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Creativity and business workbook : practical tools for business development in the creative sector

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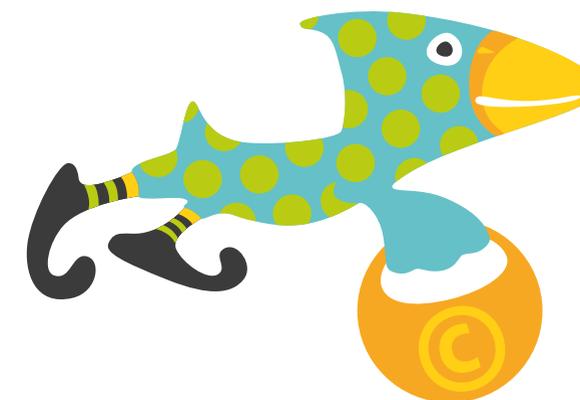
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Creativity and Business

WORKBOOK

Practical tools for business development in the creative sector

This book is based on Finnish practices. The authors and the publisher are not responsible for the applicability of factual information to other countries. Readers are advised to check country-specific information on business structures, support organisations, taxation, legislation, etc.



Foreword



Creative industries
 + enhanced business skills
 = INNOVATIVE ENTERPRISES
 AND PROFITABLE BUSINESS

Do you have a business idea? Or perhaps you have only just started formulating an idea of a new product or service you would like to offer. Have you identified a practical problem and thought of a good solution? Use the exercises in this book to test whether your idea is a viable product and if you have what it takes to become an entrepreneur.

Why the creative industries need a dedicated book for business development

There is already a plethora of good books on business development available. This book can be used as a complementary resource, as it offers practical exercises to help you develop your business idea and yourself as an entrepreneur. The book can be read straight through or you can dip in and choose the sections that suit you best. The table of contents is also a good checklist for business development: tick each box once you know the answer to the question. This book differs from a traditional business textbook in that it specifically deals with business ideas and business development in the creative sector. By this we don't mean entrepreneurs who think or act creatively - although there are obviously plenty of those as well - but rather business ideas and entrepreneurs working in the creative industries*.

In the creative industries, entrepreneurship often starts from a novel, unique idea

The business operation itself follows the same principles as in other industries - the idea is to make a profit. However, that is often the only similarity. Our experience suggests that in the creative industries, entrepreneurship often starts from a novel, unique idea. Usually it also means that the revenue logic and the production chain have to be created from scratch. Turning an abstract subject into a product is a challenge: how to convince financiers, suppliers and customers to buy into a product that is not tangible or in any way familiar? In many cases, customers need to be persuaded to buy into a process whose outcome is not yet known. Although imagery and ideas are used to sell products in practically all industries, a creative product is itself about imagination.

Entrepreneurs in creative industries have a slightly broader view of the world

Becoming an entrepreneur in the creative industries is rarely about entering an existing market and competing with an existing or slightly improved product, as is often the case in other industries. In the creative industries, the venture is often about creating something new and unique. It also takes courage. It is not easy to embark on an unknown road without any signposts. Each individual product can be totally different. Designers produce a unique piece after another, and in the film industry, each work has to be different. Creative entrepreneurs have insight and the courage to follow their hearts. In the words of one trailblazer working in the creative industries: "Entrepreneurs in creative industries have a slightly broader view of the world."

The "Creative Business Model Canvas" for formulating a business plan

We, the authors of this book, have delivered hundreds of business advice sessions and "Creativity and Business" courses to people working in the creative industries. Through this work we have found that the best way to crystallize a business idea in the creative sector is to use practical exercises and questions. The contents of this book are based on this approach. The book also includes the "Creative Business Model Canvas" developed by us. The canvas is a one-page business plan attached to each chapter which you can fill in as you read through the book so that by the end, you will have finished the business plan without too much effort. The Creative Business Model Canvas is based on the existing Lean Canvas and Business Model Canvas concepts for business plan formulation, but in our view it has a more suitable formula for the creative industries. This book was written as a support tool for independent learning, as a textbook for various types of business start-up courses and as a business advice resource. First and foremost, we wrote the book to inspire and encourage more people to start a business in the creative industries. We hope you too will be inspired!

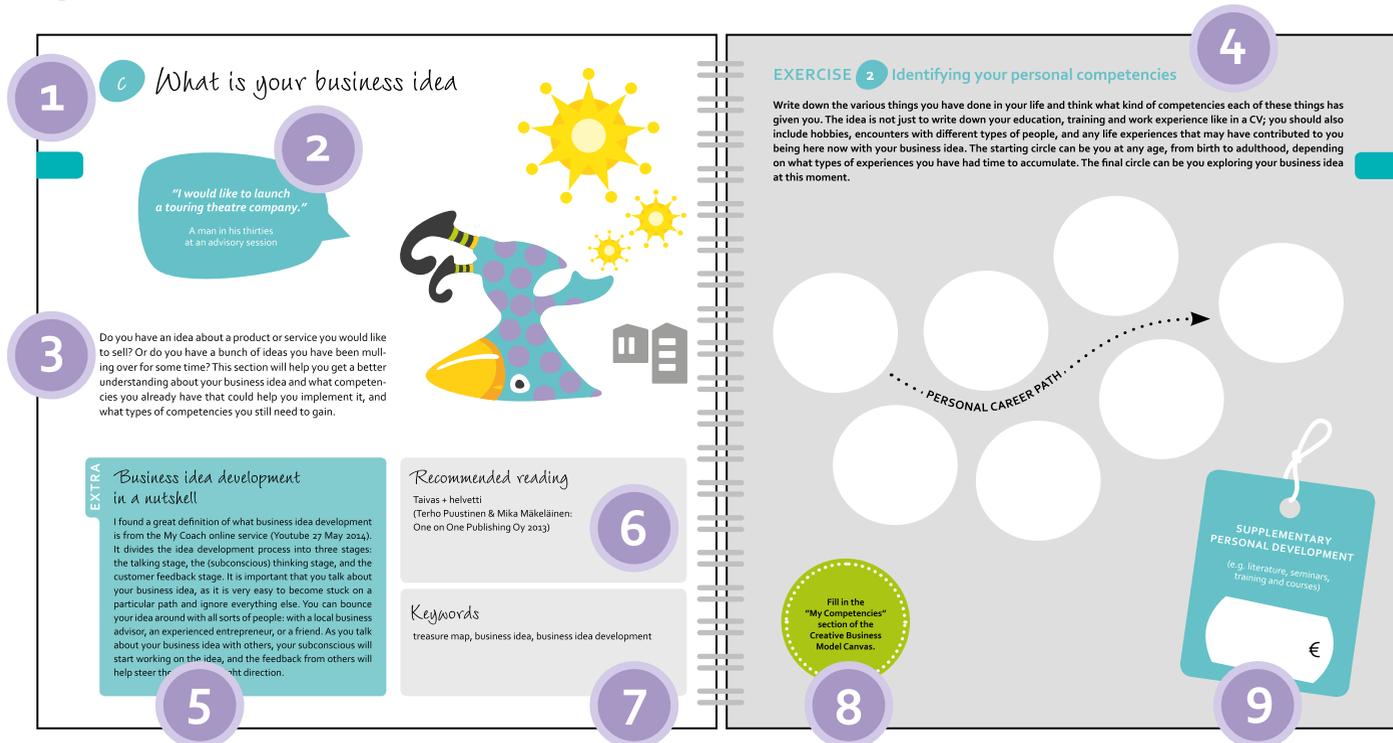
* CREATIVE INDUSTRIES

INDUSTRIES INVOLVING PRODUCTS THAT ARE REPRODUCED	<ul style="list-style-type: none"> Television Animation and films Software and digital gaming Literature Music 	<ul style="list-style-type: none"> TV production and broadcast; pay channels Film, video and TV production; movie distribution, video rental Computer game production; software development and manufacturing Pre-production services for printing and publishing; binding, book wholesale, online and retail sales, book publishing The recording industry; home entertainment, musical instrument manufacturing; retail and wholesale, recording studios and publishing, agencies and promoters
SERVICE INDUSTRIES	<ul style="list-style-type: none"> Marketing communications Architecture Design 	<ul style="list-style-type: none"> Architecture services Ad agencies Product design; graphic design; interior design; industrial design
CULTURE AND ARTS	<ul style="list-style-type: none"> Culture and arts retailers Performing arts Original artistic works 	<ul style="list-style-type: none"> Art and antique sellers; galleries; auction houses; museums Performing arts and associated services Artistic creation (independent artists who create original works)

Source: Julkinen rahoitus luovien alojen yrityksissä. Publications of the Ministry of Employment and the Economy. Innovaatio. 26/2013. Figure 4.

How to use this book

- 1 The book is divided into **six chapters and sub-sections** dealing with different topics. You can read the book through one chapter and topic at a time, or you can use the checklist of the table of contents to select sections on topics in which you need more information and support.
- 2 Each section opens with a **creative entrepreneur's thought** on the topic.
- 3 **The introduction** gives a brief description of the topic.
- 4 Each section contains **exercises** that help you reflect on your own skills and business idea and develop your business idea further.



- 5 Each section also includes an **EXTRA** box with **interesting tidbits** about the topic at hand.
- 6 For each topic, **tips on further reading** are given in the grey box.
- 7 The second grey box contains recommended **keywords** for searching more information about the topic online.
- 8 By completing each section of the one-page business plan or **"Creative Business Model Canvas"** (page 74), by the end of the book you will have a complete business plan.
- 9 By writing down your business start-up costs (e.g. marketing or logistics) in the **price tag box** of each section, by the time you get to the Finance and Administration section you will already know your start-up costs and you can enter them in the receipt provided in the Finance and Administration section (page 57).

This book is based on Finnish practices. The authors and the publisher are not responsible for the applicability of factual information to other countries. Readers are advised to check country-specific information on business structures, support organisations, taxation, legislation, etc. Factual information about Finnish practices should also be checked in case of differing interpretations by authorities.

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= innovative enterprises and profitable business

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Tick the box once you know the answer.

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1 YOU

At the heart of your business idea and venture is you: your hopes, skills, motivation and vision. This chapter contains exercises that can help you define what you really want and what your business idea actually is. You will also be encouraged to think why you want to implement this particular idea and what skills and knowledge you already have.

What do you want?

What do you know?

What is your business idea?

Why do you want to implement this idea?



a What do you want

"When I grow up, I'm going to create a business from creativity. I want to help share creativity, experiences and good ideas. I will be an independent culture producer."

Lan Le-Gävert, cultural producer



As a child, you may have written entries in your friends' 'friendship books', which often included the question "What will you do when you grow up?" Did you ever write that you would be running your own business - or would you write that now?

EXTRA

Time-out for a would-be entrepreneur

I know a guy who used to think about starting his own business. He realised, however, that at that time in his life he didn't have the energy to give that extra push that is needed when you start a business. He decided to take a year out and used it to get himself into shape. A year later, well rested and energetic, he started his own business.

Recommended reading

Itsensä johtaminen (Reija Salmimies ja Sirkku Ruutu: Talentum Media 2014)

Omannäköinen elämä: näin teet hyviä valintoja (Leena Ståhlberg & Marjaana Herlevi: PS-kustannus 2017)

Keywords

entrepreneur test, entrepreneur well-being, occupational well-being, self leadership

EXERCISE 1 The entrepreneur test

Take this short entrepreneur test to find out what your priorities are for the near future and how compatible they are with becoming an entrepreneur.

- For me, the most important thing in life is _____ and _____ are also important.
- What is not at all important to me is _____
- I would like to start my own business because _____
- Becoming an entrepreneur would change my life by _____
- If I were an entrepreneur, it would have an effect on my nearest and dearest because _____
- In five years' time, I would like to _____

PERSONAL RESOURCES (health, relationships, work-life balance)



8. Answer the following statements by choosing 'yes' or 'no'.

Are you physically and mentally fit?.....	Yes	No
Are you able to... ..work hard?.....	Yes	No
..work long hours?.....	Yes	No
..cope with stress?.....	Yes	No
..wait – perhaps a long time – for your business to get into full swing?.....	Yes	No
Are you able to handle... ..difficult customers?.....	Yes	No
..tight deadlines?.....	Yes	No
..pressure?.....	Yes	No
..commitments?.....	Yes	No
..financial problems?.....	Yes	No
How much time are you able/willing to dedicate to your business?	hours/week	
Is it enough?.....	Yes	No
Are you able to commit to something for the long term?	Yes	No
Can you work alone?.....	Yes	No
Are you flexible?.....	Yes	No
Are you curious?.....	Yes	No
Are you an active person?.....	Yes	No
Are you patient?.....	Yes	No
Do you like taking responsibility?.....	Yes	No
Do you find it easy to ask for help or advice from others?	Yes	No
Do you believe in yourself and your abilities?.....	Yes	No
Do you get on well with other people?.....	Yes	No

What are the results?
Are your answers in balance with the occupational well-being chart?

b What do you know

"My superpower as an entrepreneur is my ability to get excited about everything and be in awe of the mundane."

Minna Janhonen,
Monkey Business
design and innovation agency for learning



Your competencies are your number one tool as an entrepreneur. The previous chapter tested your entrepreneurial skills - the generic prerequisites that are needed in running your own business. It is also important to note that in the creative industries, your personal competencies and your business idea can be practically the same thing. A crude example: a good writer sells communication services, a good seamstress

makes clothes, and a good smith makes iron gates. How can you translate your personal competencies first into a business idea and then into customer demand? Keep reading to find out! But first fill in your Personal Career Path to determine what you already know and can do, and what life experience do you have that could be useful in the development of your business idea.

