

The Musician as Creative Entrepreneur

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Chief Executive – *Cause4*

From musician to Creative Entrepreneur



- Chetham's School of Music, Manchester
- Guildhall School of Music & Drama, London
- Professional violinist
- Move to marketing, management, fundraising
- Professional development obsession
- Back home to London Symphony Orchestra



Cause4 was launched in May 2009 to support charities, philanthropists, and social enterprises as development and fundraising partners



Charity

Arts

Sport

Education

“Supporting charities and social enterprises to grow”

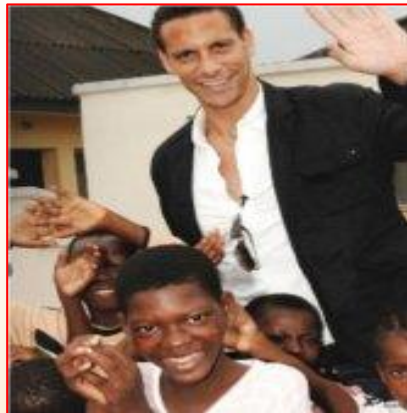
Cause4 – Strategy and Fundraising



Cause4 – Enterprise



Cause4 – Philanthropy and Philanthropy Foundation



£38m charitable fundraising since May 2009, now c. £750k a month

Some of our clients



Graduate Entrepreneurship Programmes



Cause4 Entrepreneurship Programme

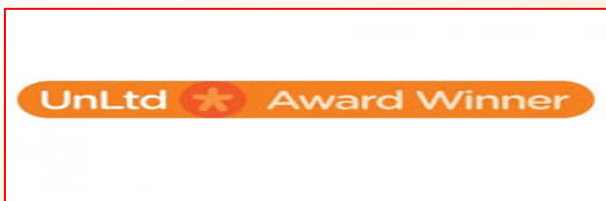


Guildhall School Creative Entrepreneurs



Arts Fundraising and Philanthropy Fellows

Our Awards



Cause4 has four priorities for ensuring innovation and development in the fundraising sector:

- **Talent Development**

By 2018 attracting 250 new graduates into careers in fundraising and preparing the most talented graduates to embark on successful careers in strategic development.

- **Philanthropy**

Providing £100m new investment in philanthropic programmes by 2018

- **Strategy**

New centres in Philanthropy, Arts Fundraising, Convenor of Change

- **Entrepreneurial Thinking**

By 2018, we are committed to developing at our own cost, one major entrepreneurial project each year that will be a game-changer for the sector.

What then are we
striving for?

The achievement of our BHAGS!

Big
Hairy
Audacious
Goal



- Providing strategy and fundraising that raises over £750k a month
- Thinking innovatively, working across multiple projects
- Keeping up with, and leading, sector change
- Enterprise and creativity!
- Nobody saying no

- The graft – blood, sweat and tears
- The 10,000 hour rule
- The perils of a small business – cash and staff
- Sleep deprivation!
- Nobody saying no

- Knowing myself
- The ability to take feedback and learn
- An ability to work hard
- A need to have an entrepreneurial outlook to be able to have a 'good enough' career
- Not in a box, the portfolio career

