The Musician as Creative Entrepreneur

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My Personal Journey

From musician to Creative Entrepreneur
Biography

• 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.

“Supporting charities and social enterprises to grow”
What we do

**Cause4 – Strategy and Fundraising**

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

**Cause4 – Philanthropy and Philanthropy Foundation**

**Cause4 – Enterprise**
Some of our clients

[Images of various clients, including an orchestra, a woman, a child, and a Santander bank branch.]
Graduate Entrepreneurship Programmes

Cause4 Entrepreneurship Programme

Guildhall School Creative Entrepreneurs

Arts Fundraising and Philanthropy Fellows
Future Vision – what next?

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
Cause4: The best parts

- 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
Cause4: The worst parts

- 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
What did my musical training give me?

- 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
Why do musicians make great entrepreneurs?

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?
Entrepreneurship definition

• 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?
Entrepreneurial thinking

**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-founder 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
The musician and 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
What do our conservatoires need to do to adapt?

"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?