EXTRA

All tools need occasional maintenance

You can maintain your knowledge and skills by attending courses, training events and seminars related to your field, by joining relevant mailing lists and discussion forums and - you may be surprised - by reading everything under the sun, from parenting magazines to popular science journals and newspapers. But why? Because this will help you spot silent signals about future directions and trends in the world. This way, as new needs and requirements emerge, you will be at the forefront, ready to respond to the demand with your product.

Recommended reading

Unelmahommissa: tee itsellesi työ siitä mistä pidät
(Satu Rämö & Hanne Valtari: WSOY 2017)

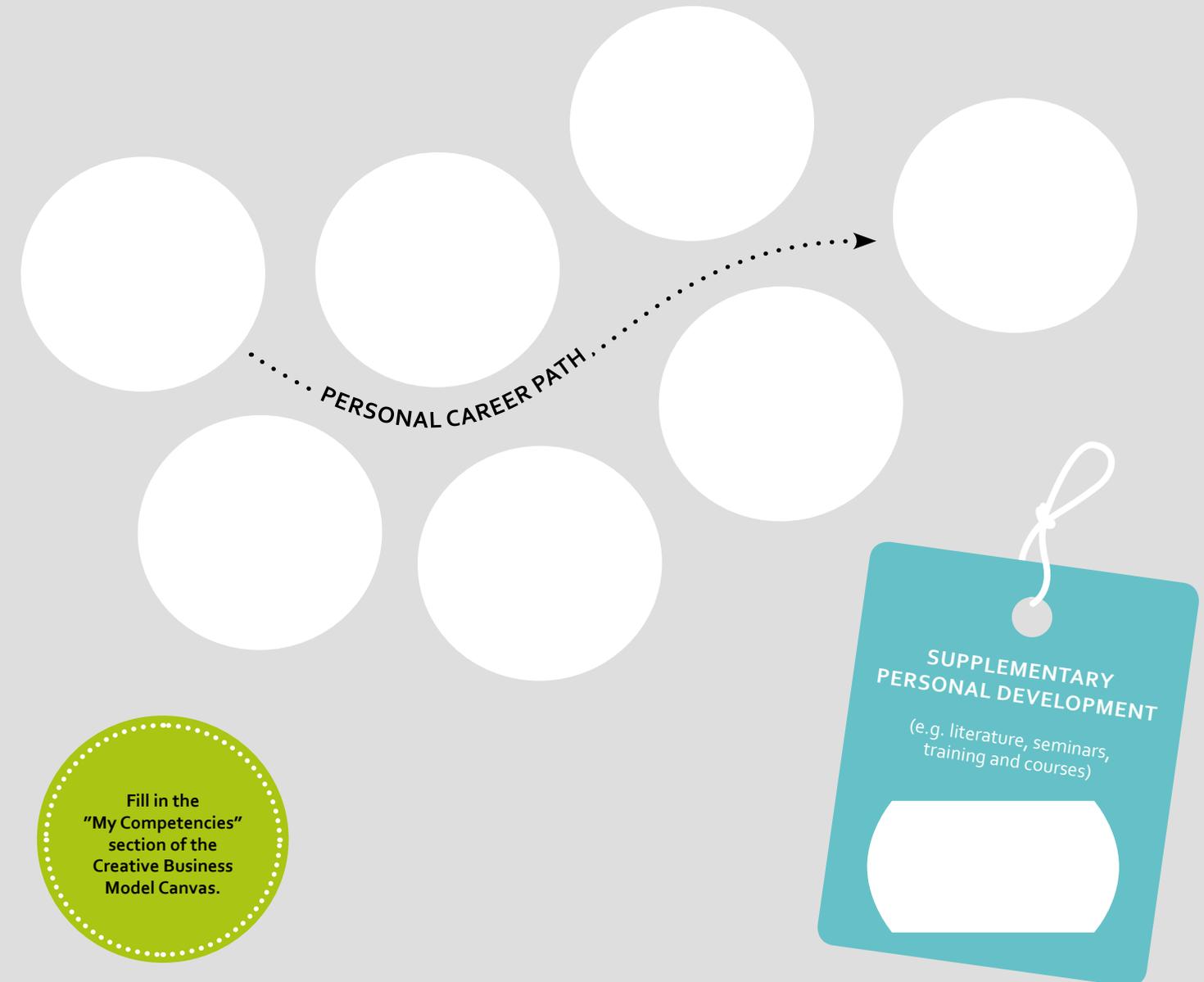
Uuden työelämän aakkoset: kuinka saat työn, josta tykkäät
(Eero Leppänen & Katleena Korteso: Docendo 2013)

Keywords

career path, swot, identifying personal competencies, skills inventory

EXERCISE 2 Identifying your personal competencies

Write down the various things you have done in your life and think what kind of competencies each of these things has given you. The idea is not just to write down your education, training and work experience like in a CV; you should also include hobbies, encounters with different types of people, and any life experiences that may have contributed to you being here now with your business idea. The starting circle can be you at any age, from birth to adulthood, depending on what types of experiences you have had time to accumulate. The final circle can be you exploring your business idea at this moment.



c What is your business idea

"I would like to launch a touring theatre company."
A man in his thirties at an advisory session



Do you have an idea about a product or service you would like to sell? Or do you have a bunch of ideas you have been mulling over for some time? This section will help you get a better understanding about your business idea and what competencies you already have that could help you implement it, and what types of competencies you still need to gain.

EXTRA

Business idea development in a nutshell

I found a great definition of what business idea development is from the My Coach online service (Youtube 27 May 2014). It divides the idea development process into three stages: the talking stage, the (subconscious) thinking stage, and the customer feedback stage. It is important that you talk about your business idea, as it is very easy to become stuck on a particular path and ignore everything else. You can bounce your idea around with all sorts of people: with a local business advisor, an experienced entrepreneur, or a friend. As you talk about your business idea with others, your subconscious will start working on the idea, and the feedback from others will help steer the idea in the right direction.

Recommended reading

Taivas+helvetti osat 1,2 & 3
(useita tekijöitä, One on One 2013-2015)

Keywords

treasure map, business idea, business idea development

EXERCISE 3 A treasure map to develop your business idea

Are you familiar with the dream board exercise? The idea is to go through newspapers and magazines and cut out words and pictures that are related to your goal or dream, and glue the clippings on a board which you can then display somewhere prominent where you can see it all the time. When you identify your dreams and make them visible in this way, your subconscious will start working on them. Using this thought, fill in the treasure map below by writing your most important business idea in the centre circle and any other ideas you might have in the other circles. Then write on the right side the skills and knowledge you already have that can help you implement the idea and the competencies you need to acquire. Finally, think about how you could develop the missing competencies.

Fill in the "Business Idea" section of the Creative Business Model Canvas.

I already possess the following competencies that can help me implement the idea:

+
+
+
+
+

I need to work on these areas in order to be able to implement my idea:

-
-
-
-
-

d Why do you want to implement this idea

"Instead of searching for good solutions, look for good problems."

Kaj Mickos,
Professor Emeritus in Innovation Techniques



Have you given any thought to why your business idea is so important to you? Or is it really important? Would you have the energy to work for your idea today, next summer, the year after? If your answer is yes, what motivates you to develop and implement your business idea? Do you feel that it would provide a solution to a problem for a specific group of people? Or is it the set of values that your idea represents that is important to you? In my advisory work, I have noticed that people in the creative industries tend to fall in love with

their business ideas without giving much thought to who would actually need the product - whose problem would it solve. Put simply: who would actually buy the product. Another common problem is that the would-be entrepreneur wants to carry on tweaking the idea even when it is time to test the idea with a focus group and start making concrete plans for selling the product. The next exercise will help you determine what is more important to you: the excitement of the brainstorming stage, or actually implementing the idea.

EXTRA

Is it possible to create a market and a demand?

I was talking to a tourism business owner about the creation of new markets and needs. In his view, it is unethical to sell people something they do not know they need. And yet, especially in the creative industries, the business idea is often something never-before-seen that doesn't have an existing market. Therefore, the market has to be created. You must first sell the problem and then the solution. Is that unethical or good salesmanship?

Recommended reading

Liiketoimintasuunnitelma roskakoriin!
(Ollis Leppänen: Tammi 2013)

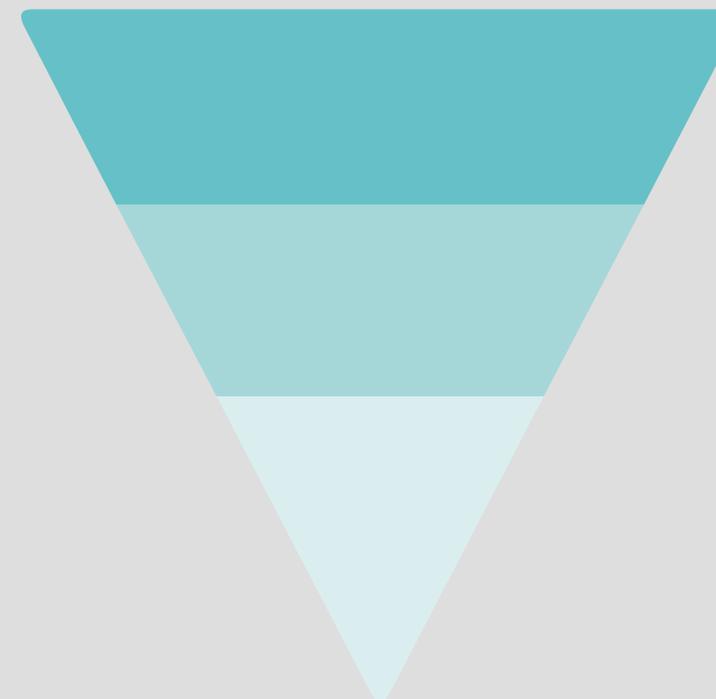
Hyvä liiketoimintasuunnitelma
(Johannes Hesso: Kauppakamari, 2015)

Keywords

value chain, customer orientation, product orientation

EXERCISE 4 Values, motivation and vision

Did you know that journalists construct articles in the form of an inverted pyramid? The top section should be dedicated to the most important, weightiest information, followed by less important information, and then the least important parts of the story, so that the bottom sentences can be cut off without affecting the integrity of the article. This exercise will help you see what is the most important part of your business idea and what could be left out. With this understanding you should be able to move from the development stage to the implementation stage. Link the statements on the right to a suitable position in the pyramid. Then imagine cutting off the two lowest bars.



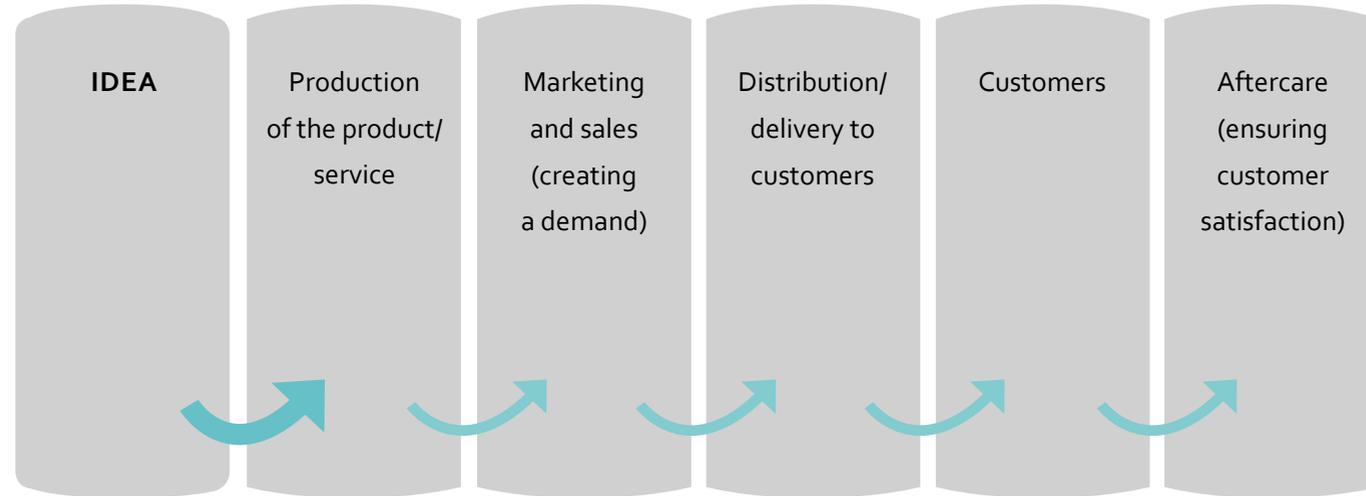
- My business idea provides a solution to a clear problem.
- My product creates a need for people, and my business idea responds to this need.
- It is important for me to be able to express myself through my business idea.
- My business idea would help me promote my personal values in society.
- I have always wanted to become an entrepreneur, and now I have a business idea.
- I couldn't find employment, so I started working on my own business idea.

Fill in the
"Values, motivation
and vision for
implementing the
business idea"
section of
the Creative Business
Model Canvas.

