

# FUSION

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## CREATIVE BUSINESS SKILLS

FASHION | UP-SKILLING | INNOVATION | OPEN NETWORK

# WORKBOOK

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# BUSINESS PLANNING TOOLS

This resources list can be helpful when thinking about your own business plan. You will be introduced to various options during the Business Visioning session, but it's useful to read through the different templates beforehand.

Our aim is to guide you to create your own custom business model – there is no 'right' way to do this, it needs to be specific to your own individual business circumstances.

This list of recommended reading is to be approached as guidance to help you create your own plan.

## RECOMMENDED READING LIST:

**Building your Business, the Right-Brain Way** by Jennifer Lee

**The Right-Brain Business Plan** by Jennifer Lee  
[rightbrainbusinessplan.com/books/](http://rightbrainbusinessplan.com/books/)

**Making Your Life as an Artist** by Andrew Simonet

**Making your Life as an Artist Workbook** by Andrew Simonet  
[www.artistsu.org/making/](http://www.artistsu.org/making/)

**Make Your Creativity Pay** by Pete Mosley

[petemosley.selz.com/item/ebook-make-your-creativity-pay](http://petemosley.selz.com/item/ebook-make-your-creativity-pay)  
**The Art of Shouting Quietly** by Pete Mosley  
[shoutingquietly.com](http://shoutingquietly.com)

**The Essential Guide to Business for Artist & Designers** by Alison Branagan

[alisonbranagan.com/books/](http://alisonbranagan.com/books/)

**Design Trust** by The Design Trust

<https://www.thedesigntrust.co.uk/publications/>

**A Successful Jewellery Business** by Angie Boothroyd

[bloomsbury.com/uk/setting-up-a-successful-jewellerybusiness-9781408130445/](http://bloomsbury.com/uk/setting-up-a-successful-jewellerybusiness-9781408130445/)

**The Nesta Creative Enterprise Toolkit to help identify business values**

<https://www.nesta.org.uk/toolkit/creative-enterprise-toolkit/>

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# DESIGNING YOUR FUTURE

Thinking back to the inspiring designers and makers we've heard from in the FUSION Masterclass series and how they shaped their businesses, what top tips can you take away?

What is your business dream? Take a moment to imagine: what does 2030 look like for you and your business? This is your vision. Where you have all the skills you need, the money in place, the confidence in your own decisions. What is your dream?

In defining your dream, you can identify your values, these should be up to seven key words or phrases that define the 'why' you do what you do. We recommend researching 'the why' from author Simon Sinek's 'The Golden Circle'. Brand values builds trust in your business with your consumers.

What are your core values?  
Be specific and be authentic.

To help you reach your dream, we recommend setting goals. We call these process goals. They can be big or small. Such as optimizing your website.

First, identify an area of your business to work on (such as finance or marketing). Identify what you have in place already and what you need to improve. Then set some process goals to help you get to your dream.

What is your process goal or goals for 2021?

We recommend doing an analysis of your current craft business; what do you have in place already, what are your skills, what would you like to have in place in the future, what do you need to have in place in the future and what barriers are in your way. This analysis will help you achieve the process goals you have set.

## ANSWER THE FOLLOWING:

What do you have?  
What do you need?  
What barriers are in your way?

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# BUSINESS MODELLING

Now you have your business dream, you have your analysis, and you have your first goals. Time to shape it into a business model. First step is to do some research:

Who is your craft role model and how do they run their business?

Identifying how others set up and run their creative business will help you identify ideas and structures that can help you model your business.

What does success look like to you?

How Important is earning money from your creative business?

These are two important questions to answer. The responses defines your motivations behind your craft business.

What type of creative business model do you want to have?

Full time, part time? A portfolio of activities?

What will earn you money?

What will earn you success?

Can you achieve all of these objectives all at once?

What are the priorities for now?

Notes:



# PRESENTING YOURSELF

How do you want others to perceive you?

Presenting yourself is a requirement in our personal and professional lives. In running your creative business, this is the way you communicate about what you do so that others respond in the way you want them to. Whether that is to buy your products, to collaborate, to grant you funding or to select you for an opportunity. Identifying your business dream, your values and your business model can help you present yourself more confidently to others digitally or in person.

What does your audience need to hear about your work?

Is this different from what you want to say?

How do you want others to see you as a professional maker designer?

What is standing in your way?  
Do these barriers really matter?

