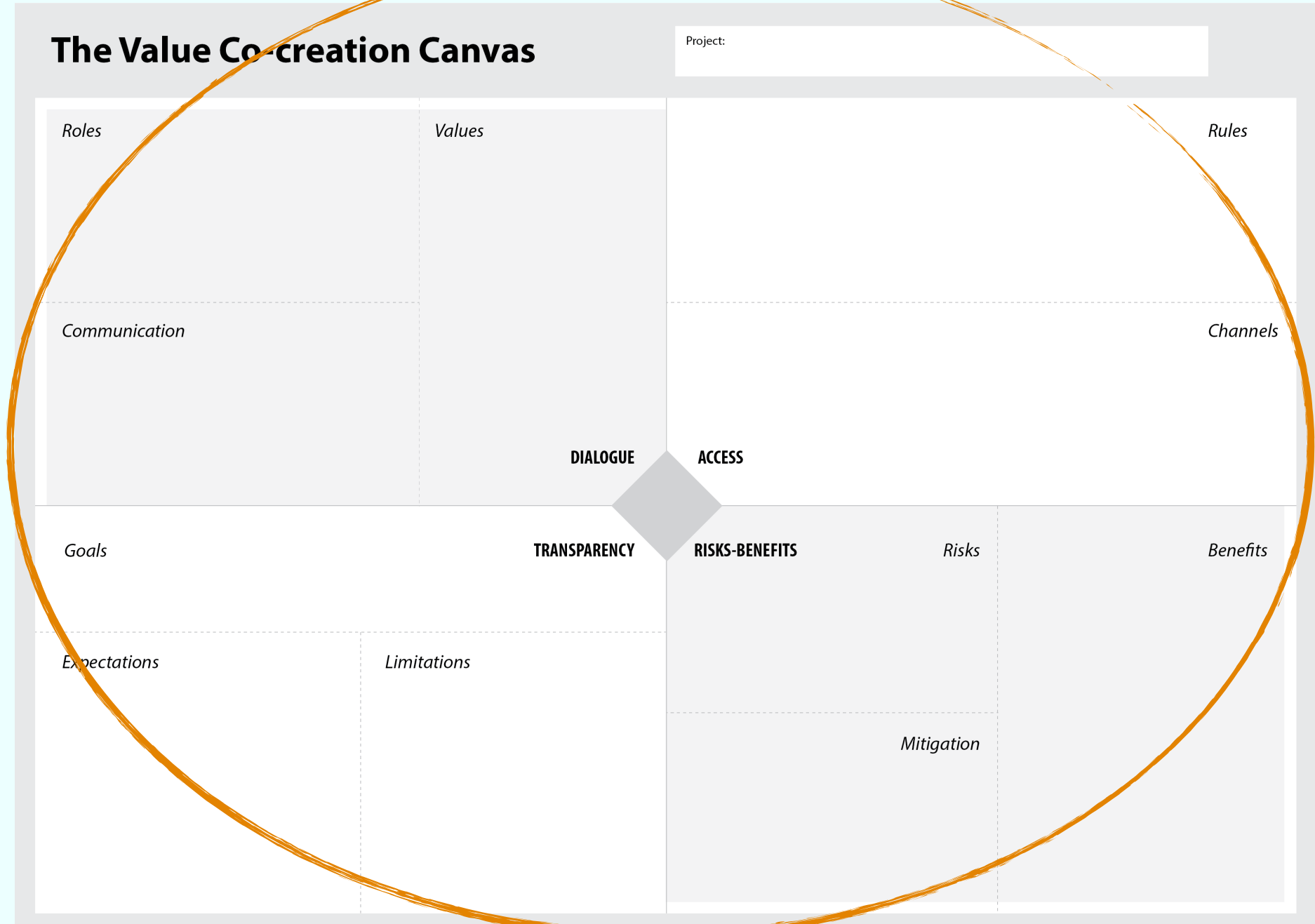
Co-Process Canvas

To map out co-creation journey

Collaborator Canvas
