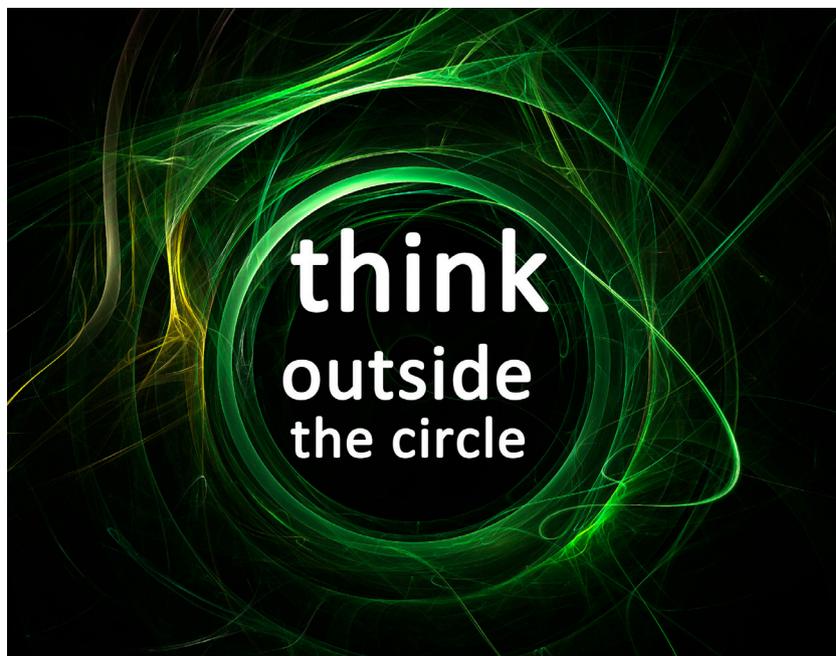


# creative territory



*In 2011, the Creative Industries Innovation Centre (CIIC) worked with its industry partners to select 50 high potential creative enterprises from around the nation to participate in a series of business model workshops.*

Through the provision of its business advisory services to 435 creative enterprises in 13 sectors, the CIIC understood the common business challenges facing small to medium creative enterprises – namely, strategic planning and business development.

In order to assist these companies with developing a business strategy, the CIIC developed a national series of workshops with creative businesses from marketing, advertising, communications, design and public relations. The aim of the workshop was to train them in the use of the Business Model Canvas and methodology, as developed by Alexander Osterwalder and Professor Yves Pigneur, in their book, Business Model Generation.

## ***About the Business Model Canvas***

The Canvas is a one-page tool that will help a business owner to map and understand their business visually. Innovation, creativity and design thinking underpin its use. It is divided into the following key areas: Key Partners, Key Activities, Key Resources, Value Proposition, Customer Relationships, Customer Segments, Channels, Cost Structure and Revenue Streams.

Workshop participants were coached and supported as they worked through the Canvas, by CIIC Business Advisers and industry partner representatives, and were introduced to topics such as: understanding your customer; defining your value proposition; considering the lifecycle of your channels to market, and securing the right partnerships and alliances.

The workshop was creative, interactive and enabled participants to view their business model from a new perspective. It allowed them to better understand the building blocks required for business transformation.

*Creative Territory, a Darwin-based public relations company, whose founder Tracy Jones, attended the Brisbane workshop, shares the impact of the Canvas on her business in the case study below. Creative Territory was selected to attend the workshop by CIIC industry partner, the Public Relations Institute of Australia.*



This page:  
Tracy Jones,  
Managing Director,  
Creative Territory.

### ***Creative Territory: An opportunity for staff and clients to contribute feedback***

Creative Territory is a public relations company that provides a range of services including reputation management through to strategic communications planning in the Northern Territory.

After a long career, the Founder and Managing Director, Tracy Jones, launched the business in 2006 to allow her to, “push my personal and professional development, to learn and grow, and to work on the things that I wanted to work on.”

Tracy had recognised the need to change and believed that her company need to offer services locally, but she wasn’t sure how to make this part of the business model. The CIIC’s Business Model Generation Workshop allowed Tracy to, “plant some seeds for how we might do it. The concept of defining our business model was attractive.”

Prior to the workshop, Creative Territory were content with their business success, and knew that they could continue to succeed in their small market, due to their connections in the local community. It was the opportunity to attend the workshop that enabled not only their business model to be defined, but to be challenged. Tracy explains:

“Looking at the Value Proposition was interesting because we have a set of values and we evaluated whether they were the right values or not. They are not wrong but are they capturing our client expectations and values. However, it made us think, do they represent the true value that our clients are looking for?”

A feature of the Business Model Canvas is that it offers the ability to not only define the business model, but to prototype the model with customers to enhance its application and practicality. For Creative Territory, “The Canvas offers the ability to take this feedback and understand how it can be incorporated into our business. Especially around which of our activities or resources deliver value.”

After the workshop, Tracy decided to take her staff, clients and partners to a 2-day offsite meeting, in order to, “work on the Canvas with them. They are clients that we know will be really honest about how we interact and how we work. We might hear some things that we might not want to hear but it will be valuable.”

The Canvas also helped Tracy to realise that what may be value to one customer may not be value to another.

“For some clients our Value Proposition is that we do everything, for others it’s around providing strategic advice and setting up systems so they can do it themselves,” she said.

One of the key features of the workshop for Creative Territory was about learning new ways of doing things and getting their business plan on a single page again after many years of development and expansion.

“At Creative Territory, we like learning and being open to new ideas. We jumped at the opportunity to do something different and we have now changed how we format our communication strategy, making it similar to the Canvas and our clients love it already.”

Such a business change was an example of the value received by Creative Territory and other business owners

## Case study

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who attended the workshop in Brisbane, QLD.

“It has been good to question why we do things. We are a classic people business. Our staff are our assets. When one staff member changes, it impacts the whole business. Business sustainability for us relates to managing that change and impact. The Canvas will help us to do this,” she said.

### ***Do you want to access the Canvas?***

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The CIIC recommends creative enterprises of any size use the Business Model Canvas to understand and develop transformational business strategies. (These tools are free and covered by Creative Commons.)

- Access the Canvas tool and associated materials: [Businessmodelgeneration.com](http://Businessmodelgeneration.com)
- Read the author’s blog: [Businessmodelalchemist.com](http://Businessmodelalchemist.com)
- Purchase the Business Model Toolbox iPad App on iTunes

### ***Discuss your own business model with an expert CIIC Business Adviser***

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#### **CIIC Biztro**

Creative businesses of any size can register for the CIIC Biztro, a free 1hour business consultation with an experienced adviser, held every month, around Australia.

#### **Enterprise Connect Business Review**

Creative companies turning over more than \$1million per year can apply for a comprehensive, independent and confidential Enterprise Connect Business Review.

#### **Group applications**

Business Review services can also be provided to groups of smaller firms (\$500,000 minimum turnover), which have a common business interest.

### ***Be inspired by creative entrepreneurs***

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#### **Creativeinnovation.net.au**

Read inspiring stories about Australia’s creative enterprises, which have developed unique value propositions and differentiated business models.

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## ABOUT CIIC

The CIIC supports the business of creative enterprise. It is an Australian Government initiative, part of the Enterprise Connect program and is supported by the University of Technology, Sydney.

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## FIND OUT MORE

Register online for a CIIC Biztro session:  
[creativeinnovation.net.au](http://creativeinnovation.net.au)

Apply for a Business Review:  
[enterpriseconnect.gov.au](http://enterpriseconnect.gov.au)  
or call the Enterprise Connect Hotline on 131 791

Call the Creative Industries Innovation Centre:  
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