



ROYAL CENTRAL
SCHOOL OF SPEECH & DRAMA
UNIVERSITY OF LONDON

ual:

RNCM
ROYAL NORTHERN
COLLEGE of MUSIC

A cross-discipline and cross-institutional approach to entrepreneurship in the creative industries

Michelle Phillips, Royal Northern College of Music

Jessica Bowles, Royal Central School of Speech and Drama

Marcus O'Dair, University of the Arts London

@StARTcreatives

Plan

- StART Entrepreneurship Project
- Key learning points so far
 - Managing uncertainty - creative practice and current societal, industrial and international challenges (Jessica Bowles, Royal Central School of Speech and Drama)
 - The individual artistic journey (Michelle Phillips, Royal Northern College of Music)
 - Money matters (Marcus O'Dair, University of the Arts London)
- To what extent are these aspects of training particular to creative industries students?
- To what extent do these apply across our arts disciplines?
- How should traditional approaches to training for creative industries students be adapted for the post-COVID sector?

StART Entrepreneurship Project

You are here | [Home](#) | [StART Entrepreneurship Project](#)

The StART Entrepreneurship Project (StART) is a collaboration between the Royal Northern College of Music (RNCM), Royal Central School of Speech and Drama (RCSSD) and University of the Arts London (UAL) to support the professional development of students within the creative arts.

Established in 2020 following a [significant grant](#) from the Office for Students and Research England, StART will enrich the entrepreneurial training provided at the three world-leading institutions via new and enhanced tuition and a range of knowledge exchange activities. These include student workshops, professional placements, mentorships and networking opportunities with partner organisations across the creative industries sector.



Related Pages

[▶ Royal Central School of Speech and Drama](#)

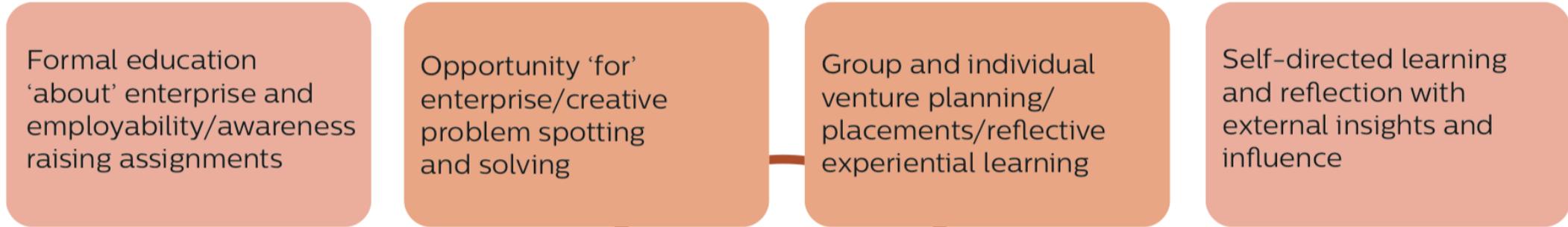
[▶ University of the Arts London](#)

The ambition of the StART Entrepreneurship Project is to help students to develop the necessary skills and real-world experience to build successful and sustainable careers, while researching and sharing best practice with the Arts Education sector.

StART Entrepreneurship Project Priorities

Priorities to be addressed by the project	OFS and RE Priorities
To develop and test good practice for delivering an entrepreneurial scheme relevant to the UK creative industries with a student-focused programme, which will be transferrable and scalable across all Arts & Design HEIs.	A
To support the UK creative industries by developing students with the mind set to think ahead, work across disciplines, develop transferrable skills, network, collaborate with mentors, and take charge of their own learning and careers.	A,B
To address the challenges of enterprise education content for the UK creative industries that include the use of STEM terminology, lack of identifiable role models, fragmented creative ecosystem, lack of support for self-employed, micro-enterprises and SMEs, and barriers in uptake and inclusion.	B,C