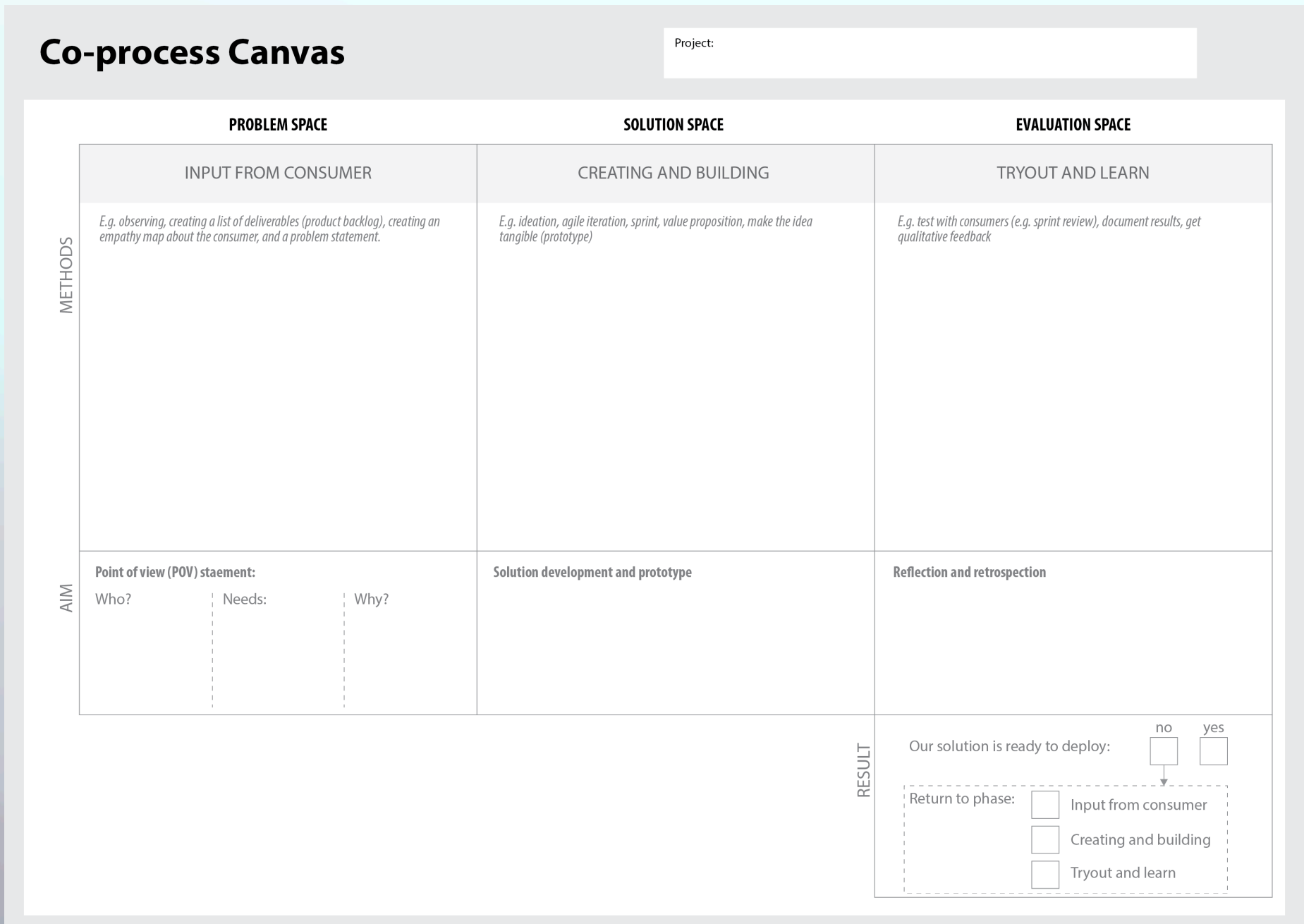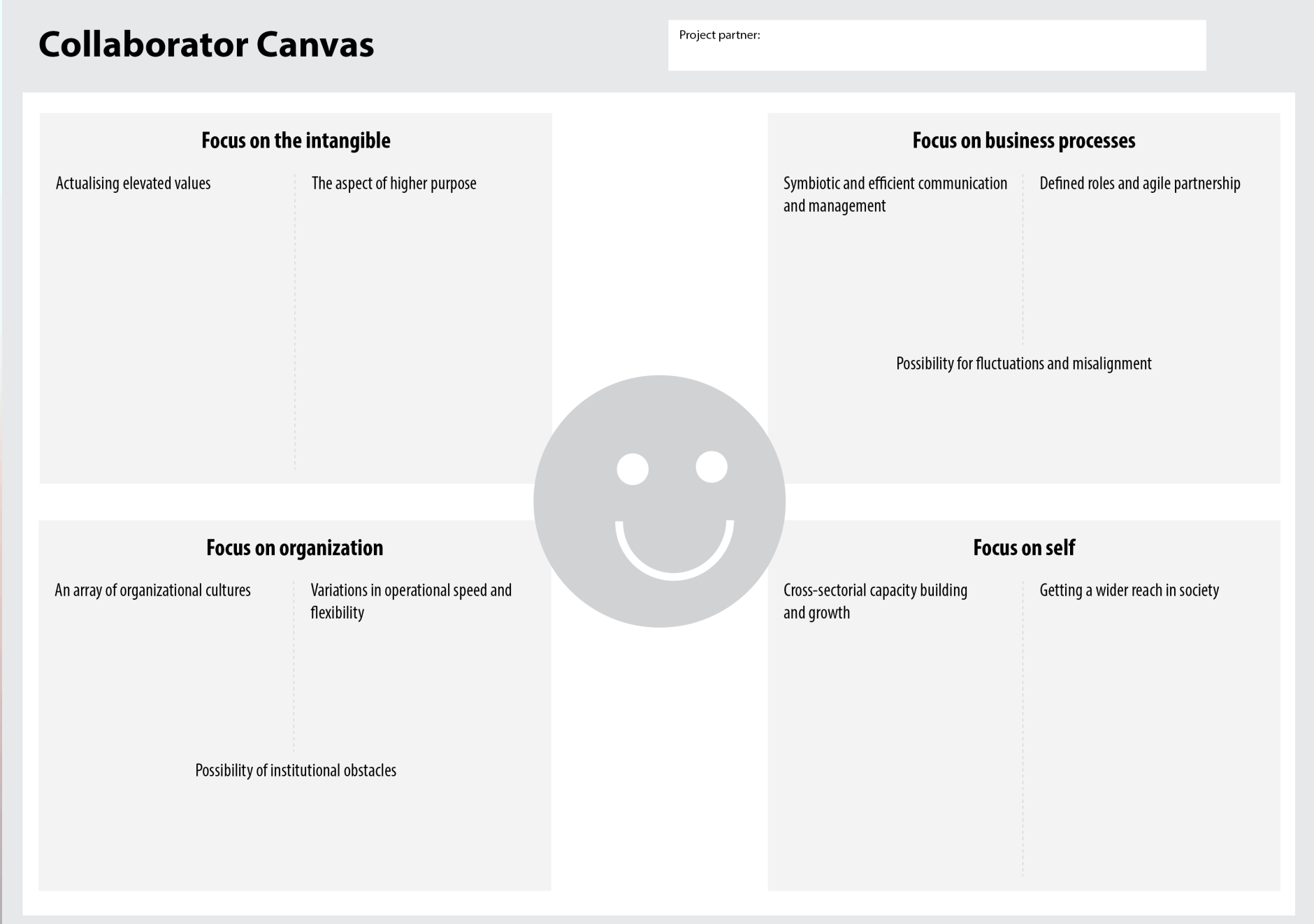
To map out partner's mental models