Some top tips for presenting yourself when in person. If you find nerves get in your way, your confidence leaves you when faced with a having to give a talk or having to network. There are some simple physical techniques to help you: Alexandra Technique, Yoga, Pilates are all forms of exercise that help you with your posture, your breathing and centering yourself. Be aware of how you stand, your breathing and your focus. Notice those who come across confident in speaking, notice how they carry themselves. Using posture and breathing techniques help remain calm and confident. Practice practice practice! Talk to others about what you do, film yourself, the more you practice, the more confident you become. Be aware of others: notice the behaviours of others, use eye contact, make your audience feel they are the most important thing to you right at that moment, show you care and actively listen to their responses and respond with consideration.

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# MARKETING AND COMMERCIALISING YOUR PRACTICE

Marketing is a fundamental element to your creative business for all forms of communication, in person, digital, visual, written or spoken. Three things to factor in for your marketing:

1. A budget (all costs linked to communication)
2. An allocation of your time (average % per week, per year)
3. Consistency across all forms of communication.

Identifying your values will help you remain consistent across all forms of communication. Remember, your visual communication, your design aesthetic, from the colour palette to the fonts you use, can support your written communication. Less scatter gun, more focused in approach –

What are your top three marketing priorities?

Can you find a news story in your business?

What ideas can support your visual communication?

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# FUNDING

The leading funder for the arts based in England is Arts Council England. They have two grant initiatives for artists:

1. Project Grants
2. Developing your creative practice

Both applications require a clear proposal, a project plan including budget and timeframe, a reference and evidence of your practice.

We recommend that you prepare everything on paper first before applying. We recommend identifying the 'why' you need funding, be specific. Do not assume the funding organisation knows anything about your idea, your business or your process. Once identified, then you can describe how you are going to make this happen.

Raising money is hard work and grant funding is competitive; to be successful.

What is your idea?

All funding options need a clear vision; concise messaging and a plan.

What would funding mean to you and how can you achieve it?

Crowdfunding; a great opportunity, is this one for you?

What are the barriers in your way?

NEED TO KNOW MORE ABOUT CROWDFUNDING AND THE OPTIONS AVAILABLE?

We recommend viewing a short 10 minute talk by Advantage Creative:  
[https://www.youtube.com/watch?v=7MidLd0F\\_Ks](https://www.youtube.com/watch?v=7MidLd0F_Ks)

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# A BUSINESS PLAN: A HOW TO GUIDE

An organic tool that provides structure; provides focus and helps to set aims, objectives and targets to start and maintain a business.

Referencing your aims and objectives on a regular basis will help with your own decision making. When elements of your business may not be going as planned this tool can help you to troubleshoot.

Your plan will be flexible and needs to be updated as your business develops– many business plans cover a three-year period, but some people have a rolling plan rather than a finite three-year plan.

A business plan will be useful to YOU as a professional tool and for making funding applications.

Your business plan will take time and consideration to develop.

Here are the headings found in a typical business plan outlining the main areas you will need to include:

## 1. COVER PAGE

With images, name and address. Be creative if you want – it's about YOU.

## 2. TABLE OF CONTENTS

## 3. EXECUTIVE SUMMARY OR INTRODUCTION

What the business is – description of product or service, what makes it sustainable, special and desirable to customers and clients.

What stage it is at – how long has it been operating.

Legal structure – sole trader, company, partnership, etc.

Include your aims and objectives for the business and how you plan to achieve them.

Outline your competitors, analyse the contemporary sector and the potential for growth. Indicate the size of your market and the audience you hope to capture.

# A BUSINESS PLAN: A HOW TO GUIDE

## 4. MARKETING

- Describe your target audience, profile them and explain how you will reach them.
- Illustrate how you will position and place your product or service in the marketplace.
- Outline your pricing and seasonal market if appropriate and how your audience may change over a period.
- Present a clear description of your target market based on research and analysis.
- Include a realistic SWOT of your marketing aims (Strengths, Weaknesses, Opportunities and Threats).
- Describe your current competition/collaborators and be realistic about your own prospects.

## 5. FINANCE

- This section may be looked at first by funders, asking backers for money, looking for collaborators or freelance work.
- It will include a cash flow forecast and current accounts information/spreadsheets.
- You may include bookkeeping records and accountancy details if using an accountant.
- Details of any loans, assets, debts
- It will outline short- and long-term scenarios for sales, costs overheads and cashflow.
- Be honest with yourself and realistic about your costs.