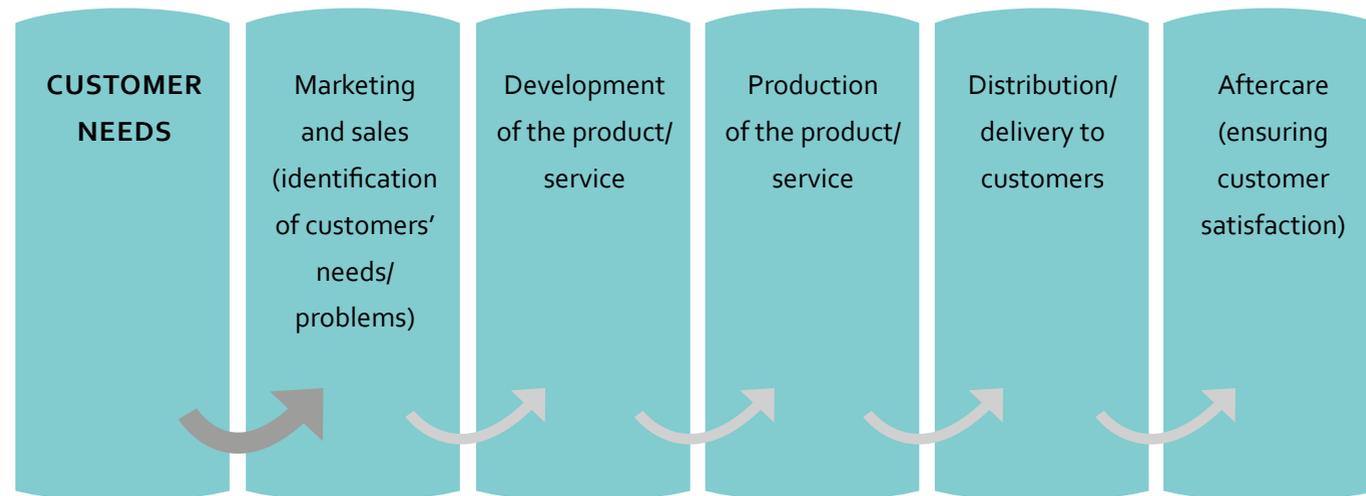
What remains?

Is your business idea more product-oriented or customer-oriented (see the figures on the next page)?

VALUE CHAINS IN CREATIVE INDUSTRIES



Value chain: the idea is the starting point



Value chain: The customer is the starting point

Source: Luovien alojen yritystoiminnan kehittäminen. Verkostomainen toimintamalli -selvitys. Publications of the Ministry of Education and Culture 2006:47

2 FROM IDEA TO PRODUCT

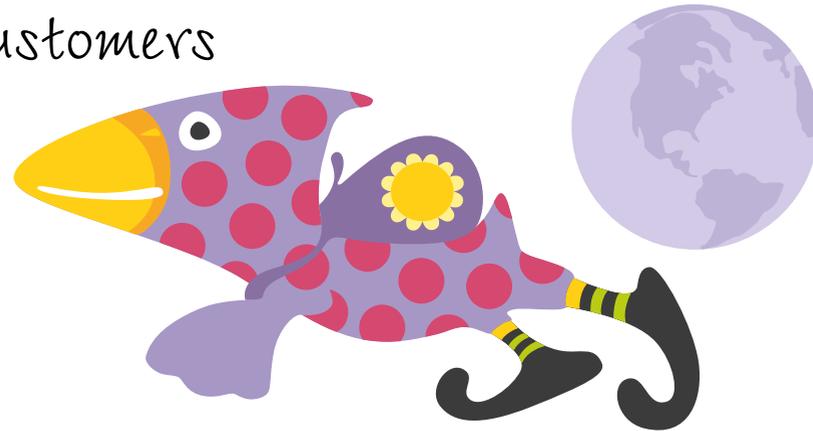
It is now time to turn your business idea into reality. The sections of this chapter can help you turn your business idea into a concrete, saleable product, or 'productize' it. There are no shortcuts for turning an idea into a product: it is not enough to just slap on a price tag and build a website, but on the other hand, it isn't rocket science either! The business idea is packaged into a clear product that allows the customer to see what he or she is about to buy and how the product can be bought. The productization process is also beneficial to the entrepreneur: marketing and sales are much easier with a concrete product that has a justified price. It is also important that you familiarise yourself with other products and operators in the same industry and, on the other hand, understand that a competitor could be quite far removed from your product. And don't forget that selling a product is often about selling an idea, an image, which means that your product isn't ready until it - and you - has a story.



a To whom: the customers

"My target market is the whole world."

A business advice customer at the start of an advisory session



Without customers, you will not have a business regardless of how good your business idea is. That is why it is important to start the productization process by concentrating on identifying your potential customers and what their needs are. This is called customer segmentation. The objective is to formulate an idea about your potential customer in an everyday setting. Although this idea tends to be a stereotypical, rough characterisation, it will help you mould your product to respond to your customers' needs and problems. Segmentation is also useful for marketing purposes. Different markets

and different customer groups make purchase decisions on different grounds. That is why it is not a good idea to apply a one-size-fits-all marketing approach, but you should modify and target your marketing message in different ways to make it more economical and effective. The next exercise will help you define who your customers really are, what needs they have, and what everyday problem your product could help resolve for these customers. This way, you will get to know your target market and understand what kind of a product they would be ready to purchase.

EXTRA

The customer = the payer?

Has it occurred to you that the person paying for the product is not always the customer? For example, in nursing homes, a cultural service is purchased by the local authority, but the customer is a nursing home resident. In theatre visits, the purchase decision could be made by a child and the payer is a parent. Whose needs do you intend to target with your product?

Keywords

customer segmentation, differentiation, demographic principles, crowdsourcing, customer-orientation, service design tool kit, empathy map

Recommended reading

Palvelumuotoilun bisneskirja
(Mikko Koivisto, Johanna Säynäjäkangas & Sofia Forsberg : Alma Talent 2019)

Palvelumuotoilu
(Juha Tuulaniemi: Talentum 2011)

Service design toolkit (www.servicedesigntoolkit.org)

This is service design doing: applying service design thinking in the real world

(Marc Stickdorn, Adam Lawrence, Markus Edgar Hormess & Jakob Schneider: O'Reilly 2018)

Viiden tähden asiakaskokemus: tee asiakkaistasi faneja
(Perttu Ahvenainen, Janne Gylling & Sani Leino: Kauppakamari 2017)

EXERCISE 5 Potential target markets and their needs

Describe your business idea in the box below using descriptions that are as concrete as possible. Then write down in the three boxes the most potential target markets for this business idea and answer the adjacent questions. Finally, review your answers and think about how your business idea would respond to an everyday problem or need of each of your target markets.

YOUR BUSINESS IDEA

TARGET MARKET 1

1. Describe the target market with three adjectives.

2. What does this target market do during the day and for leisure?

3. What challenges/needs does this target market have in everyday life?

How would your business idea respond to these needs/challenges?

TARGET MARKET 2

1. Describe the target market with three adjectives.

2. What does this target market do during the day and for leisure?

3. What challenges/needs does this target market have in everyday life?

How would your business idea respond to these needs/challenges?

TARGET MARKET 3

1. Describe the target market with three adjectives.

2. What does this target market do during the day and for leisure?

3. What challenges/needs does this target market have in everyday life?

How would your business idea respond to these needs/challenges?

Fill in the "Customers" and "Problem/need" sections of the Creative Business Model Canvas.

6 What: product packaging

Can you explain your business idea in just ten words? Your business idea is not a product until it can be summarized briefly so that anyone can understand what your product is about and how it benefits the customer. The concretization and packaging of the product is also helpful to yourself. Instead of having to develop the product or service from scratch for each customer, you will be able to sell additional features or accessories that have been specified in advance. There is a tendency to think that customers always want uniquely customised products or services, but on the other hand, if the customer is not presented with any options, how does he know what he wants? Here is an example: In your mind, compare the websites of two farm tourism operators, both of which promote occupational well-being services. One website states that the farm can arrange all kinds of content and catering, and customers are advised to send in their requirements to request a quote. The other website lists the available programme options in three separate text boxes, followed by additional boxes for additional services that can be added to the basic packages. Which farm would you choose?

Keywords

productization, product package, service design, stages of productization

"Good packaging is about creating a minimalistic and clear package that still offers maximum amount of information."

Peter Mustelin,
design agency Bhava Industries Ltd.

Recommended reading

Muotoilua meillekin! Muotoilu- ja brändiopas yrittäjille
(Anita Saarelainen: Konsultointi Paavo ja Liisa Oy 2019)

Tuotteistajan taskuraamattu
(Antti Apunen ja Jari Parantainen: Talentum 2014)

Ideasta kaupalliseksi palveluksi: matkailupalvelujen tuotteistaminen
(Mika Tonder: Restamark 2013)

Tuotteista tähtituotteita: tarinoita, tehtävää, teoriaa
(Jaana Villanen: Kauppakamari 2016)

EXTRA Service design gives a holistic view of the service through the customer's eyes

You have probably noticed how service design has become a hot topic in recent years. But what exactly is it? The concept of service design encompasses a range of tools that help you examine your service as a path: how will the customer find the product, what will the customer experience during the service, and what happens after the purchase. There are also tools that enable you to monitor customers and identify their needs.

Service design can be used by anyone across all industries. By involving your customers in the development process in a genuine way, you can avoid confusing your own preferences with the needs of your customers. By reviewing your product as a whole and through the customer's eyes, you can create a pleasant experience from start to finish. Satisfied customers will come back and spread word-of-mouth recommendations.

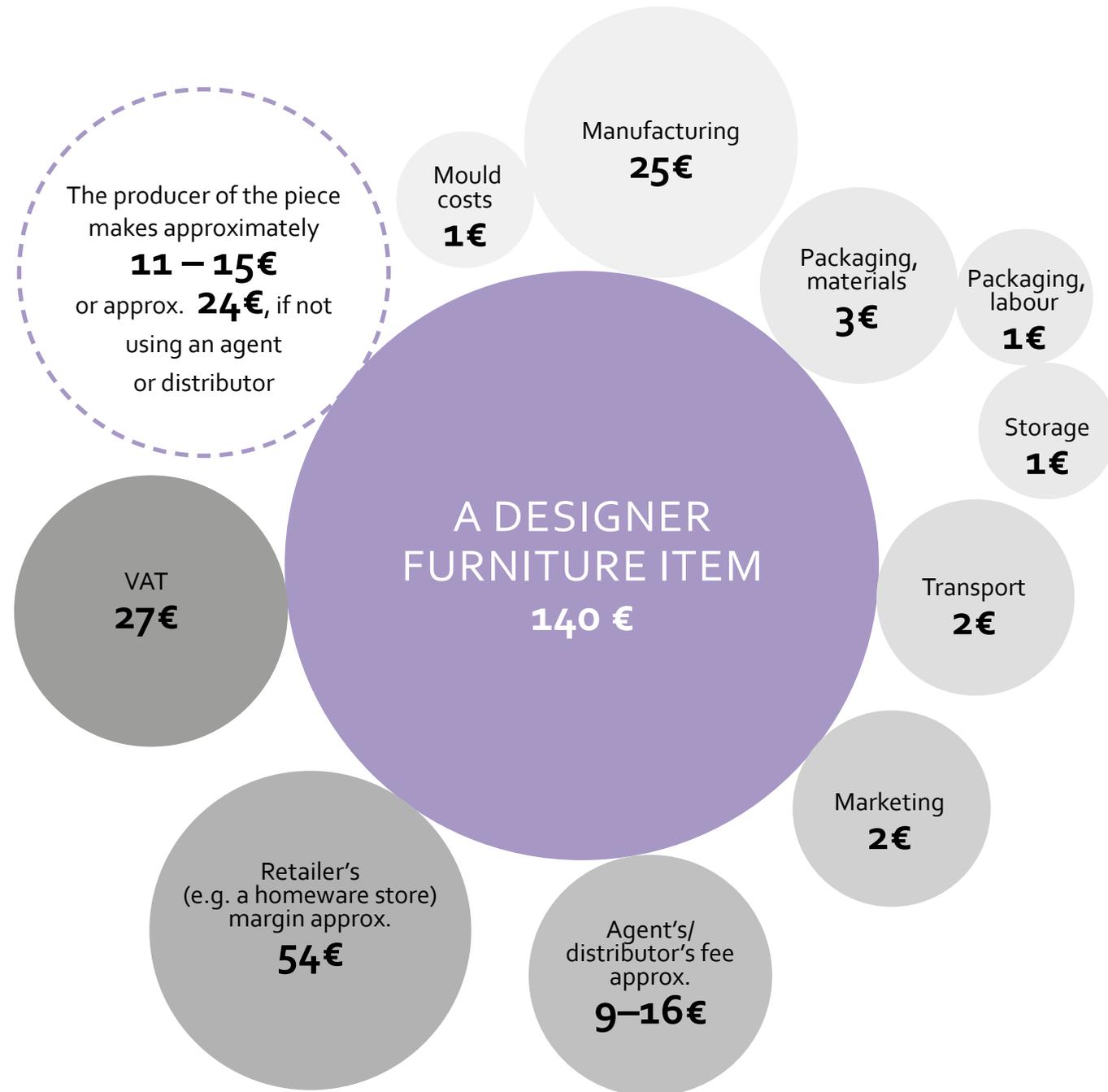
EXERCISE 6 Product packaging

In the previous exercise, you determined the needs and preferences of your potential customers. Continue by writing in the packages below, using no more than ten words, a description of your product that responds to the challenges or needs of the customers identified in the previous exercise. Underneath each product or service, write down the additions available for that product. For example, the product could be a conference day at a farm, the first additional service is a lunch of locally produced food, and the second additional service is a sauna session at the end of the conference day. If your business idea is just for one product that responds to all the needs of the customers identified in the previous exercise, and it doesn't require any additional services, that is also fine.

	PRODUCT A	PRODUCT B	PRODUCT C
ADDITION 1			
ADDITION 2			

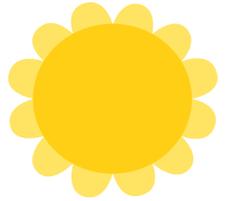
Fill in the
"Product" section
of the Creative Business
Model Canvas.

PRICING EXAMPLE: PRICE FORMATION FOR A DESIGNER FURNITURE ITEM



The DESIGNER FURNITURE ITEM is made in Finland.

d Does it work: product development with customers



"Customers aren't always right, and they don't always know what they want, but neither do you - the best guess is to ask the customer directly!"

