



foolscap

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.

Adele Winteridge, founder of the interior design studio Foolscape, attended the Melbourne workshop, and below shares the impact of this on her business. Foolscape was selected to attend the workshop by CIIC industry partner, the Design Institute of Australia (DIA).

Case study



Cover image:
The Doghouse, pop-up
bar October 2010,
Darlinghurst, Sydney.

This page:
Vanishing Elephant,
Mesware boutique, QV
Building, Melbourne.

Foolscap: Never lose sight of your external environment and be ready for the opportunities that arise.

Adele Winteridge launched Foolscap in 2009, and today the business is an energetic creative studio, with a focus on innovation and experiential design. Foolscap delivers full-spectrum interior design services and their portfolio includes everything from retail and hospitality fit-outs, to temporary event spaces, pop-up bars and product design. Adele was encouraged to attend the workshop by another business owner who shares their studio space – highlighting the importance of business partnerships.

As a growing business, Adele saw the opportunity to attend the workshop as a great way to “step away from the business, to look at it with a broader perspective and to challenge the thinking around what the business is, could be and how it is structured.”

The use of the Canvas allowed Adele and her fellow colleagues to ask key questions around the business and to challenge their thinking specifically around channels, partners and the external environment.

The Canvas discussions provided new ideas and enabled Foolscap to think differently about pricing.

“The interaction with the workshop and the canvas offered the opportunity to consider how we price for what we do. One of the greatest values we offer is the photos that we take around the design projects completed. So we have incorporated this into our pricing. The photos on the website draw attention, so we have that upfront rather than as an

afterthought,” Adele said.

Adele also saw the Business Model Canvas as a way to manage the risks of the business.

“The greatest risk is around growth management and understanding which activities and resource are critical to the value proposition proposed allows us to know what we must focus on.”

As a young company, Adele understands that they need to think strategically, be flexible and quick to adapt to a changing environment.

“We need to understand the external environment and how this will impact the business. We cannot be all things to all people but must have a strong pipeline of work.

“We are investing a lot of time into the business and have built a strong team of experienced staff to manage large projects. Staying alert to not only happens within your business but also in the business environment around will help you be responsive to both opportunity and risk.”

The Business Model Canvas was a valuable tool Foolscap, at their current stage of the business lifecycle as it was a, “... tool that was easy to understand, visual in its application and one that we can continue to use as we grow. This will still be useful for our organisation in 5 years time or at any stage down the track,” Adele said.

Case study

Do you want to access the Canvas?

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
- Read the author's blog: Businessmodelalchemist.com
- Purchase the Business Model Toolbox iPad App on iTunes

Discuss your own business model with an expert CIIC Business Adviser

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

Creativeinnovation.net.au

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

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.

FIND OUT MORE

Register online for a CIIC Biztro session:
creativeinnovation.net.au

Apply for a Business Review:
enterpriseconnect.gov.au
or call the Enterprise Connect Hotline on 131 791

Call the Creative Industries Innovation Centre:
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