Start of the cooperation

Setting up value co-creation

Collaboration process

WHY we work together?

HOW we work together?

1

Motivations Canvas

Project partner:

CORPORATE

Gain

Passion   Award

Pain

CREATIVE

Gain

Passion   Award

Pain

Goals

2

The Value Co-creation Canvas

Project:

Roles   Values   Rules

Communication   Channels

DIALOGUE   ACCESS

TRANSPARENCY   RISKS-BENEFITS

Goals   Risks   Benefits

Expectations   Limitations

Mitigation

3

Co-process Canvas

Project:

	PROBLEM SPACE	SOLUTION SPACE	EVALUATION SPACE
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AIM	Point of view (POV) staement: Who? Needs? Why?	Solution development and prototype	Reflection and retrospection

RESULT

Our solution is ready to deploy: no   yes

Return to phase:
☐ Input from consumer
☐ Creating and building
☐ Tryout and learn

4

Collaborator Canvas

Project partner:

Focus on the intangible

Actualising elevated values   The aspect of higher purpose

Focus on business processes

Symbiotic and efficient communication and management   Defined roles and agile partnership

Possibility for fluctuations and misalignment

Focus on organization

An array of organizational cultures   Variations in operational speed and flexibility

Possibility of institutional obstacles

Focus on self

Cross-sectorial capacity building and growth   Getting a wider reach in society

Motivations Canvas

Why it's helpful?
Helps to understand
what motivates partners to
cooperate:
- to avoid possible conflicts, and
- to set common goals
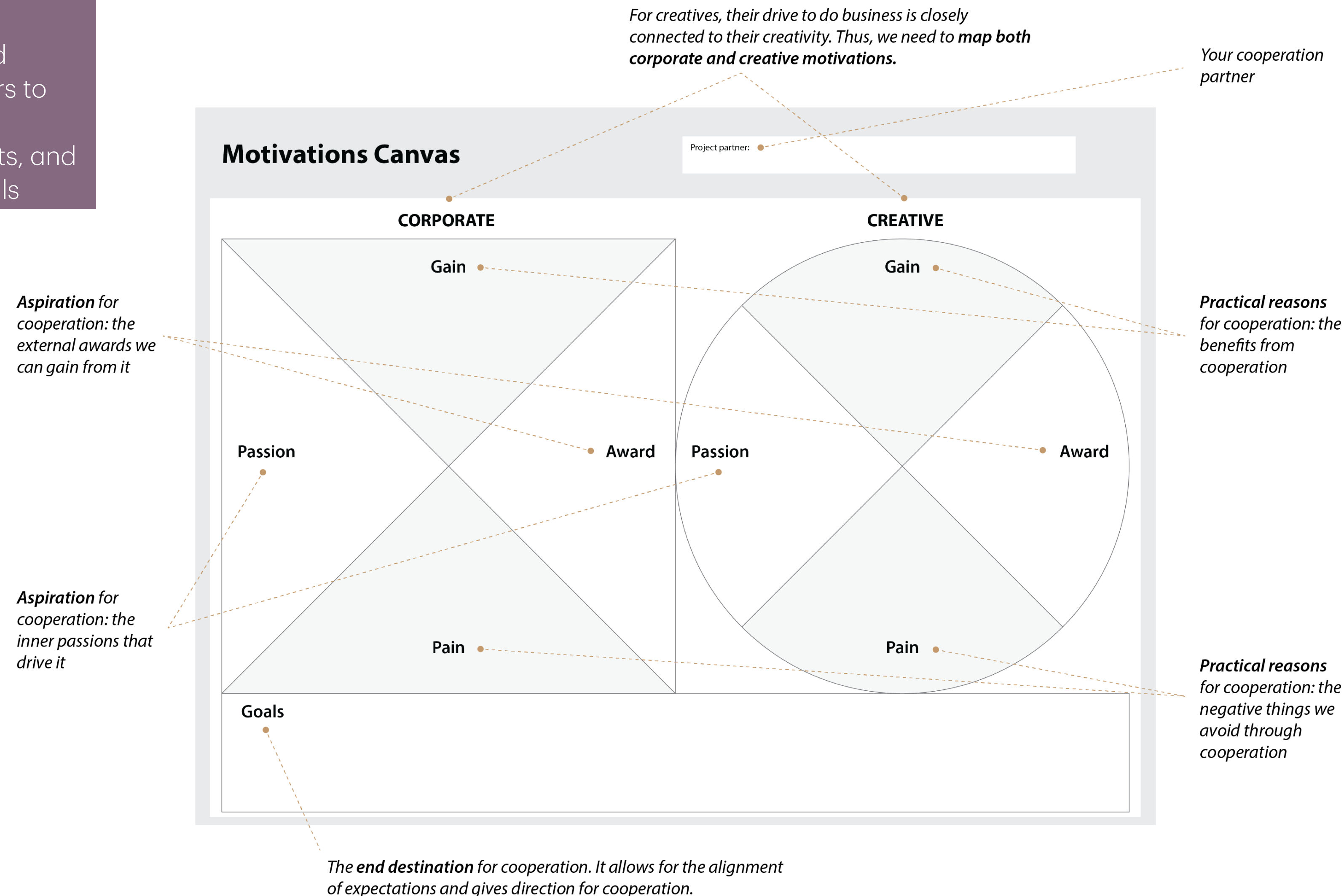
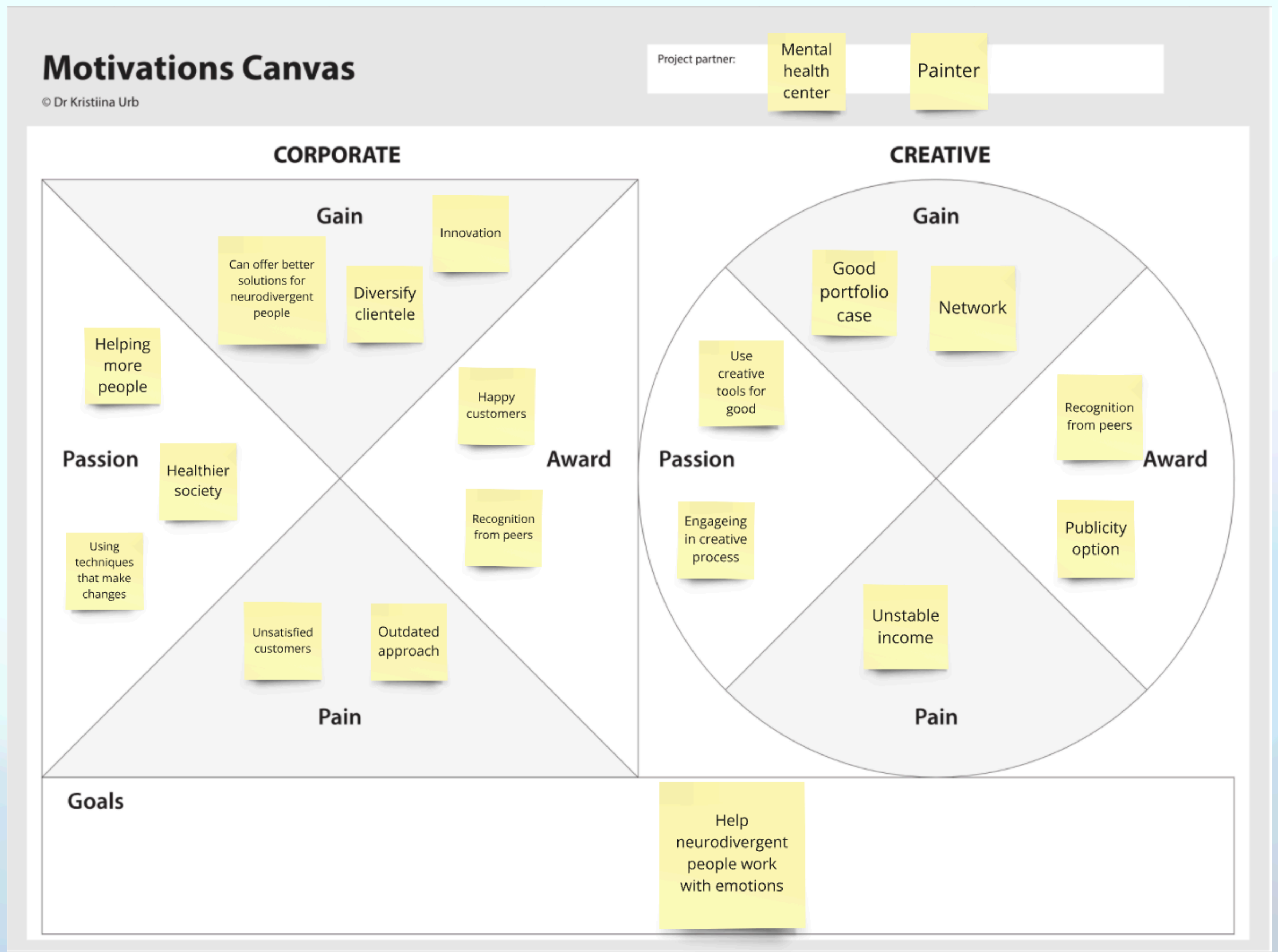For creatives, their drive to do business is closely connected to their creativity. Thus, we need to **map both corporate and creative motivations.**
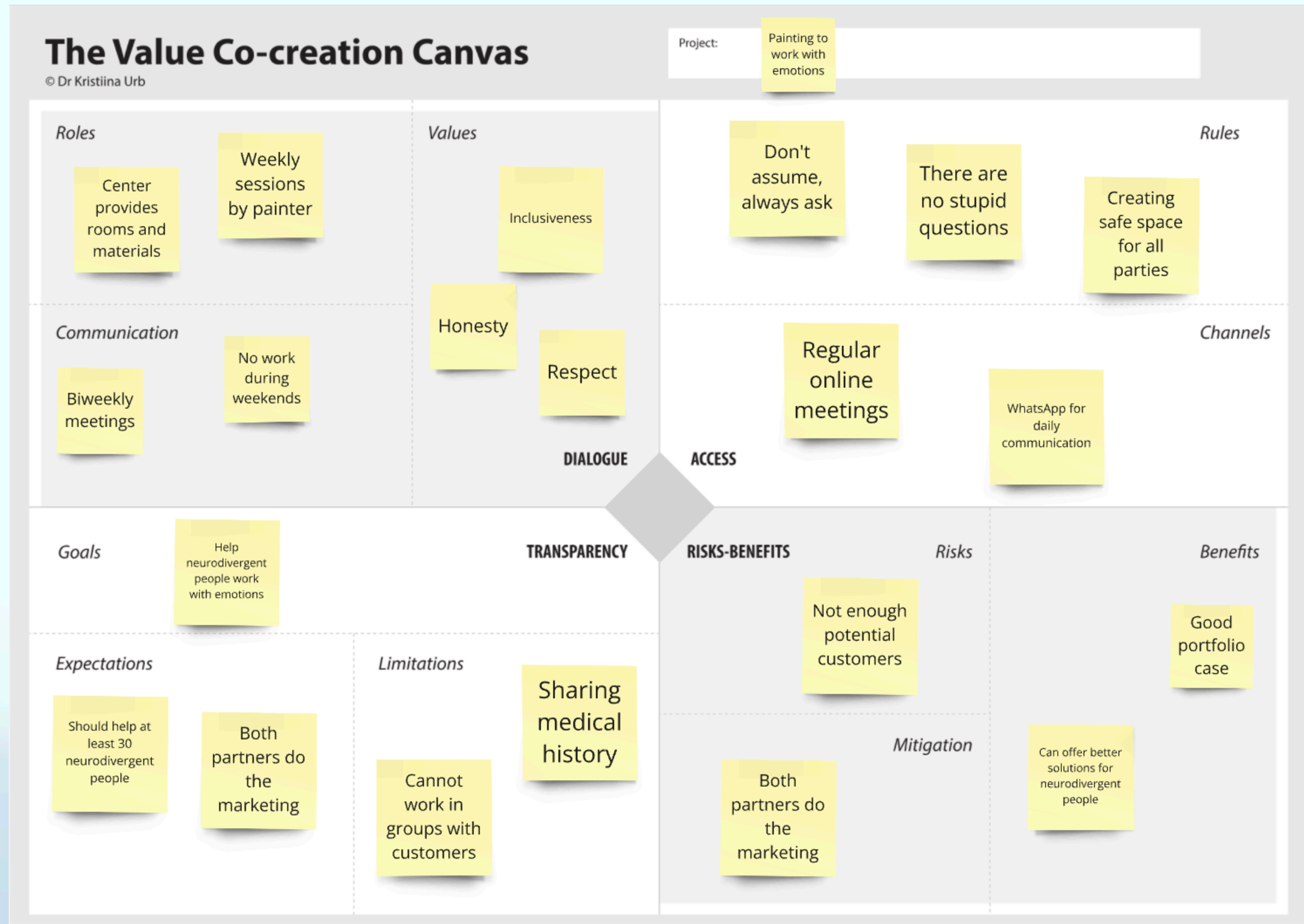
Your cooperation partner