Jaakko Männistö,
TapIn Oy customer service solutions



Your product is not ready to be sold until you have tested it with potential customers and utilised their feedback in further development. If possible, you should test the product with people you don't know, as it's more difficult for friends and family to give you honest feedback. Ask your potential customers if you could pilot your product with them at a lower price. The important thing about product testing is that it should be done in a genuine way. It is not enough to call potential customers and ask whether they would be interested in this kind of product and what they would improve. You will get much more genuine feedback if you hand over your product for a month or test it at a workshop in conjunction with a seminar. And that is not where feedback should end. You should continue collecting feedback once the product is on the market and from all key points of the service chain: suppliers, retailers, existing and potential customers. In the next exercise, you will collect feedback on your product from potential customers.

Recommended reading

Saiturin markkinointikirja: hyvät ideat ovat ilmaisia (Ville Kormilainen: Kauppakamari 2013)

Ilmiön kaava (Lauri Hilliaho & Johanna Puolitaival: Talentum 2015)

Open your product to the world

EXTRA

Crowdsourcing is a way to put lots of heads together. A crowdsourcer engages customers in the brainstorming, feedback, development and testing of a product. Open your idea or product to the world and seek opinions, have a chat, ask questions, make suggestions. How would you feel if you were able to get involved in a product's development? You would probably feel more committed to the product: it would be our shared product, one that we are happy to use and recommend to others. It is also likely that the product would be more functional, since it has been tested and developed by various different people. Crowdsourcing requires an open and active approach. To get people involved, you could organise a competition, give free products to people who submit feedback, or arrange testing events.

Keywords

product development, product testing, crowdsourcing, open kitchen, lean thinking

EXERCISE 8 Collecting feedback

Write down five potential customers to whom you will give your product for testing. Make a note of your deadline for contacting the customer and the feedback you received.

Customer 1.	<input type="text"/>		<input type="text"/>	The customer's opinion on the product:	<input type="text"/>
Customer 2.	<input type="text"/>		<input type="text"/>	The customer's opinion on the product:	<input type="text"/>
Customer 3.	<input type="text"/>		<input type="text"/>	The customer's opinion on the product:	<input type="text"/>
Customer 4.	<input type="text"/>		<input type="text"/>	The customer's opinion on the product:	<input type="text"/>
Customer 5.	<input type="text"/>		<input type="text"/>	The customer's opinion on the product:	<input type="text"/>



e How do others do it: benchmarking

"Don't attempt to reinvent the axe - invent a better one."

An experienced creative business adviser

By now, you have hopefully checked who else is offering a similar product or service and how they do it. By investigating the way other businesses operate you can identify potential target markets for your product, ways to market and promote your product, and the general price level of the market. If no similar businesses exist, congratulations - you will be the trailblazer that others will use as their benchmark! When researching the market, don't forget to use the phone in addition to the internet and email. Many well established entrepreneurs are more than happy to give advice to novices, especially if you won't be in direct competition with them.

Recommended reading

Pöllä tästä: 101 rusinaa bisnespullasta
(Jari Parantainen: Talentum 2011)

Ravistajat: 10 ohjetta menestykseen
(Josi Tikkanen, Anssi Kujala & Marko Parkkinen: Sypoint 2014)

Strategiakirja: 20 työkalua
(Tero Vuorinen: Talentum 2013)



Keywords

benchmarking, peer development, google

You might be surprised by who your competitor is

I recently worked with a performing arts company to research their potential competitors and price levels. To our surprise, we found out that the main competitors of performing arts are cosmic bowling, wine tasting and bathing barrels! What on earth could these things have in common? They were all offered as Christmas party entertainment to local businesses.

EXTRA

EXERCISE 9 How do others do it

Find five websites that market a product designed for the same need as your product. From each website, work out a) what the business owner has done exceptionally well, b) what you would do better, c) who the customers are and how they benefit from the product, and d) what is special about the way in which these businesses operate: e.g. productization, subcontracting, logistics, marketing and sales.

1	2	3	4	5
a)	a)	a)	a)	a)
b)	b)	b)	b)	b)
c)	c)	c)	c)	c)
d)	d)	d)	d)	d)

f Who: branding your know-how and product

"If you don't have a story about how your business came to be, you should make one up."

Tiina Jaatinen, founder of Virkkuukoukussa



Recommended reading

Bulkista brändiksi: käsikirja kasvuun ja kannattavuuteen (Ossi Ahto, Anja Kahri, Tuomas Kahri & Marco Mäkinen: Docendo 2016)

Henkilöbrändi: asiantuntijasta vaikuttajaksi (Jarkko Kurvinen, Tom Laine & Ville Tolvanen: Alma Talent 2017)

Keywords

brand, brand building, pitching, story telling, reputation management

An event that has a story is easy to remember

An event producer from Turku told me the story of how he first got the idea for his children's event. When the producer's children were small, they asked the father why they couldn't come to the local Ruisrock music festival with him. The father told them that festivals are for grown-ups and the music would be too loud for children's ears. However, the children's question stayed in his mind, and one day he had an eureka moment when he was travelling on a train. No-one had yet created a proper rock festival for children: one with all the elements of a real rock festival but at the same time safe for little visitors. He told his producer friends about the idea, and that's how Seikkisrock, the first children's rock festival in Fin-land, and perhaps in the whole world, came to be.

EXTRA

Think about your product. Would you be more likely to buy the product based on the product information or based on your impression of it? Me too. Impressions, and how they are utilised, are essential to productization. We do not buy products based on their features alone: an important factor is how these features define us as consumers or how they change our everyday lives. In other words, the brand is not just what you say about your product, but how the recipient feels about the product. You can influence that feeling. Ad agencies offer a range of tools for this purpose, including positioning, the brand promise and identity building. Put simply, it is about ensuring that your product is identifiable and differentiable. You are highlighting how customers' lives would change if they started using the product and you are also ensuring that the visual and contextual story of your product remains consistent from the values to the packaging materials and aftercare services. It is also important to update the image as necessary and to anticipate customer impressions from silent signals.

In addition to the product, your own competencies and the business brand are also important. You need to brand your business, for example when selling your idea to investors or loan providers, as you need to convince them not just about the product, but also about the person behind the business. A business that has a story is easy to remember. In the following exercises, you will first create an identity for your product and then a story you can use when pitching your business.

EXERCISE 10 Product branding

Answer the following questions to create a product identity which will help your customers see your product as a brand.

IMPRESSIONS: If you had to write a personal dating ad for your product, which three adjectives would you use to describe it?

VALUES: If your product took part in a demonstration, what would it be fighting for?

DIFFERENTIATION: If your product went to a job interview, how would it stand out from the other applicants?

PROMISE: If your product were a scout, which three things would it promise?

LOOK: If your product were going on a first date, what would it wear?

VISION: If your product had just finished school, what would it say to nosy relatives who ask what it wants to do when it grows up?

STORY: If your product were an old grandparent sitting in a rocking chair telling its story to younger generations, what would it say?

EXERCISE 11 Pitching

Are you familiar with the term “pitching”? A pitch is a short sales speech about your product or expertise that usually lasts just a few minutes. A pitch is also known as “elevator speech”, which comes from the idea of selling a product to a potential customer or financier within the space of time it takes to ride an elevator. In this exercise, you will prepare a two-minute pitch to a potential financier (capital investor, loan service provider or project funder) or potential customer and then present it. Tick each box when you have completed that section.

1. Prepare a pitch using the answers you gave in the previous exercise (impressions, values, promise, vision, differentiation, story)
2. Practice and time your pitch
3. Present your pitch to a potential customer or financier



3 FROM PRODUCT TO BUSINESS

By now, you know how to turn your business idea into a concrete product. Next, you can work out how to manufacture, market and sell your product. This chapter includes tips on how to outsource the manufacturing to a supplier, how to create a marketing campaign on a shoestring, and how to get over a fear of the telephone! We will also help you choose the best company structure for you and your product, and explain how you can protect your product and build networks and contacts you need as an entrepreneur. We will also delve into what is often the trickiest area for many entrepreneurs in the creative sector: finance and administration.

A limited company, a cooperative or something else

Production, outsourcing and logistics

Marketing and communications

Sales and customer acquisition

IPR rights and agreements

Networking and contacts

Finance and administration



a How will you run your business: a cooperative, a limited company or something else

Do you already have a business or are you dreaming of setting one up? Or perhaps you would like to try it out first as part of an existing cooperative? In any case, you will need a business ID in order to be able to invoice your customers. Even if your product is a service, such as training or coaching, not many businesses or organisations would be willing to buy it from you on a tax card. In the next exercise, you will be able to test which type of company structure would be best for your business. And, whichever option you go for, don't forget to apply for a start-up grant before registering the business - you won't be able to apply if your business is already up and running. Start-up grants are intended as income support in the initial stages of starting a business (roughly the first 6 months). You can apply for a start-up grant from your local TE office or business advice bureau. The grants are only available to individuals who are going into business full-time.



EXTRA

Selling your services without owning a business

At my consultancy, I often meet customers who have thought about setting up a business but who find the thought a bit far-fetched, or whose business activity is on a fairly small scale and irregular. Freelancing is often like that. One option is to join a cooperative, which means that you won't have a self-employed status. If you just need an invoicing address without running a business, you could alternatively use the services of an invoicing and payroll service provider. In Finland, the best known ones are Ukko and Eezy. In this case, the person doing the work has an employment relationship with the service provider, who usually takes care of invoicing and payment of wages on the worker's behalf. There is currently a debate about whether this kind of service meets the definition of employment, or if it is a form of self-employment, and whether the service user should therefore be treated as a self-employed person, for example with regard to unemployment insurance. Contact your unemployment advisor before using these types of services.

Recommended reading

Yrityksen perustamisopas: käytännön perustamistoimet (toim. Tuulikki Holopainen: Asiatieto 2019)

Yritä, erehdy, onnistu: helppo opas yrittäjyyteen (Mikko Järvinen & Matti Kari: Otava 2017)

Yritystoiminnan taitajaksi (Risto Alikoski, Marika Hakonen & Jari Viitasalo: Sanoma Pro 2016)

Yksin työskentelevän opas (Tiina Torppa: Talentum 2013)

Keywords

starting a business, business start-up guide, company structure, sole trader, limited company, cooperative, general partnership, limited partnership, billing cooperative, billing service, company registration, trade register

EXERCISE 12 Choosing a company structure

Answer the following statements. Then check which colours have the most 'yes' answers and compare your results with the business structure chart on the next page. The colour with the most 'yes' answers indicates which company structure would be most suitable for you. Some statements have more than one colour.

- I run my business alongside other work yes no
- I am aiming for the international market yes no
- I am ready to use everything I own as a guarantee in the event of a bankruptcy yes no
- I want my business to appear convincing to corporate customers yes no
- At this stage, I just want to test the viability of my business yes no
- I have a family member who has promised to invest in the business but does not want to be involved in its day-to-day running yes no
- My aim is to grow the business fast and hire employees yes no
- I want to work with other people yes no
- I want to start a business in a fast and easy way yes no
- I want to make decisions independently but I will need to borrow equity from people I know to get started yes no
- I want to start a business with a friend whom I trust completely yes no
- I am ready to learn how a company board of directors operates and to hold annual general meetings yes no
- I am happy to share the decision-making responsibility with a business partner yes no
- I am ready to invest more in establishing the company (registration costs €380, €275 if done online) yes no
- I want to start my own business with a small initial outlay (registration costs €110, €60 if done online) yes no
- I want to keep the company's money and my own money separate yes no
- I want simple and easy tax returns and book-keeping yes no



COMPANY STRUCTURE OPTIONS

PRIVATE TRADER	LIMITED COMPANY	COOPERATIVE	GENERAL PARTNERSHIP	LIMITED PARTNERSHIP
<p>A private trader is not a separate legal person; the trader has decision-making and other responsibilities.</p> <p>Registration fee €110, €60 if done online.</p>	<p>A limited company can be registered by a natural person or an organization.</p> <p>Registration fee €380, €275 if done online.</p> <p>The voting rights are determined by the number of shares, and liability is limited to the capital invested.</p> <p>Registration fee: €380 (€330 if done online).</p>	<p>A cooperative can be founded by one person or several people together (including natural persons, companies and corporations). Each party contributes payments to the cooperative.</p> <p>Each member has the same decision-making powers, and the liability is limited to the capital invested.</p> <p>Registration fee: €380.</p> <p>As a cooperative member you may be entitled to unemployment benefits if the cooperative has more than seven members.</p> <p>There are also billing service providers that can be used for invoicing purposes without having to join a cooperative.</p>	<p>Two or more partners.</p> <p>Personal liability for debts.</p> <p>Registration fee: €240.</p>	<p>At least one general partner and one silent partner.</p> <p>Each general partner is personally liable.</p> <p>Registration fee: €240.</p>

6 How will your product be made: production, outsourcing and logistics



"When the products were just ideas in my head, I would have never thought that I would create such a supply chain to manufacture them. Our jewellery is made by a supplier in Central Finland, the raw materials and packaging materials come from Asia, the magnets are made in Germany, and marketing materials are produced in Southwest Finland."

Kati Jensen, Plastic Tribe jewellery designers

Whether your business idea is a physical product like shoes, or an immaterial product like consulting services or an online game or application, you need to think about how your product or service will be produced. Does it need materials? Will you outsource part of the manufacturing process to suppliers in Finland or abroad? Your own values will also influence your choice of materials, subcontractors and suppliers. Will you need separate facilities for manufacturing? Sometimes it makes more sense to rent a facility as a group with other traders in order to save on rental costs and to create collaboration opportunities. On the other hand, in some cases you might need your own premises, especially if you need a lot of room for production and storage. Contact your local business advisor for more information about production and business facilities in your area. One option for service or goods production is to create or join a partnership or cooperation network

that benefits all of its members. As a business owner, you will also have to think about how goods and things are moved around - in a word, logistics. Logistics costs and it must be taken into account in the price of your product or service. For example, if you have your product made in China, it would not make commercial sense to order a small batch, and warehousing costs can be significant. Same goes for sales. If you have an online store, the shipping and return costs could be very high. Are your customers willing to pay for them, or could you incorporate them into the product price? If you're offering consulting services, you could end up having a lot of travel expenses, especially if you intend to cover the whole of Finland. If you are a coaching service provider, you could potentially deliver some of the training content via video link on Skype or other similar service.