# A BUSINESS PLAN: A HOW TO GUIDE

## 6. MANAGEMENT

- Outline your experience and background..
- The key support for the business, yourself and skills – other income streams – other people working for you or supporting you.
- Outline the strengths and weaknesses of yourself as a sole trader or if working with others what the team brings to the business.
- Outline skills that you already have and what you still might need to acquire to support your business aims.

## 7. GOALS AND MILESTONES

- Set out your detailed goals and milestones for the first year of the plan and then aspirational goals for the second and third years.

## 8. EXECUTIVE SUMMARY OR INTRODUCTION

- This will appear first in your business plan, but it is written last!
- It will summarise your business plan and should include your artists or mission statement, explaining what your business is, who the audience is, what your aims and objectives are, what gives you the competitive edge, your current situation and your future dreams.
- Ensure that this summary is CLEAR, POSITIVE and PERSUASIVE. Try and balance sales and marketing talk with clear knowledge of your product, service or art form.

# BUSINESS PLAN NOTES AND JOTTINGS

Only you can decide how to organise your plan because everybody's business plan is unique. On the following pages you will find a basic format for a business plan which you can use as a starting point for your own business plan. Write in what fits with this business plan format or change the headings to suit you. Imagine it is for someone who knows nothing about you or your business and remember to convey your PASSION!

Introduce your business plan

TITLE PAGE

CONTENTS PAGE

EXECUTIVE SUMMARY

(quick hit of what you and your business are about)

## **Introduce your business**

Background information (if you are an artist you would write about your work - a version of your artists statement)

## **THE PRODUCT**

(goods and/or service)

## **MARKET INFORMATION**

(who might buy? any track record of sales?  
what is the potential for growth?)

## **PEOPLE INVOLVED IN THE BUSINESS**

## How will your business operate?

### OPERATIONS AND MANAGEMENT

(e.g. how will you do business? Who is responsible for what, is it just you or are others involved either as business partners or because you have outsourced the services of others?)

### LEGAL ISSUES

(e.g. protecting intellectual property, legal business structure, professional indemnity and public liability insurance, contracts)

### MARKET INFORMATION

who might buy? any track record of sales?  
what is the potential for growth?)

### MONITORING QUALITY

who might buy? any track record of sales?  
what is the potential for growth?)

### PROMOTION

(how will you share what you/your business offers )

### FINANCIAL OPERATIONS

(how will you manage money in and out? Do you need some initial investment to plug the gap between income and outgoings?)

## Business Strengths, Weaknesses, Opportunities and Threats (SWOT)

Have you identified any risks?

How will you keep an eye on them?

Can you plan to overcome them or reduce them?

## What is needed to set up and run the business?

### RESOURCES

(equipment, premises etc. this also includes skills and experience you have and skills you need to get, either by collaborating, buying them in or by gaining them yourself through training/mentoring etc.)

### FINANCIAL REQUIREMENTS

(how much money is needed to set up and run, what is your survival budget? What are you going to charge? How much do you need to sell to meet your survival budget - When is your break even point?)

What will happen in the future? (timeline)

#### LONG-TERM PLANS

(do you intend to develop other products and services? or develop variations on the initial product or service you are launching?)

Further information (anything that supports your plan)

#### APPENDICES

(this could include any market research, your CV and those of any collaborators/staff; testimonials from anyone who has already bought the produce/service or people who are keen to, your SWOT analysis, product or service information, samples/images of work etc)

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**good luck!**



## FASHION UP-SKILLING INNOVATION OPEN NETWORK

This workbook was developed by the Crafts Council (UK) on the occasion of the **FUSION Masterclass series.**

FUSION (Fashion Up-Skilling Innovation Open Network) is an international partnership project, funded by Creative Europe, that is offering designers/makers training in digital fabrication skills and co-designing methodologies towards the development of bespoke products, across fashion, textiles and wearables for active ageing citizens.

FUSION is delivered by four international partners:

### Lead Partner

**LIMERICK SCHOOL OF ART & DESIGN**

(Ireland)

Leading of Creative Business Skills

**CRAFTS COUNCIL**

(UK)

Leading on Product development

**DESIGN SCHOOL POLYTECHNIC INSTITUTE OF CÁVADO AND AVE**

(Portugal)

Leading on research into the access of  
digital fabrication tools

**FONDAZIONE SANTAGATA PER L'ECONOMIA DELLA CULTURA**

(Italy)