How to use it?
Use post-it notes and map out key insights, ideas, and observations related to each section and component. It makes it easy to rearrange your insights if necessary.

Process is important: create safe space to facilitate open discussion and brainstorming

Motivations Canvas

Project partner:

CORPORATE

CREATIVE

Gain

Gain

Aspiration for cooperation: the external awards we can gain from it

Passion

Award

Passion

Award

Practical reasons for cooperation: the benefits from cooperation

Aspiration for cooperation: the inner passions that drive it

Pain

Pain

Goals

Practical reasons for cooperation: the negative things we avoid through cooperation

The **end destination** for cooperation. It allows for the alignment of expectations and gives direction for cooperation.

Example

Value Co-creation Canvas

At the start: use at the beginning of your value co-creation project proposal

How to use it?
Use post-it notes and map out key insights, ideas, and observations related to each section and component. It makes it easy to rearrange your insights if necessary.

Why it's helpful?
Helps partners to discuss and agree on how you're going to work together during your value co-creation process:
- important building blocks for a successful value co-creation process

Process is important: create safe space to facilitate open discussion and brainstorming

Fill the Canvas **together** with your collaborative partner and teams

Four essential **building blocks** that shape successful value co-creation: Dialogue, Access, Transparency, and Risks-Benefits.

The Value Co-creation Canvas

Project:

Clear **roles** for all team members

Important information about team members' **values**

Preferred ways of **communication** during the project

What do you aim to **achieve together** during the project?

Align expectations for the value co-creation project between all members

Roles	Values		Rules
Communication			Channels
	DIALOGUE	ACCESS	
Goals	TRANSPARENCY	RISKS-BENEFITS	Risks	Benefits
Expectations	Limitations		Mitigation

Agreements and guidelines for working together

How can everyone access essential **information**?