The globalizing world

Sometimes it's better to have the product, or a part of it, made in another country. On the other hand, your product could also have international potential. Check sites like Alibaba.com for possible manufacturers, or the online store of Amazon.com (click on "Sell"). The world is full of these types of supplier channels and online store solutions. It is also worth asking other traders in the creative industries about their experiences in the international market.

Recommended reading

"Liiketoimintaosaaminen: menestyvän yritystoiminnan perusta
(Riitta Viitala & Eila Jylhä: Edita 2013)

Logistiikka PK-yrityksissä: hankinta kilpailutekijänä
(Virpi Ritvanen & Eija Koivisto WSOY Oppimateriaalit 2007)

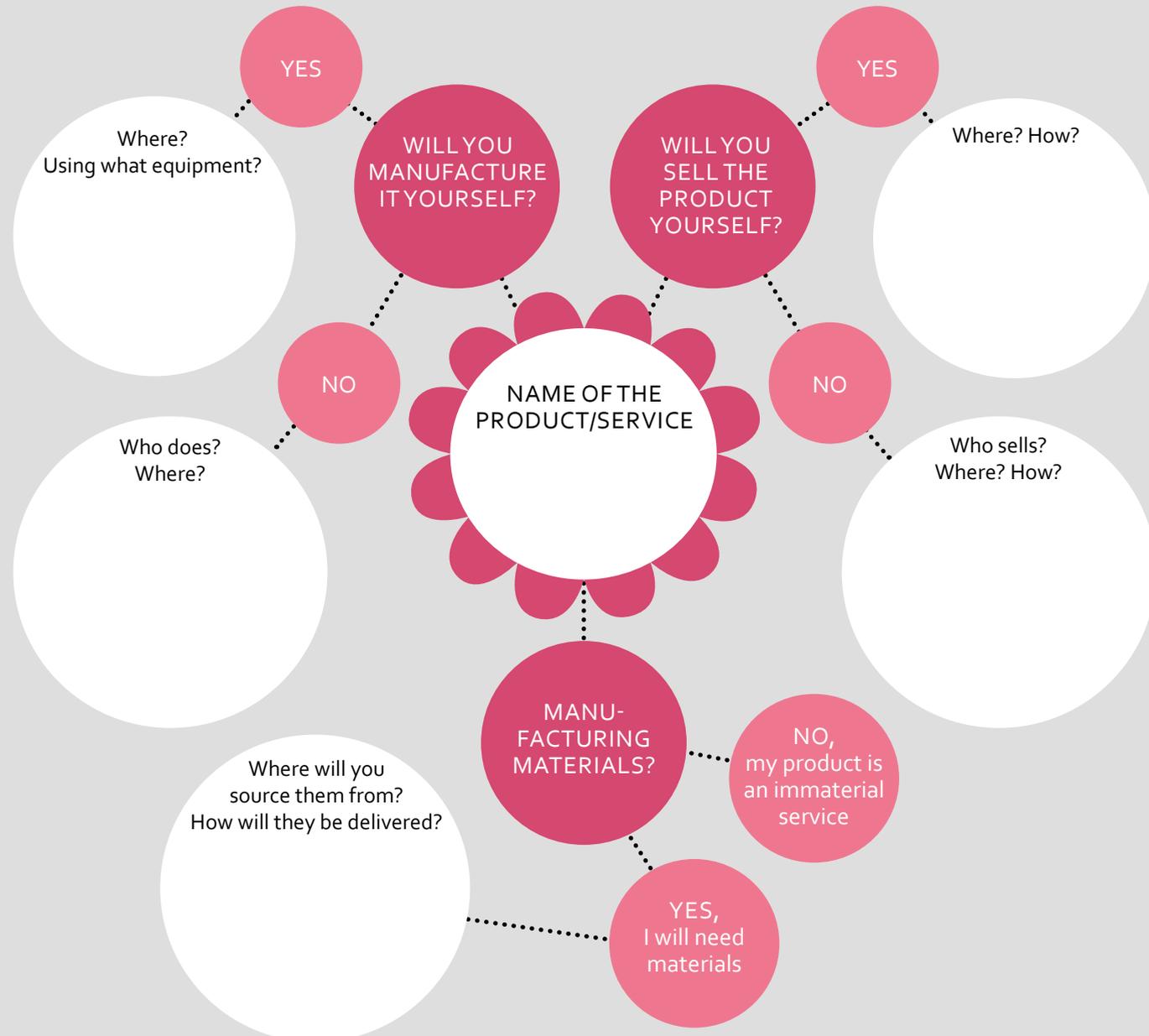
Keywords

online stores, subcontracting, supplier and purchase agreement, logistics, business facilities "your municipality", service production, production process description



EXERCISE 13 The production process

Think about the production process of your product or service. Will you produce it yourself, or are you going to need suppliers or partners? Where will the product or its components be manufactured and assembled? Where will the production materials or components come from? Use the figure to answer these questions and get an idea of how your product will be turned into a finished product.



c How will customers find your product: marketing and communications

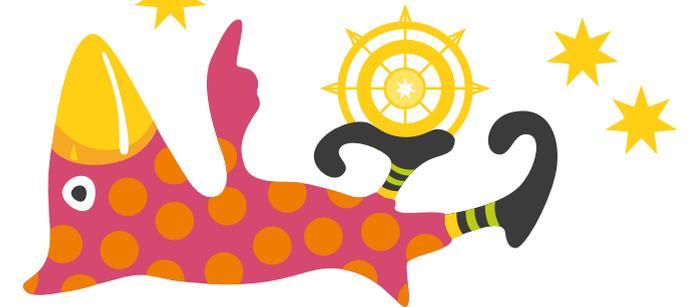
When you yourself try to find a product that provides a solution to your problem, where do you look? That's what I thought. Are your business and product online? When was the last time you updated your Facebook page, website or blog? Online visibility provides an effective and cheap form of marketing, but you have to know the rules. Many businesses go in all guns blazing and set up a range of social media channels for their customers, but then they never update them. A dead website is as bad a signal as having no website at all - people will wonder if your business still exists.

It is also worth targeting your marketing communications. There is no point in handing out flyers to all and sundry or buying advertising space in the largest local newspaper, when you could actually achieve a much better result just by giving some thought to where your target market would actually see your advert. What kind of places do they visit frequently? Targeting cannot be done efficiently until you know your target markets. You have already defined your core target market and thought about their lives and needs in the "To whom: the customers" section. It is also a good idea to carry out some market research and marketing research. The first one is about mapping the potential market by interviewing a focus group, and the latter is done to measure the effectiveness of existing marketing measures.

And don't forget journalists either. Have you noticed how an article written by a journalist on a product, for example in the culture section of a local paper, is generally seen as more trustworthy than, say, an advert of the same product in the same paper? In order to get your product in the papers, you have to write a good press release and not be shy in approaching the right media outlets for your product. In the following exercises, you will select suitable marketing channels for your product and practice writing a press release. You will also draft a schedule for your marketing and communications measures, which means that by the end of the exercise you will have a simple marketing and communications plan in place.

"If your business can't be found on Google, it doesn't exist."

A modern proverb



Win-win: displaying a product in the reception of a medical centre

I once worked with an artist to figure out how she should market her utility art to potential customers. First, we identified her target market: affluent 40+ women and men with busy lives. Since these people would be difficult to reach via mass mailings or art galleries, we started thinking about ways to introduce the artist's works to them in other physical settings. We decided that this target market would probably use the services of a private medical centre - and once there, they would have the time to sit and look around. In less than a week after the session, the artist rang and told me that she had made a deal with a medical centre to have her artwork displayed there with her contact and price information. The deal was a win for both parties.

EXTRA

When should I send out a press release?

Start by finding out the deadline of your chosen publication. If you are planning to approach a daily newspaper, about one week before the launch date is generally good. It is important to send your press release in on time so that journalists have time to put together a piece about the background of the event or product, and not just about the launch. It is rarely necessary or useful to organise a separate press event. It is better to not send a press release at all if you don't have anything interesting to publicise. If you want to get your message in the media, you need to give them an interesting piece of news or a story. A news story is a short, concise, new and interesting piece of information about a current topic. The fact that you are selling a product is not newsworthy in itself, whereas an interesting event organised by you, or a product that offers a new solution to a significant problem could be just that. The story could be a profile of you as an entrepreneur or an anecdote of how your product came to be. You should also take into account different seasons. Stories about services that are related to summer holidays are usually published in late winter and spring, whereas handmade products and crafts feature in the media in the run-up to the Christmas season.

Recommended reading

Saiturin markkinointikirja: hyvät ideat ovat ilmaisia (Ville Kormilainen: Kauppakamari 2013)

Viesti perille: tuloksellista markkinointiviestintää ja sisällöntuotantoa (Satu Rämö: Edita 2019)

Digitaalinen B2B-markkinointi: miten yritys onnistuu digimarkkinoinnin ja sosiaalisen median yritysmarkkinoinnissa? (Jorma Kananen: JAMK 2019)

Suuri integraatiokirja : markkinointi, myynti ja viestintä (Markku Vierula : Talentum 2014)

Menesty digimarkkinoinnilla (Minna Komulainen: Kauppakamari 2018)

Pillillä vai pasuunalla? Viestinnän käsikirja yrittäjille (Katleena Korteso, Liisa-Maria Patjas & Leea Seppänen: Sypoint 2016)

Keywords

marketing methods, marketing channels, guerrilla marketing, market research, marketing research, good press release, press release template

EXERCISE 14 Target marketing: choosing the right channels for the right target markets

Write in the left margin your three main target markets and what you know about them. You can use the definitions you formulated in the "To whom: the customers" section. Then review the low-budget marketing channels listed on the right and add any missing channels that come to mind in the last boxes. Link each marketing channel to a suitable target market. Each channel could be suitable for one or several groups - or none at all. After that, write down after each channel the date by which you will have used that channel.

TARGET MARKET 1

Frequently visited places (schools, workplaces, etc.):

What does this target market do for leisure:

TARGET MARKET 2

Frequently visited places (schools, workplaces, etc.):

What does this target market do for leisure:

TARGET MARKET 3

Frequently visited places (schools, workplaces, etc.):

What does this target market do for leisure:

Marketing channels for shoestring budgets:

A press release in a hobby magazine of the target market dl

A press release in a local paper dl

Sending your product/information about your product to the "latest" section of a magazine read by your target market (see e.g. www.aikakauslehdet.fi) dl

A guerrilla marketing stunt (a creative, unusual marketing event) dl

Visiting a trade fair/seminar related to your target market, presenting the product to stall holders and visitors dl

Using your own networks dl

Sending an electronic marketing message and following it up with a phone call dl

A viral/word-of-mouth marketing campaign online dl

A competition/prize draw dl

Handing out flyers at an event visited by the target market (or in a queue to such an event) dl

Displaying flyers at a location visited by the target market (e.g. a hair salon, library) dl

Sending the product to a blogger who represents the target market for testing purposes dl

A Facebook page dl

A website (easy to create yourself using a free blog template) dl

Getting your product exhibited for sale, e.g. in the reception area of a private medical centre or a restaurant dl

Publishing a blog dl

dl

dl

dl

dl

EXERCISE 15 Writing and sending a press release

Read through the press release template on the next page. Use it to write a press release about your product/business/event, max. one A4 sheet. Think about who you will send your press release to and how. Media outlets receive dozens of press releases each day, so you need to stand out with a good press release and by offering a good service. Use the following text and fill in the blank spaces.

Who will I send my press release to and how:

I will have the press release ready by [] .

I will take photos (if applicable) of the product/production process by [] .

I will upload the photos, using the photographer's name as the title of the photos, by [] .

I will send the press release and a link to the photos (no photo attachments) by email

(inserting the press release in the message body and as an attachment) as a bcc copy to the following media outlets

[] by [] .

I will call the news editor / section editor / journalist about two days after sending the press release by [] and I will sound enthusiastic and convincing on the phone. I will start by saying that I have sent in a press release and I will then explain what it is about and why the journalist should write a story about it. I will invite the journalists to come and take photos of the product in action (e.g. the dress rehearsal of a theatre performance, the preparations of a festival, etc.) [] .

I will send a post-event press release to the journalists (about the event itself) during the event or on the night after the event by [] p.m. I have written the post-event press release in the form of a news story so that media outlets can publish it quickly, for example online.

A PRESS RELEASE TEMPLATE

For publication on or after x Xxx xxxx

A SHORT AND SUCCINCT HEADING (the tagline)

A descriptive heading that can also include a second tagline

The lead: An introduction and summary that expands on the headline in 2-4 sentences. This section should contain the most important information written in a succinct style that is interesting from the recipient's (not the sender's (!)) point of view. Try to write your press release as a complete news story and bring out the objective of the press release.

The 2nd paragraph: This paragraph should contain a quote from a (well-known) key person about the topic; for example an opinion or a description of the atmosphere at the event. Don't forget to ask for permission to use the quote.

A POSSIBLE SUB-HEADING (related to the strapline)

The 3rd paragraph: Insert information about the strapline i.e. the second tagline of the press release.

The 4th paragraph: In bold, a brief description of who, what, where and when (especially if publicising an event). Example: Theatre Boo is premiering "Ghosts and Flowers" on Tuesday 5 May 2015 from 7:00p.m.–9:30p.m. at Theatre Boo, (5 Flower Street, Flowertown). The director and cast members can be interviewed before/after the performance.