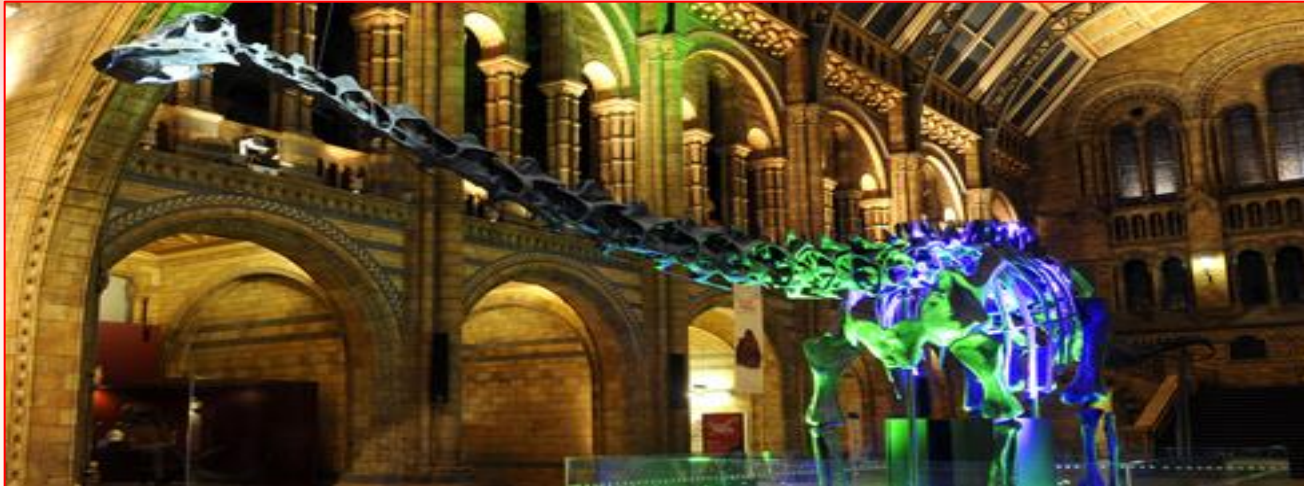
Panos Panay who is heading up the newly created Berklee Institute for Creative Entrepreneurship:

- Good listeners
- Connecting with audiences
- Failure is a daily routine – its called practice
- Improvise
- Innovate/disruptive
- Tell stories
- Embrace hard work

What do we mean by entrepreneurship in the arts?

Can entrepreneurship make the musician master of their own destiny?

- French root 'between-jobs' – willing to take risks in order to make a profit or...
- The pursuit of opportunity beyond the resources currently controlled



- What is the ground-breaking work in the sector?
- What is interesting and distinctive and unique about it?
- What are its characteristics?
- What is it? Why does it work? What is its impact?

Spotify – new map Serendipity
– what happens when two
people listen to a piece of music
at the same time?

Use of real-time data – Kyle
Macdonald first artist in
residence.



Talent backer – new crowd
funding sites for artists and sports
people to get ahead

More about personal development
and goals than crowd-funding per
se

Great musician entrepreneurs



- Bought Clarence House Hotel in Dublin and turned it into 5* resort
- Co-funder of entertainment private equity firm
- Stakes in 15 companies
- Founded Edun Clothing
- Philanthropist



Why entrepreneurship for musicians?

- Competition and survival
- Commercial instinct and spotting opportunities
- Broadening income streams and new business models
- Creating innovative business models
- Finding different, creative solutions
- Innovative marketing/programming
- Rewarding the mindset of the portfolio career



- Putting on concerts
- Gigging
- Teaching
- Conducting
- Contracting & Presenting
- Recording & Audio Engineering
- Web Development
- Publishing
- Composing & Arranging

According to a report by the U.S. Bureau of Labor Statistics, During the 2008–18 decade, most new wage-and-salary jobs for musicians will arise in religious organisations

Entrepreneurship as the creation and enhancement of the community

The fostering of a 'gift culture'

The musician and community



"If you always do what you've always done, you'll always get what you've always got."

Henry Ford

- Build entrepreneurship into culture and values
- Celebrate and value the portfolio career
- Partner and collaborate – open source
- Build entrepreneurship around the faculty
- Give potential for people to be curious and learn
- Actively celebrate role models – not just in musical excellence, but in entrepreneurial excellence and the portfolio career
- Give students tools for resilience and for being able to build their own careers

What is happening in Creative Entrepreneurship?

- Guildhall School of Music & Drama Creative Entrepreneurs
- Eastman School of Music - entrepreneurship programmes are run out of the Rochester (N.Y.) school's Institute for Music Leadership.
- Manhattan School of Music president Robert Sirota set up the Center for Music Entrepreneurship at Berklee (joint programmes MIT and Harvard), blogs on Creative Entrepreneurship



- Cultures are very hard to change
- Build a culture plan – systems and processes + behaviours
- Work at it every day
- Get the team to own it



Questions?