All the **benefits** of the project

Constraints that may affect the project and teamwork

Map the **risks** and **mitigation** methods and procedures

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Example

The Value Co-creation Canvas
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Project: Painting to work with emotions

Roles
- Center provides rooms and materials
- Weekly sessions by painter

Values
- Inclusiveness
- Honesty
- Respect

Rules
- Don't assume, always ask
- There are no stupid questions
- Creating safe space for all parties

Communication
- Biweekly meetings
- No work during weekends

Channels
- Regular online meetings
- WhatsApp for daily communication

DIALOGUE ACCESS

Goals
- Help neurodivergent people work with emotions

TRANSPARENCY RISKS-BENEFITS

Risks
- Not enough potential customers

Benefits
- Good portfolio case

Expectations
- Should help at least 30 neurodivergent people
- Both partners do the marketing

Limitations
- Sharing medical history
- Cannot work in groups with customers

Mitigation
- Both partners do the marketing
- Can offer better solutions for neurodivergent people

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www.collaboratewithcci.com

Sign up to receive more information and all the tools when launched

ArtWave experience

Some reflections

- Research shows that cross-sectorial collaboration between CCIs and nonCCIs is crucial for growth and innovation.

- Research also shows that the CCIs have the capacity to reshape narratives, challenge stereotypes, and amplify the voices of marginalised groups.

- These are the competencies we need to face current global challenges like climate change and artificial intelligence.

- Thus, we need relationships between CCIs and nonCCIs to capitalise on the benefits of cross-sectorial collaboration.

Let's try out the tools

Link for worksheets in Miro

Case example

You can use this imaginary idea or use your own

Big IT company wants to create a wellbeing program for their employees and do it in collaboration with CCIs business (arts). The aim is to improve employees mental health and encourage them to work more in the office and not from home to create better synergy between people.

You can choose if the CCIs business is independent actor / graphic designer / dancer or from some other arts field.

Motivations Canvas

For creatives, their drive to do business is closely connected to their creativity. Thus, we need to **map both corporate and creative motivations.**

Your cooperation partner

Motivations Canvas

Project partner:

CORPORATE

CREATIVE

Gain

Gain

Aspiration for cooperation: the external awards we can gain from it

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Pain

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Goals

The **end destination** for cooperation. It allows for the alignment of expectations and gives direction for cooperation.
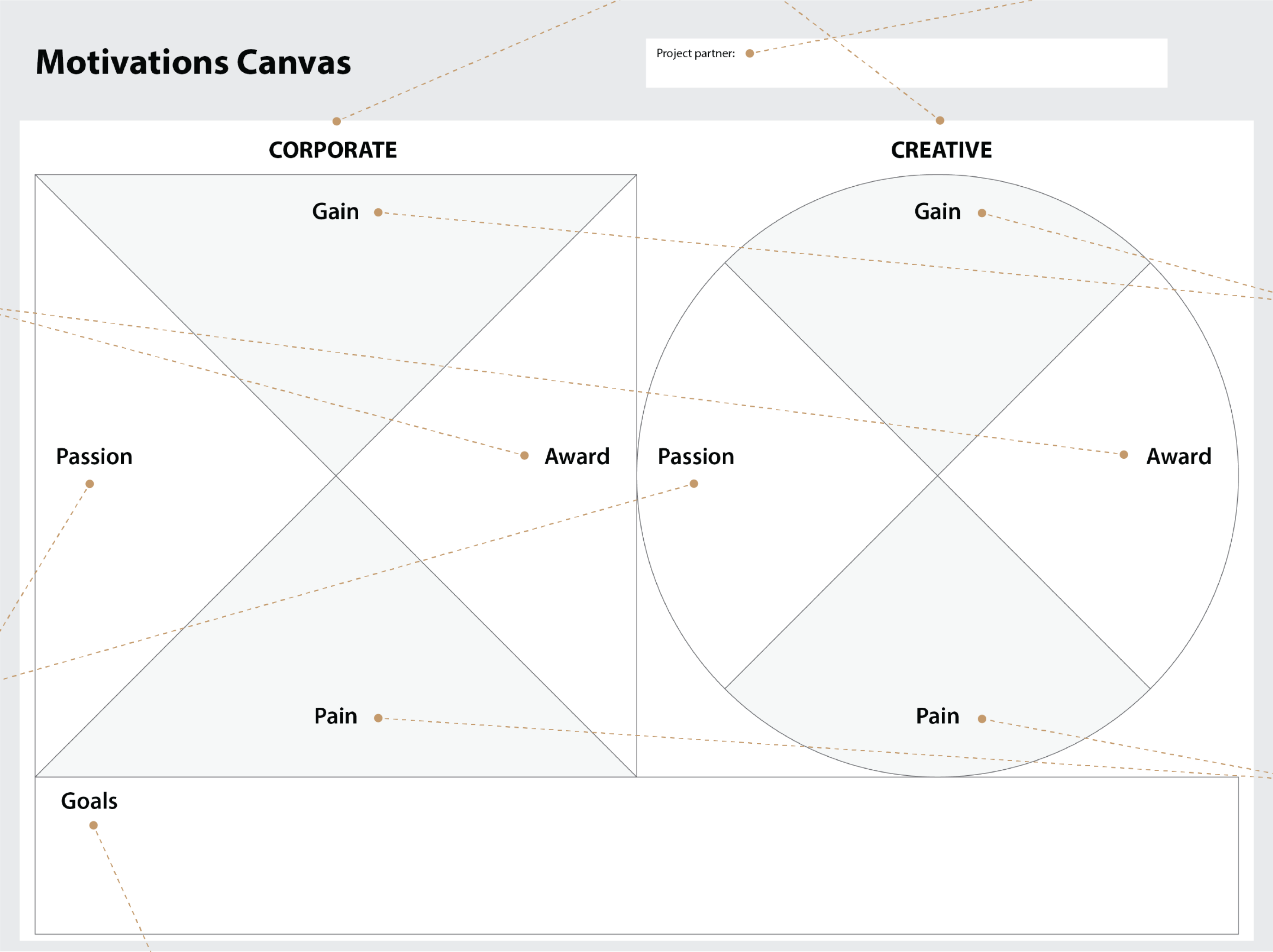
Instructions (1/2)