The 5th paragraph: Details of who to contact for press materials, who can be interviewed, and when is the best time to visit, i.e. when will there be something to photograph.

Contact information:

In addition to a publicist or PR person, journalists usually prefer to have the contact information of one of the "doers" as they would rather interview someone who is involved in the practical side rather than a PR person. Don't forget to give a phone number that will be answered in the following days.

Finally, you can provide a short summary in italics about the business and where to find further information, for example a link to the company website.



d How will you get customers to buy your product: sales and customer acquisition



A major part of sales is about you: your motivation, courage and determination. And of course the tools you will use to facilitate sales. These include personal sales work (sales calls, meetings, text messages, emails), the scheduling of sales activities (your own calendar for making calls etc.), quotation templates, marketing materials (presentations for sales events, brochures for clients), aftercare, customer relationship management (CRM), sales monitoring as well as the purchasing process. The path from the first marketing encounter to purchasing the product should be made as easy as possible for the customer. Does your product have a memorable name so that customers can Google it when they get home? Is your online store in order, and does your website provide a clear description of how your product can be ordered? If you have

already thought the process through to the aftercare stage, that's even better: it's much easier to keep existing customers and offer them your products again than to get a new customer interested in your products. It is also a good idea to think about what you are really selling. For example, a clothing store does not sell clothes - it could be selling warmth, beauty or identity. Sales arguments are different from product arguments.

I often hear artists say, "I'm not a born salesman." Luckily anyone can learn to sell, and there are many ways to do it. The following exercise will help you work out the best way for you to acquire new customers.

Recommended reading

Sata faktaa myynnistä
(Andrei Koivumäki & Katleena Kortesus: Alma Talent 2019)

Asiantuntija epä mukavuusalueella: kirja sinulle, joka vihaat myymistä
(Kaisa Hernberg: Talentum 2013)

Keywords

sales methods, sales tools, personal sales work, new customer acquisition

Getting over telephone phobia in sales

I know a business owner who suffers from telephone phobia. Actually, I know a few, but this particular one has found a creative solution to the problem. He always approaches potential customers in person. This coaching service provider has a great eye for spotting upcoming trade fairs, conferences and networking events where he could meet potential customers. And these are not just events for creative industries or training service providers - on the contrary, they can be any events for all types of businesses. When business representatives are manning their stalls at a trade fair from morning till late, they have all the time in the world to have a chat about their training needs with a convincing, enthusiastic coaching service provider. Instead of just hearing the service provider's voice on the phone, potential customers are immediately presented with the whole package - the trainer himself. After the chat, businesses will at least remember the service provider's face, and he comes away with information about who to approach at each business. In some cases, the training event is agreed and booked before the trade fair is over. In order to arrange these casual meetings, the training service provider decides in advance how many potential customers he will approach at a particular event. Effective, isn't it?

EXERCISE 16 Customer acquisition

Are you happy to talk on the phone, or do you express yourself better in writing? Choose statements that best describe you and see which methods of customer acquisition suit you best.

I AM A GOOD WRITER

SUITABLE METHODS OF CUSTOMER ACQUISITION

- An electronic sales letter
- Blogging
- Direct marketing mail-outs
- Printed ads handed out at events
- Responding to requests for quote

I ENJOY TALKING ON THE PHONE

- The rule of three sales calls per day
- Utilising networks: making calls to old friends and colleagues

I ENJOY MEETING NEW PEOPLE

- Presenting at trade fairs
- Agreed customer meetings
- Organising a customer event
- Guerrilla marketing stunts

Fill in the "Reaching customers: Marketing, sales and delivery channels" section of the Creative Business Model Canvas.

e How will you protect and license your product: IPR rights and agreements

"Entrepreneurs in the creative industries should aim to create continuous revenue streams alongside one-off payments. In other words, a model that generates revenue each time the idea is used again, for example in the form of royalties."

Miia Liesegang,
Design Agency Innollinen



Creative industries are often defined by intellectual property rights (IPR). For example, the Finnish Ministry of Employment and the Economy defines creative industries as businesses that create intangible value, such as trademarks, patents or copyright. Intellectual property rights protect creative works and the author's income. A photographer owns the copyright to his photographs, a designer can apply for design protection for a chair, a cultural well-being coaching provider can trademark a training concept, and an inventor can patent the innovative component of a new product. In addition to protecting the product, it is good to work out how you would license your product to customers. Would they have a one-off right of use to your product, or are you selling the whole patent? Or

perhaps you will enter into a licence agreement with an international partner? Do you know what types of agreements are needed in each case? As a rule of thumb, if you develop a new product, you should contact copyright associations, relevant trade unions or a local business advisor to ensure that you can start the protection process in due course. When dealing with customers, make sure that everything you agree is put down in writing, at least in an email but preferably on paper in an agreement document. As an entrepreneur, you yourself will be using intellectual property. When using other people's photos in your marketing materials or somebody's music at an event, you should pay for the use. In the next exercise, you can work out which rights may apply to your product.

EXERCISE 17 Protecting your product

Tick the box for each statement that applies to your product to determine which type of copyright covers your product and which intellectual property rights (design protection, a patent or trademark) you should possibly apply for. To maximise the protection, you should have a flexible combination of different types of protection.

I have created the original version of my product (work) independently.

An author automatically has copyright to a work that exceeds what is known as the threshold of originality (although the term is not used in the Finnish Copyright Act), which means that the work is independent and original enough to be considered an independent creative work. According to law, the author is the person whose name is stated in the work. The author has an exclusive right to control the use of the work. Copyright lasts the author's lifetime plus 70 years after death. Performers' and producers' rights last 50 years after the year of recording or publication (recording such as CDs).

I use other people's music and photographs in my service product.

An author owns the economic rights to the work which he or she may assign fully or partially to another party by an agreement.

Another business wants to manufacture my product.

An author owns the economic rights to the work which he or she may assign fully or partially to another party by an agreement. If the work does not exceed the threshold of originality, other forms of protection are required.

My photo/story will be published in a paper/advertisement.

The author has the right to be acknowledged as the author when the work is published or exhibited (right of attribution), even if the economic rights to the work have been assigned to another party by agreement.

A company that has purchased my work intends to modify my work in a way that violates my integrity as an artist.

Authors have a perpetual right to the integrity of their works, which means that a work must not be modified in a way that violates the author's integrity.

My work is not a direct copy of another person's work.

Copyright protection applies to all works that exceed the threshold of originality. The threshold is exceeded if the work is an independent and original creative work of the author. In practice, any work that is creative and original to such an extent that someone else would not create an identical piece is considered original. Original works include e.g. music compositions, photographs, computer games and software, theatre plays, films, drawings, paintings and choreographies. There are also many other types of creative work that can be considered original works.

I am the performer of the work.

The performer is protected with regard to his or her performance/interpretation of the work.

I am an entrepreneur who funds the work.

An entrepreneur who funds a book, recording, film or other original work has certain rights to the product (either directly by virtue of law or by purchasing all or some of the rights from the authors or performers; the moral rights will stay with the author).

I have created an original design in my product.

You can apply for design protection for the visual appearance of your product or its component. The registration is valid for 5 years from the date of application, and it can be renewed four times for five years at a time. In other words, the maximum protection is 25 years.

My design product has international potential.

You can apply for design protection in other countries, either through national registration systems or through the Registered Community Design system of the European Union.

My product has a unique pattern.

Design protection can apply to a complete product or an integral part of it i.e. a detail that cannot be removed from the product without breaking it. For example, textile patterns and the beak of a jug can be protected designs.

My product is a new invention.

You can apply for a patent for an invention that is new and technically viable. A pending patent is often enough to deter would-be plagiarists.

My method provides a solution to a technical problem.

In principle, a product or method can be patented when it is technically viable i.e. solves a technical problem.

My business logo is a unique design.

Symbols that can be rendered graphically can be protected by trademark.

My business operates internationally.

The business logo can have country-specific protection, which means that you need to apply for a trademark separately in each country.

My business has a unique slogan.

There are different types of trademarks. For example, a word, symbol, slogan or a specific sound can be registered as a trademark.

Sources: Tekijänoikeus.fi online service, the website of the Finnish Patent and Registration Office prh.fi, the website of the Foundation for Finnish Inventions keksintösäätiö.fi

Recommended reading

Tekijänoikeuden ABC (kopiosto.fi)

Tekijänoikeus.fi

Muusikon sopimusopas
(Lottaliina Lehtinen: Tietosanoma 2012)

Keywords

copyright, trademark, design protection, design right, patent, licence agreement, Copyright Council, copyright associations, Gramex, Kopiosto, Kuvasto, Sanasto, Teosto, Tuotos, Copyright Act

EXTRA

Jewellery made from zippers did not exceed the threshold of originality

Have you thought about whether your product would have copyright protection? The Finnish Copyright Council issues opinions on the application of the Copyright Act free of charge. Anyone can request an opinion by writing to the Council. The opinions are publicly available on the website of the Copyright Council. One of the cases published on the website involves a jewellery designer who felt that another business had tried to copy her idea about jewellery made from zippers. According to the Council's opinion, the de-signer's pieces do not demonstrate an original thought process to such an extent that they could be considered original works as defined by Section 1 of the Copyright Act (Opinion 2012:12). Other reviewed cases include the word "tipi-tii", which was not considered to be protected by copyright, and a kitchenware range, which was deemed to be an original de-sign. The Council's opinions can be browsed on the website.

(Source: The website of the Ministry of Education and Culture, the Copyright Council.)



f How will you look after your finances: finance and administration

"Get a good accountant!"

An experienced business owner's advice to a budding entrepreneur



Many entrepreneurs in the creative industries find financial matters alien and scary. However, business owners deal with money all the time. The idea is to run a viable and, eventually, profitable business. The financial success is measured in money terms. Business owners need to be able to plan and look after their finances. It is actually no different or no more difficult than running your personal finances: you have to pay the bills and make enough money to cover your living costs. Ideally, you should be able to stick some money "under the mattress", and you might also need a loan for bigger purchases such as a car or a house. When starting a business, you should make a rough calculation of the start-up costs, determine what purchases are needed, and what your target income is. You don't necessarily need a big investment upfront in order to get started: many businesses can be launched from home, and you could initially use your existing computer and telephone. However, if you are an artisan for example, you probably need to buy materials and perhaps a new sewing machine or bandsaw. You might also have to rent a working space for production purposes. In this case, you will need money before you start.

Don't forget that you need to be able to support yourself until your product hits the market and starts to sell. This could take months, even years. Therefore, you really need to think about your finances. Are you eligible for a start-up grant, or do you need a loan from a bank or the state-owned investment company Finnvera? Do you have friends or family

members who would be willing to lend you money or invest in your business? It is crucial to calculate how much money is needed so that you can get your business into a secure start. You should also do profitability calculations to determine the volume and price levels you will need in order to break even and start making a profit. There are various templates available online for financial planning purposes. Alternatively, you can contact your local business advisor for advice on which types of spreadsheets would be best for your business. You will also need these calculations when approaching Finnvera or your local job centre (TE office) for a loan or start-up grant.

In addition to financial matters, as a business owner you will also be dealing with various authorities. Think about what licences and insurance you will need for your business. There are three types of licences: business licences (for licensed activities), permits to start operations in a specific location, and licences for the provision of regulated professional services. Business owners are also required to have self-employed person's pension insurance, which is in Finnish known as YEL. Depending on your line of business, you should also consider whether you will need liability insurance and legal protection, accident insurance or property insurance. Self-employed traders can also join an unemployment fund for self-employed to be eligible for earnings-related unemployment benefits.

And get a good accountant!



Crowdfunding a business idea

Do you believe that you have a unique business idea that other people would find exciting? Perhaps you should look into crowdfunding. Crowdfunding is also a great way to get your future customers involved in the product development. There are many examples of successful crowd-funded projects, such as the Iron Sky movie and the Bryggeri brewery restaurant.

Keywords

business financial planning, business spreadsheets, profitability calculation, choosing an accountant, business taxation, business licences, business insurance, start-up funding, crowdfunding

Recommended reading

Pk-yrityksen taloushallinto käytännönläheisesti
(Jukka Koivumäki & Hannele Lindfors: Kauppakamari 2012)

Kannattavuuslaskennan taitajaksi
(Irina Eklund & Heidi Kekkonen: Sanoma Pro 2018)

Tilinpäätöksen taitajaksi
(Irina Eklund: Sanoma Pro 2018)

Yrittäjän talousopas
(Lasse Karjalainen: Gaudeamus 2013)

Laskentatoimi
(Raija Jormakka, Kaija Koivusalo, Jaana Lappalainen & Mervi Niskanen: Edita 2015)

EXERCISE 18 Start-up costs

Use the receipt on the next page to write down your business start-up costs. You can use the price tags you completed in previous chapters. You should pay special attention to your working capital in the early stages, i.e. the fixed costs (salaries, rent, energy bills, connection fees, insurance, accounting, etc.) that you have to pay regardless of whether your business has any income. You need funding to cover these costs initially. Write down the funding sources on the other receipt. Remember that the start-up grant is not supposed to fund the business; it is your personal income. You can adjust these calculations later using more detailed spreadsheets.

Fill in the
"Cost structure"
section of the
Creative Business
Model Canvas.