Learning in the curriculum



Enterprise awareness

Understanding what enterprise means to me

Entrepreneurial mindset

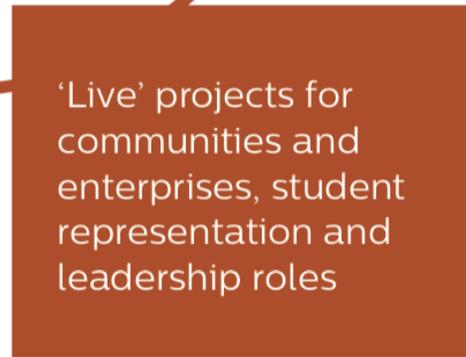
Development through participating learning

Entrepreneurial capability

Development through guided experience and practice

Entrepreneurial effectiveness

Self-directed progression and leadership



Learning beyond the curriculum

StART Entrepreneurship Project: a year of headlines

- Over **4,000** hours of training offered to students across the three partners in the project: RNCM, University of the Arts and Royal Central School of Speech and Drama
- **92** creative industry partners and organisations engaged
- **328** events delivered
- **86** new materials produced for future work with creative industry students



Managing Uncertainty - Creative practice and current societal, industrial and international challenges



Managing Uncertainty

- Effectual logic, starts with who you are and what you know... and who you know.
- Social Enterprise – enterprise as activism
- Challenge perceptions - Case Studies 'failure as a source of new knowledge'



Managing Uncertainty



- Managing Uncertainty activity at RNCM: Get Creative Fund winner Olivia Hamblyn project on musicians health and wellbeing
- Managing Uncertainty activity at UAL: hackathon, Social Design Institute, Centre for Circular Design



ROYAL CENTRAL
SCHOOL OF SPEECH & DRAMA
UNIVERSITY OF LONDON

ual:

RNCM
ROYAL NORTHERN
COLLEGE of MUSIC

The Individual Artistic Journey



The Individual Artistic Journey

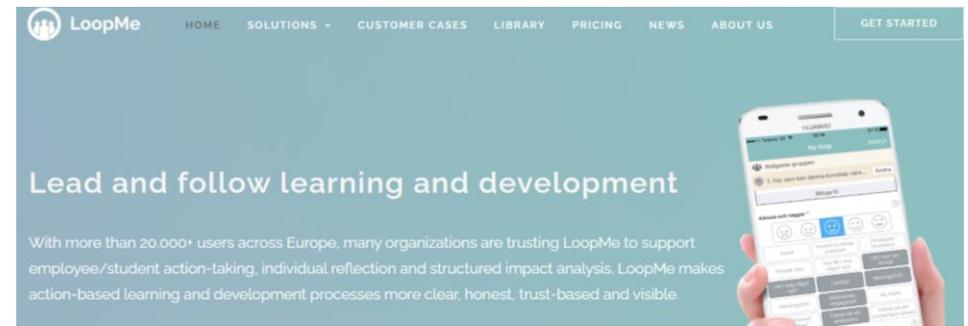
“Our results suggest that music students are apt to unite bohemian with entrepreneurial qualities and thus perceive synergies between supposedly contrasting identities. Arts educators could draw on this integrative predisposition by encouraging students to embrace both bohemian and entrepreneurial identity aspects and by helping them to accommodate their potentially disparate identities.” (Schediwy et al, 2018, p. 193)

“For the artist, the practice of entrepreneurship is multi-layered, and qualitatively different from the practice of entrepreneurship in the traditional business sense” (Bridgstock, 2013, p.125)

“Knowing how to practise in a personally value-congruent way, in order to add value of some type/s through art, is a fundamental aspect of successful arts practice, and yet the process of learning how to do this is often tacit and the outcomes implicit and not easily explained, even by successful professional artists. The ability to tap into and pursue personal career goals, while also being able to chase other shorter-term venture creation, project and enterprise goals successfully, involves both career identity depth and career identity adaptability on the part of the artist.” (Bridgstock, 2013, p. 130)

The Individual Artistic Journey

- Revalidation of undergraduate degree programmes for Sept 2021
- Reflection (LoopMe.io)
- Speed networking
- Mentoring
- StART Conversations drop ins
- Value of peer collaboration
- Importance of alumni
- Access and inclusion



“I have heard some fabulous ideas this afternoon and am happy to carry on advice if needed, by email or in 'real life' whenever that happens! Well done all...what a creative bunch you are!”