First, start working on the Motivations Canvas: <u>20 minutes</u>

Motivations Canvas

Project partner:

CORPORATE

Gain

Passion

Award

Pain

CREATIVE

Gain

Passion

Award

Pain

Goals

- The canvas has **4 main sections** - Gain, Pain, Passion, and Award - for your corporate partner (in a square) and for yourself (in a circle).

- Try to not spend more than **5 minutes** for each section.

- You can start with the section you prefer and then work through all of them.

Value Co-creation Canvas

The Value Co-creation Canvas

Fill the Canvas **together** with your collaborative partner and teams

Four essential **building blocks** that shape successful value co-creation: Dialogue, Access, Transparency, and Risks-Benefits.

Clear **roles** for all team members

Important information about team members' **values**

Preferred ways of **communication** during the project

What do you aim to **achieve together** during the project?

Align expectations for the value co-creation project between all members

Agreements and guidelines for working together

How can everyone access essential **information?**

All the **benefits** of the project

Constraints that may affect the project and teamwork

Map the **risks** and **mitigation** methods and procedures

Project:

Roles

Values

Rules

Communication

Channels

DIALOGUE   **ACCESS**

TRANSPARENCY   **RISKS-BENEFITS**

Goals

Risks

Benefits

Expectations

Limitations

Mitigation

Instructions (2/2)

Secondly, work with the Value Co-creation Canvas: <u>20 minutes</u>

The Value Co-creation Canvas

Project:

Roles	Values		Rules
Communication			Channels
		DIALOGUE	ACCESS
Goals	TRANSPARENCY	RISKS-BENEFITS	Risks	Benefits
Expectations	Limitations		
		Mitigation	
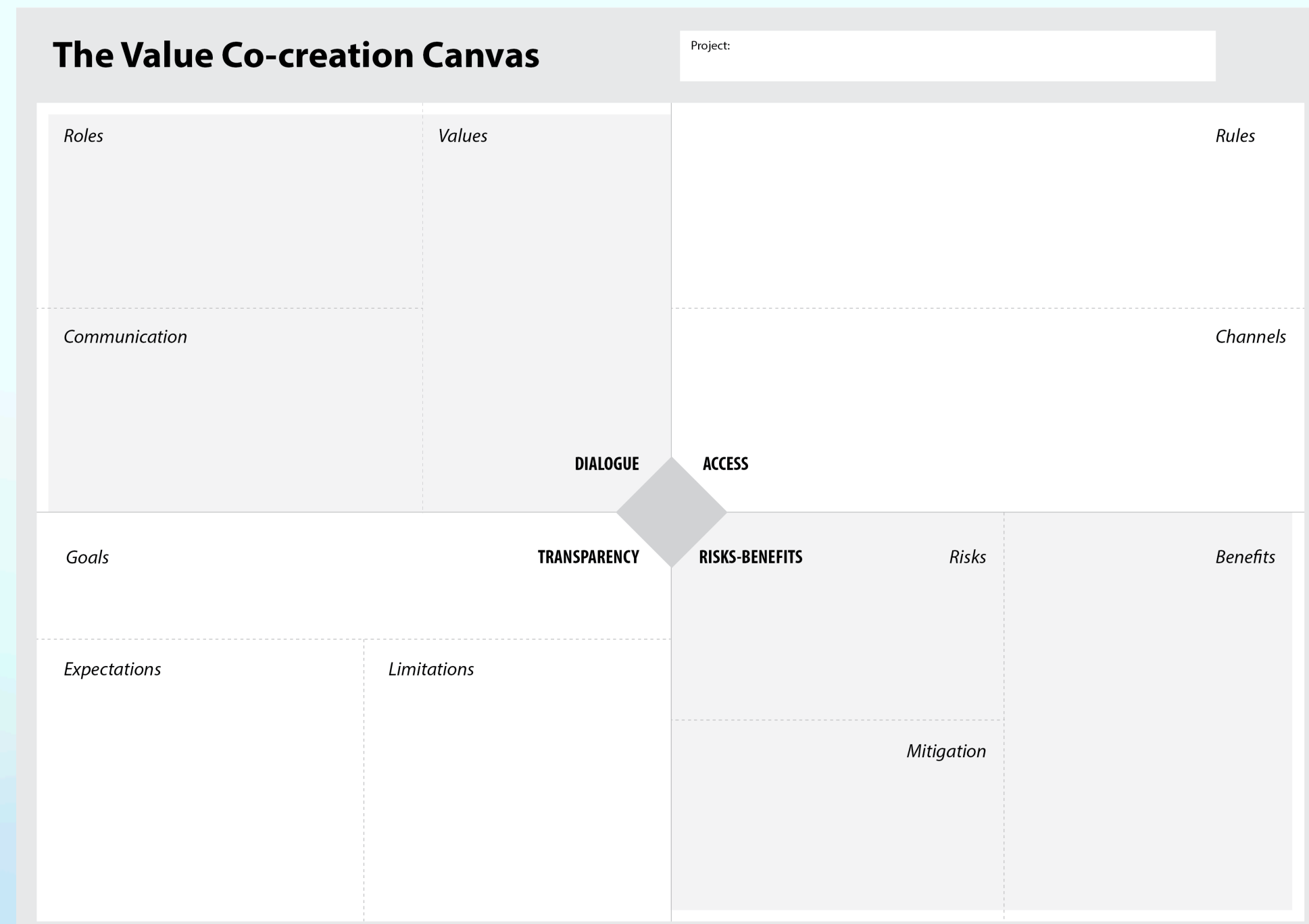
- The canvas has **4 main sections** - Dialogue, Access, Transparency, Risks-Benefits - with their own sub-topics.