EXPENSE / START-UP COSTS	euros
Supplementary personal development (e.g. literature, seminars, training and courses)	
Prototype manufacturing	
Business registration costs	
Product material costs/month	
Subcontracting costs	
Packaging materials + labour/month	
Working premises and warehouse rent/month	
Machinery, equipment, installations	
Logistics/the first month	
Your travel expenses/month	
Websites	
Business cards and brochures	
Banners, print ads, roadside adverts etc./month	
Entertainment costs/month	
Telephone costs/month	
Protection of products	
Other copyright matters	
Computers and software	
Telephone and broadband / month	
Office equipment	
Car	
Permits and licences	
Membership fees / month (e.g. a trade union, entrepreneur association, unemployment fund)	
Insurance costs / month	
Taxes / month	
Loan costs / month	
Accounting and consulting services / month	
Wages / month	
Other costs (e.g. office furniture)	
TOTAL MONEY NEEDED	



FUNDING SOURCES	euros
Self-funding	
-share capital/partners' outlay	
-own investment	
-existing own machinery/equipment	
Loans	
-bank	
-Finnvera	
-other loans (e.g. private individuals, TEKES)	
Public grants	
-ELY Centre development grants	
-TEKES	
-other grants (e.g.)	
TOTAL FUNDING	

HELP WITH THE TAX MAZE: PRIVATE TRADER TAXATION

VAT registration

- If your annual turnover* is over €10,000, you MUST become VAT-registered. You CAN become VAT-registered even if your turnover is below €10,000.
- VAT-registered businesses whose turnover for the financial period is below €30 000 may be eligible for a rebate at the end of the financial period.
- If the turnover is below €10,000, the business may be entitled to a rebate of the full amount of tax for the financial period. If the turnover is €10,000-€30,000, the business may be entitled to a partial rebate.
- If you want to de-register, you need submit a notice of CHANGE TO REGISTRATION at www.ytj.fi and complete the Y6 form.
- HOWEVER, if your annual turnover is less than €30,000, you can apply for a longer reporting period: once a year. Use the form 4071, which is available at www.vero.fi. The form needs to be sent to the tax office.
- VAT-registered businesses whose turnover for the financial period is below €30 000 may be eligible for a rebate at the end of the financial period.

Income tax return

- Persons carrying on a trade receive a tax return form at the beginning of March. The deadline for filing the tax return is stated in the form. Limited companies must file a corporation tax return within 4 months after the end of the financial period. Further information about income taxation is available at the tax office.
- If a business started trading less than a year ago, for example in June of the previous year, the first financial period can run until the end of the first full financial year, in which case the first reporting period would be 18 months, and the notice to file an income tax return is not sent out until April of that year.
- Even if your business didn't have any income during the year, you must still file an (empty) income tax return.

*Turnover

Turnover comprises sales profits from primary activities after the deduction of discounts, VAT and other taxes that are directly linked to the sales volume.

Further information: <http://www.economic.fi/kirjanpito-ohjelma/sanakirja/liikevaihto>

Source:
Discussions with representatives of the Finnish Tax Administration

Advance tax on commercial activity

- For new businesses, calculated based on an income projection made at the time of the registration of the business.
- For established businesses, determined on the basis of previous years' results.
- Additional payments/refunds are payable with a one year delay.
- Changes to the advance tax rate can be made by contacting the tax authority by phone or by completing the form.
- Registration in the prepayment register means that your client does not need to withhold tax from the payment made to you for services. Failure to register in the prepayment register creates problems with regard to invoicing, so it is worth making sure that it is done properly.

Further information: www.vero.fi

SOURCES FOR FUNDING IN THE CREATIVE INDUSTRIES

IDEA AND PRODUCTIZATION STAGES

Grants
Competitions for students and professionals
Foundations
The Promotion Centre for Audiovisual Culture AVEK:
Digidemo
Creademo
Trade unions and associations

BUSINESS START-UP

Start-up grant (personal income)
ELY Centre grants
TEKES
Finnvera
Innovative idea & business competitions

INTERNATIONALISATION

Ministry of Education and Culture:
Funding for cultural exports
TEKES
ELY centre: pre-funding
Development grants
The Nordic Culture Fund
Kulturkontakt Nord
CIMO programmes
Arts Promotion Centre Finland
Team Finland

PROJECTS AND EVENTS

Ministry of Education and Culture: special grants
Arts Promotion Centre Finland
The Finnish Cultural Foundation
Kulturfonden
RAY
Funding for cultural well-being projects

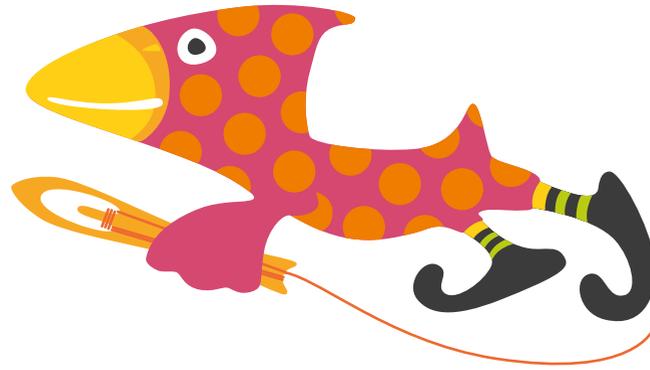
Funding from local authorities
Regional councils
The EU
Corporate partnerships
Crowdfunding

See: www.agma.fi/julkaisut (scroll down to "Market Study: Insights into agents and managers in the creative industries & related sectors in Europe.")

9 Whom will you work with: Networking and contacts

"I wouldn't survive a day without my networks."

Moona Tikka, design producer



Whom will you work with? Were you going to say "Alone"? Think again. Will your business have customers, suppliers or resellers? Who enables you to work as an entrepreneur? Do you have a nanny, personal trainer, dog walker or someone else who helps you in your everyday life? These people are your network. Put simply, networking is about cooperation. It is especially important in the creative industries where busi-

nesses are typically small. It often makes good business sense to offer services jointly, and nothing can replace the peer support networks can give you. It is very easy to start building new peer networks: visit industry seminars (especially for the coffee breaks!), join associations and online groups. In the following exercise, you will define your own network and see how you could utilise it.

EXTRA

Should you protect your business idea or tell everyone about it?

I was visited by a man who made exquisite wooden jewellery. However, he hadn't managed to sell that many. We started working out why. Turns out that he hadn't told anyone about his business idea for fear of someone copying it. Now, after nearly ten years in the business, he had decided to get help to boost his sales. A few weeks later I received a call from him. By visiting networking events and industry training events, he had managed to find two new resellers for his jewellery and lots of peer support. "It was worth plucking up the courage to tell everyone," he said at the end of our call.

Recommended reading

Yksin työkentelevän opas (Tiina Torppa: Talentum 2013)

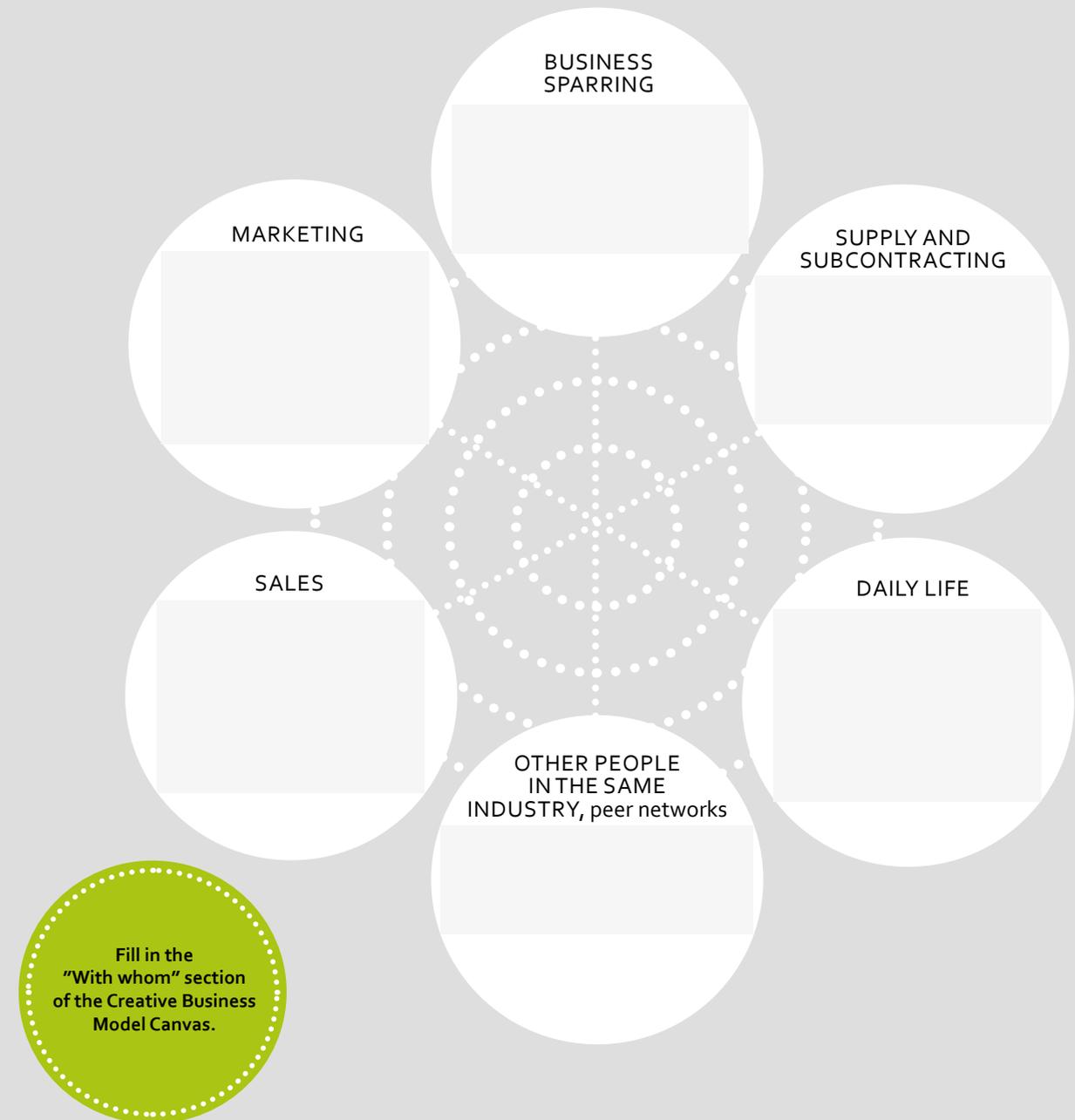
Unelmahommissa: tee itsellesi työ siitä mistä pidät (Satu Rämö & Hanne Valtari: WSOY 2017)

Keywords

networking, kompassipolku, entrepreneur networks, peer networks, networking model

EXERCISE 19 My networks

Write down in each section people and networks that are important to you. If any of the sections remain empty, make sure you address that immediately, as otherwise your network will have a gap.



Fill in the "With whom" section of the Creative Business Model Canvas.

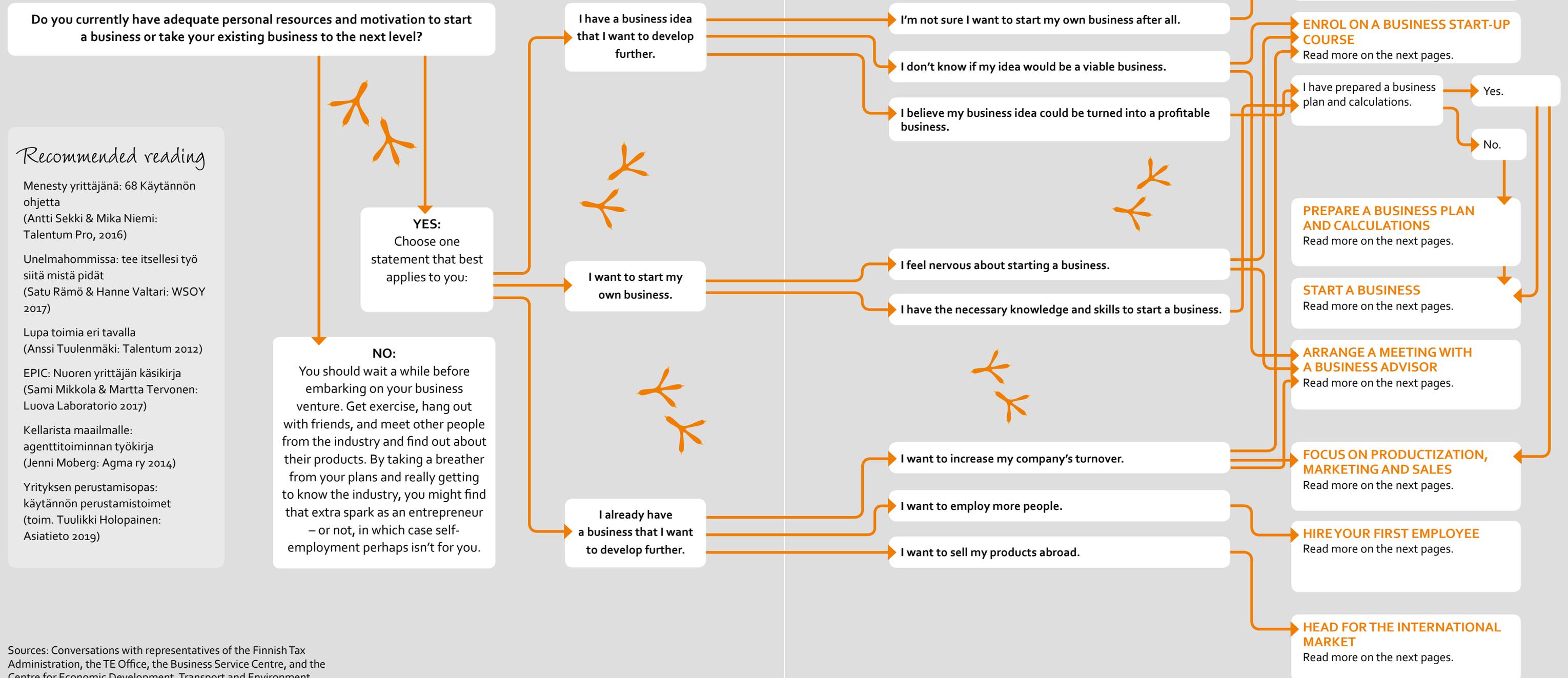


4 FUTURE

By now, you should hopefully have a fairly clear idea about the journey ahead. Is your next step on the path of entrepreneurship going to be a move from the idea to the product, starting the business, or heading for the international market? Or perhaps you feel that taking it slowly for another year would benefit both you and your idea? In the next exercise, you can work out which path is for you. The destination tells a suitable next step for you.