“I wish I were inexhaustibly RICH!! I'd be investing in some of these projects - wow!!!”

- Feedback from industry experts after speed networking session

The individual artistic journey

- Individual journey activity at UAL: 1:1s, graduate entrepreneurs matched with an industry-specific mentor on our Graduate Incubation Programme
- Individual journey activity at Central: impact of global majority practitioners leading sessions and changing the mode of submission on the diversity of applicants to the enterprise award



Money matters: Making a living



Making a living



- Defining entrepreneurship
- Types of value
- Money as a taboo
- Role of privilege
- Individual student journey

Making a living

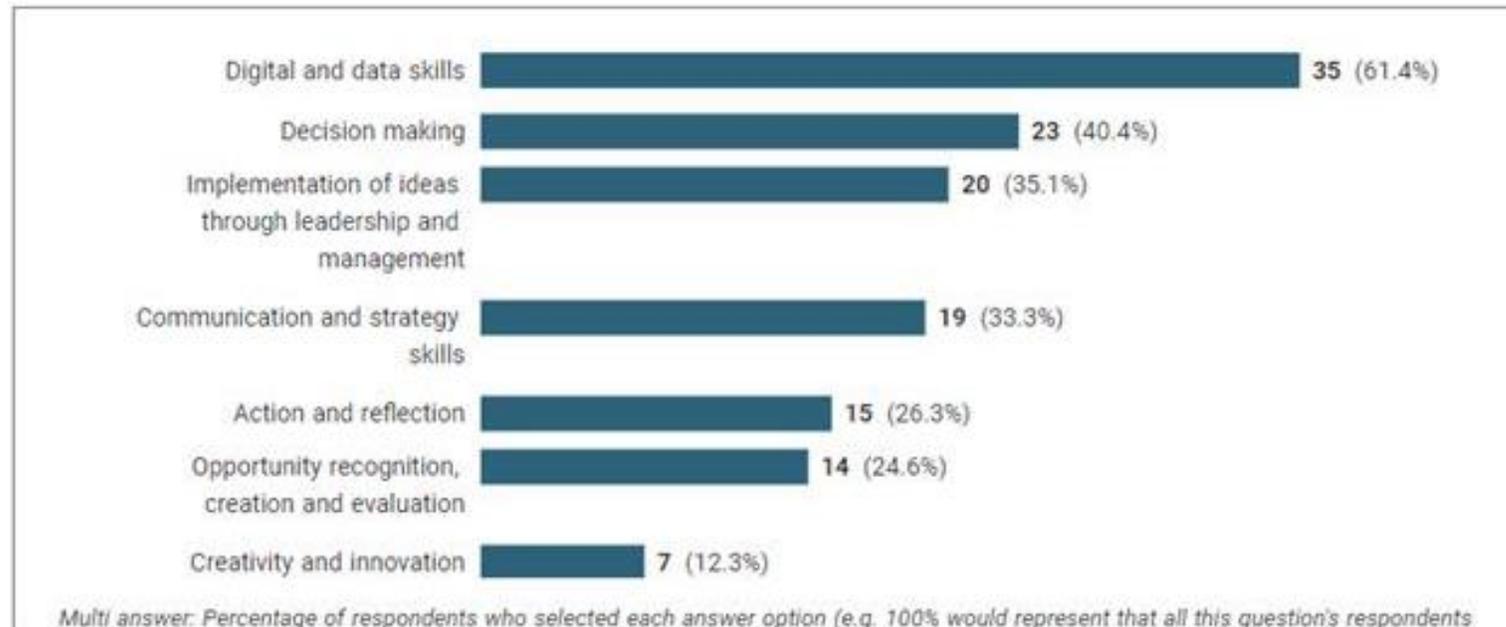
- Making a living activity at Central: Success of Tim Malnick's session focussing on unconscious but limiting ideas around money.
- Making a living activity at RNCM: Year 3 Creative Innovators class on per capita cost of living, year 4 classes on budgeting and tax



Conclusions

Carefully considered, planned, and informed training in entrepreneurship and related skills is more important than ever for creative arts graduates.

11 What qualities or skills below do you feel least confident in? Please select up to 3 options. For definitions of each option, click "More info".