- Try to not spend more than **5 minutes** for each main section.

- You can start with the section you prefer and then work through all of them.
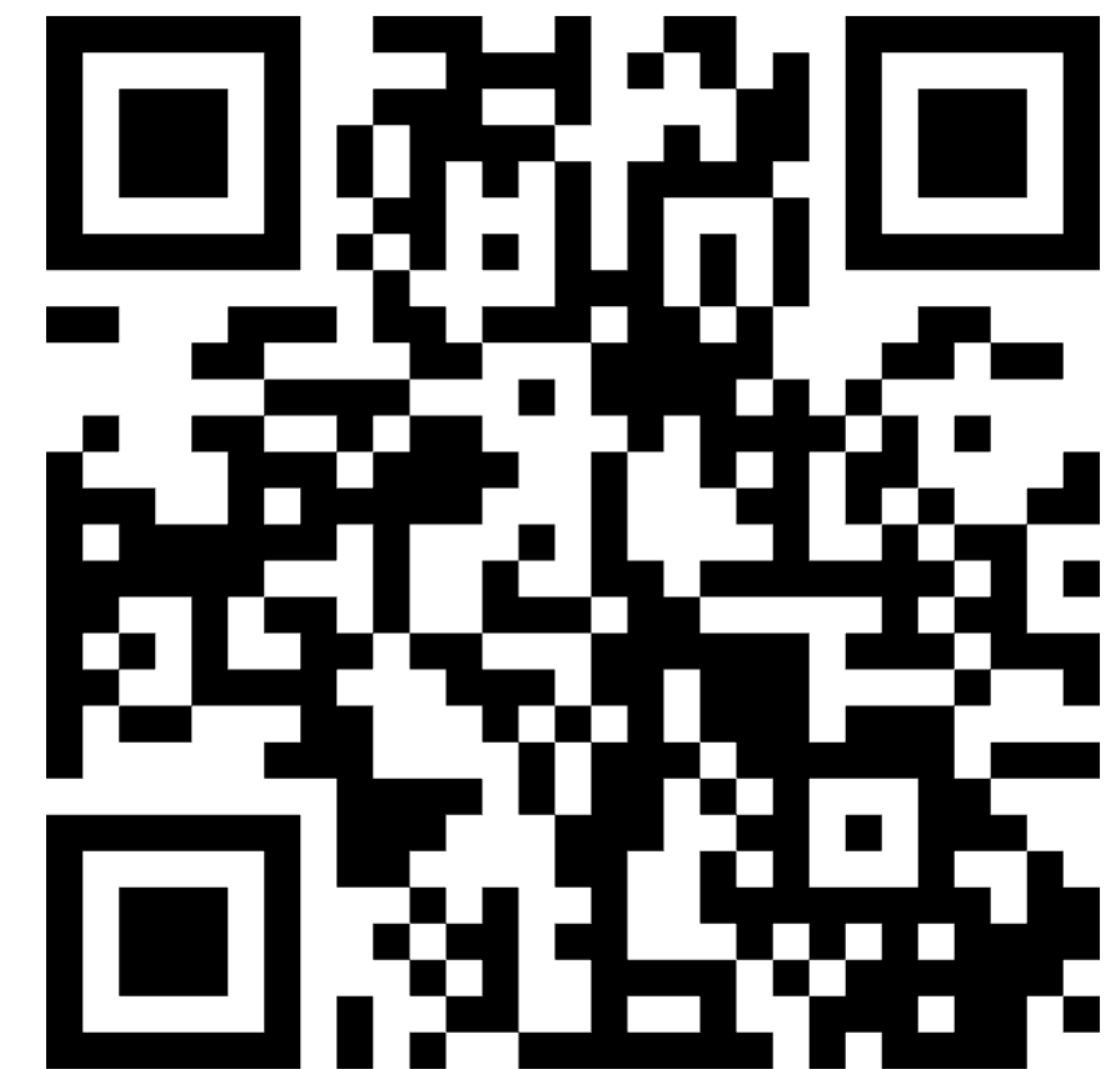
Other useful resources

- *To learn about creative entrepreneurship: www.ccitoolbox.com*

- *Creative Europe cooperation projects funding for arts and well-being projects: https://culture.ec.europa.eu/creative-europe*

- *Participatory business models for cultural heritage organisations: https://recharge-culture.eu*

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