EXERCISE 20 Your next step on the path to entrepreneurship



Recommended reading

Menesty yrittäjänä: 68 Käytännön ohjetta
(Antti Sekki & Mika Niemi: Talentum Pro, 2016)

Unelmahommissa: tee itsellesi työ siitä mistä pidät
(Satu Rämö & Hanne Valtari: WSOY 2017)

Lupa toimia eri tavalla
(Anssi Tuulenmäki: Talentum 2012)

EPIC: Nuoren yrittäjän käsikirja
(Sami Mikkola & Martta Tervonen: Luova Laboratorio 2017)

Kellarista maailmalle: agenttitoiminnan työkirja
(Jenni Moberg: Agma ry 2014)

Yrityksen perustamisopas: käytännön perustamistoimet (toim. Tuulikki Holopainen: Asiatieto 2019)

Sources: Conversations with representatives of the Finnish Tax Administration, the TE Office, the Business Service Centre, and the Centre for Economic Development, Transport and Environment

STEPS ON THE PATH OF ENTREPRENEURSHIP



SEE WHAT IT'S LIKE TO RUN A BUSINESS BEFORE YOU START ON YOUR OWN

You don't necessarily have to start your own business to see if your idea would be viable. However, don't forget that you have to issue receipts and pay income tax on all sales. If you don't have a business ID, you should consider getting a tax card with which has one income limit for multiple employers. You don't need to register for VAT unless your annual sales exceed €10,000. Especially if you're dealing with services, you should ask your customers if they could pay your fees using the tax card. You could also arrange your invoicing via a cooperative or an invoicing service provider. Both will take care of invoicing. All you have to do is give them your tax card, the invoice total, the customer's details, and they will then invoice the customer and pay the amount (minus admin costs) to your bank account.

Keywords

income tax, value-added tax, invoicing service, paying tax on handmade items

ENROL ON A COURSE FOR STARTING YOUR OWN BUSINESS

I would strongly recommend business start-up courses. Completing one of these courses (or demonstrating the relevant knowledge) could be a requirement for a start-up grant. Business start-up courses will give you information about how to develop your idea and how to launch and run a business. Usually you will also have the opportunity to prepare a business plan under the guidance of an expert. The courses are also a good way to get peer support from other would-be entrepreneurs who are in a similar situation. Business start-up courses can be free or subject to a fee, and they are organised by local business development centres, TE offices, business owners' associations, and private companies. Courses are available online and as contact sessions, and the duration varies from few weeks to six months.

Keywords

business start-up course, (your area) development centre, (your area) TE office, (your area) business development centre

ARRANGE A MEETING WITH A BUSINESS ADVISOR

Your local business advisor is there for you. They give advice on the development of business ideas and on starting a new business, and advice established business owners about business development and various grants. Business advisors work at business development centres and private companies. The service is usually free to the customer.

Keywords

(your area) business advisor, (your area) development centre, (your area) business service centre

HIRE YOUR FIRST EMPLOYEE

Self-employed people (sole traders) may be entitled to a recruitment grant (when employing an unemployed job-seeker). When employing new people, don't forget to make the necessary tax arrangements. You could also consider taking on a paid or unpaid intern if your area has a suitable educational institution.

Keywords

hiring first employee, salary subsidy, development grant, (your area) ELY centre, (your area) TE office, a business as an employer, (your area) education

FOCUS ON PRODUCTIZATION, MARKETING AND SALES

Before starting a business or finding ways to improve sales in your existing business, you should focus on the productization of your idea and on marketing and sales, as even the best idea will not sell itself. It has to be concretised and you need to ensure that potential customers will hear about the product and know where and how it can be purchased. See the earlier chapters for more tips on this.

Keywords

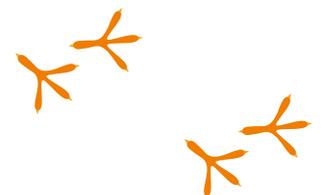
productization, marketing channels, sales channels

HEAD FOR THE INTERNATIONAL MARKET

Taking your business to the international market involves various activities, from visiting trade fairs to finding overseas suppliers and resellers. It is rarely a good idea to head to another market on your own without good knowledge about the country in question and finding out about possible export grant opportunities. The Team Finland network was set up to help businesses with export promotion, funding, finding the right networks, and getting to know the target market. There are also various associations that promote exports in the creative industries (e.g. Music Finland) and private agents who have the market knowledge and existing contacts with resellers in specific countries. You could also visit the websites of your industry's information and promotion centres to find out about current international projects that could be open to you. Don't forget to make sure that you have protection in place for your product before heading to another market. Read more about how to protect your product in the "How will you protect and license your product: IPR rights and agreements" section.

Keywords

business internationalisation, Team Finland, ELY centre internationalisation services, creative economy agents, design agents, Music Finland



PREPARE A BUSINESS PLAN AND CALCULATIONS

When you are thinking about starting a business or working out whether your idea would be profitable, you need to prepare a business plan and calculations. They can also be a compulsory requirement when starting a business and applying for a start-up grant. The business plan and calculations will help you clarify your thoughts and evaluate your business idea. Our tool for this purpose is the "Creative Business Model Canvas", a one-page business plan which is introduced in the next chapter. The Creative Business Model Canvas is based on the other one-page business plan models, namely the Business Model Canvas and the Lean Canvas, but in our view it is more suitable for the creative industries. You can also read more about the calculations from the Finance and Administration chapter. It is also a good idea to book an appointment with a business advisor who can review your business plan, or enrol on a business start-up course where you can formulate your business plan under the guidance of experts. And since your business plan will keep evolving, don't forget to update it regularly.

Keywords

business plan, business model canvas, lean canvas

START A BUSINESS

The business idea has been tested, the customers and risks have been identified, and the business plan is ready. It is time to start the business. You can do this online or by visiting a business advisor. First, you need to decide which company structure to go for. For advice, see the "How will you run your business: A cooperative, a limited company or something else" section. Don't forget to submit your start-up application to the local TE office (or business development centre) before you register your business, as you won't be able to apply once you are up and running. The start-up grant is a discretionary grant available to new full-time self-employed business owners which is intended as personal income support and paid monthly for the first few months of the start-up stage. If you haven't already done so, now is a good time to find out how to protect your products. Read more about how to protect your product in the "How will you protect and license your product: IPR rights and agreements" section.

Keywords

starting your own business, start-up grant, sole trader, limited company

5 BUSINESS GLOSSARY

Advance tax

Working capital

Benchmarking



A**Advance tax**

Persons carrying on a trade are usually subject to a withholding of tax. This means that the trader must pay tax in advance at a rate specified by the tax administration: this is known as advance tax. The amount of advance tax is based on the taxable income of the business. The advance tax should be as close to the actual tax for the year as possible. New traders are required to provide an income projection on the Y3 registration form and submit it to the tax administration.

A person carrying on a trade (cf. registered business name)

A person carrying on a trade is a natural person, a private trader, as opposed to a company. Many private traders have a registered "company" name, but the two terms are not interchangeable. A private trader or person carrying on a trade is a business owner but not a company. The person trades in his or her own name and is responsible for all the economic commitments of the business.

Assets

Assets is the lefthand side of a balance sheet. In bookkeeping, an expense that is expected to generate income over several financial periods is activated i.e. posted under Assets.

B**Balance sheet**

The balance sheet is one of the calculations included in the annual accounts. It states the company's assets and liabilities in a given period.

Benchmarking

In benchmarking, the idea is to identify good models in your industry that you could utilise in your own business.

Business ID

The business ID is an official code issued to companies and corporations. The ID is issued once the start-up notification has been received and filed in the Business Information System. As a business, you can check other companies' business IDs and other registration details from the Business Information System (www.ytj.fi).

C**Credit**

Credit is a book-keeping account. Credit entries are income.

CRM, Customer Relationship Management

CRM is a method or system of acquiring new customers and maintaining and developing existing customer relationships. It is based on the customer-oriented thinking of different customer groups having different kinds of needs.

D**Debit**

Debit is a book-keeping account. Debit entries are outgoings.

F**Fixed costs - variable costs**

Fixed costs are operating costs that are not dependent on production volumes. These include for example rent, wages, accounting fees, office supplies and marketing costs. Variable costs are costs that are related to the production of the product or service, such as material costs and production wage costs.

I**Income tax**

Income tax is tax on earnings. In Finland, individual persons' income tax comprises tax on earned income and capital gains tax. Corporations (e.g. limited companies and cooperatives) pay corporation tax on their income. Income tax payers must submit a tax return.

L**Lean philosophy**

In lean, the aim is to enhance production processes by eliminating unnecessary functions and stages. The idea is to speed up the product development process and bring innovations to the market faster.

Liabilities

Liabilities is the righthand side of a balance sheet. Liabilities state the sources of funding i.e. shareholders' equity and external capital.

M**Margin**

Margin usually refers to the sales margin or the operating margin. The sales margin is the profit made on a product or service after deduction of direct i.e. variable costs. The sales margin is usually expressed as a percentage. The operating margin is the sales margin after deduction of fixed costs.

T**Turnover**

Turnover refers to sales excluding VAT in a particular period (usually a year).

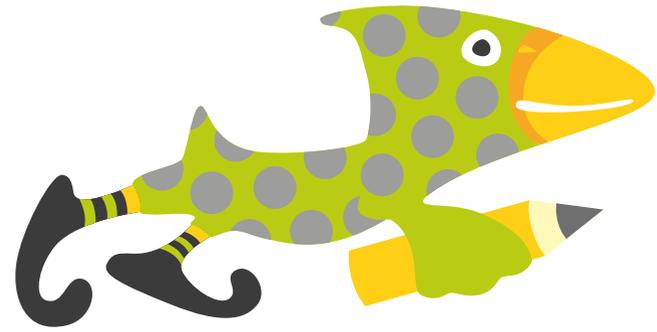
V**VAT - value-added tax**

VAT is a consumption tax paid in conjunction with the purchase of goods and services. All individuals and businesses who sell or hire goods or businesses or carry out comparable commercial activity are VAT-liable. VAT: a business whose annual turnover exceeds €10,000 must register for VAT by submitting the VAT registration form. VAT-registered businesses can deduct VAT from their purchases and they must report VAT paid by their customers to the tax authority. In other words, VAT is not an expense; rather, it is passed on from the consumer to the tax authority via the company. Contact the tax authority to check which VAT rate applies to your product or service.

W**Working capital**

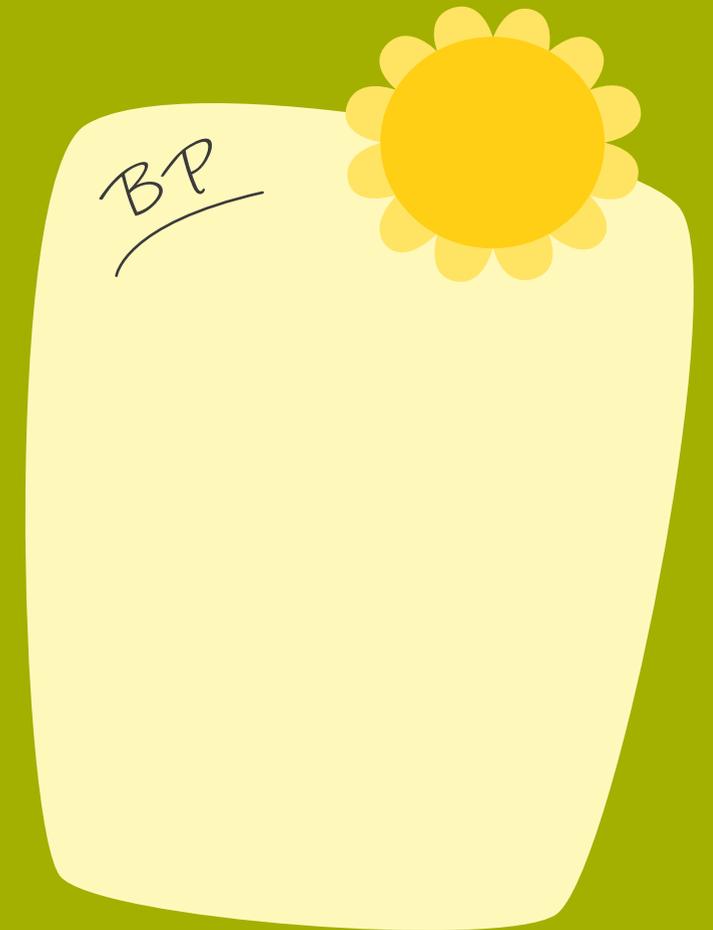
Working capital refers to the cash amount needed for the daily running of the business, i.e. for fixed costs. The working capital is especially important at the start-up stage before the business has made any sales. It is also needed for paying bills and wages before customers' payments are cleared.

Sources: Uusyrityskeskus guide for new entrepreneurs, Taloussanomat glossary, the website of the Finnish Tax Administration, Wikipedia



6 THE CREATIVE BUSINESS MODEL CANVAS: A BUSINESS PLAN ON A SINGLE A4 SHEET

A BUSINESS PLAN
ON A SINGLE A4 SHEET



PROBLEM/NEED

A business idea, i.e. a solution to the problem

CUSTOMERS

The value of the product to the customer

THE PRODUCT

Who makes the product

My competencies

Values, motivation and vision for implementing the business idea

Product identification and differentiation

Reaching customers: marketing, sales and delivery channels

Cost structure

Price