Next steps



**KickStART
CREATIVE
LAB**

CONNECT,
COLLABORATE
AND CREATE

**5 - 7 NOVEMBER
2021**

ARE YOU READY TO SHAPE THE FUTURE OF THE CREATIVE INDUSTRIES? WOULD YOU LIKE THE CHANCE TO BUILD CONNECTIONS WITH OTHER CREATIVE ARTS STUDENTS?

The KickStART Creative Lab is an opportunity for students across the arts to join together in a weekend of collaborative workshops, skills development and learning for future creative industry leaders. This is a unique opportunity to meet and work with fellow students from Royal Northern College of Music, University of the Arts London and Royal Central School of Speech and Drama to explore and develop innovative and creative ideas and projects. The schedule will feature interactive sessions, talks and Q&A sessions with exciting guests from a variety of creative practices who have established their unique space and position within the creative industries in the UK.

WHY GET INVOLVED WITH THE KICKSTART CREATIVE LAB?

You will:

Develop ideas for your artistic projects

Explore ways to build a sustainable livelihood in the arts

Make contacts for future collaborations

Build on and extend your current skills in business planning, leadership and team working

Get feedback and guidance from experienced professionals from across the creative industries

[#KickStARTCreativeLab](#)

Applications are open **Friday 7 May - Friday 25 June 2021**.

Email start@rncm.ac.uk for further info on how to apply or to register your interest.

- Continuation of StART activity across HEIs
- 2 'bootcamp' weekends
- Final symposium
 - Aligning and comparing our findings with relevant frameworks, e.g. EntreComp
- Student-led activity
- Embedding and legacy



Olivia Hamblyn @HamblynOlivia · Jun 24



Words can't express how grateful I am to be awarded with the Yamaha Entrepreneurship Award & the RNCM Creative Innovator Award to kick-start my charity Musicians' Minds Together - a charity to support classical musicians with mental health issues. @RNCMvoice @StARTcreatives 🎉💜



“I am so grateful for the StART project. The whole programme was invaluable to me and has equipped me with the skills needed to pave my way into a music industry that is so rapidly changing. Without the inspiration from this wonderful scheme, I would have never been able to get to where I am today with my new charity-Musicians’ Minds Together.” – Olivia Hamblyn, year 4 (final year) undergraduate vocalist 2021022, RNCM



@StARTcreatives

Thank you for listening

Michelle Phillips, Royal Northern College of Music

Jessica Bowles, Royal Central School of Speech and Drama

Marcus O'Dair, University of the Arts London

**Thanks to everyone involved in StART, and all of those who
has supported and advised us**



ual:

Marcus O'Dair

Tessa Reed

Dan Henderson

Ashleigh Dunn

Arantxa Echarte

Dabinder Rai

Zoe Tynan-Campbell

Alyssa Becht

Henrietta Garnett

Beki Gowing

Natalia Rogalska

RNCM
ROYAL NORTHERN
COLLEGE of MUSIC

Michelle Phillips

Hannah McCabe

Nicola Pennill

Keith Phillips

Daniel Syder

Ava Podgorski

Barbara Kelly

Jennie Henley

ROYAL CENTRAL
SCHOOL OF SPEECH & DRAMA

UNIVERSITY OF LONDON

Jessica Bowles

Kamari Romeo

Deirdre McLaughlin

John Sibley

Ellen Pruyne

@StARTcreatives

Resources and reference

Online resources

Effectuation: <https://www.effectuation.org/sites/default/files/documents/effectuation-3-pager.pdf>

Planned Happenstance: <https://www2.aston.ac.uk/migrated-assets/applicationpdf/careers/341923-Create%20a%20Lucky%20Career.pdf>

References

Bridgstock, R. (2013). Not a dirty word: Arts entrepreneurship and higher education. *Arts and Humanities in Higher Education*, 12(2-3), 122-137.

Schediwy, L., Bhansing, P. V., & Loots, E. (2018, 2018/05/04). Young musicians' career identities: do bohemian and entrepreneurial career identities compete or cohere? *Creative Industries Journal*, 11(2), 174-196.

<https://doi.org/10.1080/17510694.2018.1489197>