

# WANT TO DIVE DEEPER INTO THE PROGRAMME AND THE PROJECTS?

## ABOUT INNOVATIONLABS

Creative Industries Fund NL and CLICKNL issued the Open Call for Innovationlabs twice, in 2021 and 2022. This call was open to innovative and experimental projects to tackle current challenges in the cultural and creative sector and to increase the sector's resilience. Many makers, cultural institutions and other creative parties responded. In the first edition, 16 projects were selected and in the second edition, 17 projects. Together, the 33 initiatives represent more than 200 parties from diverse cultural and creative disciplines. During DDW 2023, we celebrate and present the results of the first edition of Innovationlabs.

### THE RESEARCH COMPONENT

A team of researchers follow the activities within Innovationlabs and actively contribute to knowledge sharing, between the 16 Innovationlabs projects themselves and between these projects and the cultural and creative sector. In addition to sharing existing knowledge about innovation processes and models, the researchers generate new knowledge and insights that can contribute to solving complex issues within and beyond the cultural and creative sector.

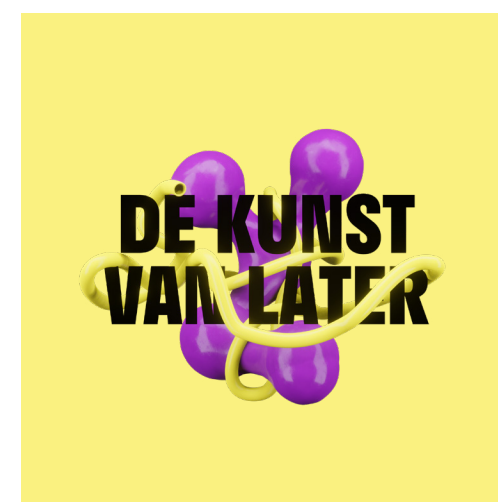
### KNOWLEDGE & COMMUNITY PROGRAMME

In addition to financial support, the Innovationlabs programme also provides coaching and guidance in knowledge development and knowledge sharing. The participants are encouraged to contribute their ideas on the opportunities and obstacles in each other's innovation projects and to share their knowledge and insights with the sector. They are assisted by coaches who ask questions and help to reflect on the process as a 'critical friend'.



#### ZUID. BOIJMANS VAN BEUNINGEN

The initiators of Zuid. Boijmans Van Beuningen aim to further develop a new museum concept that focuses on collaborative practices. Special attention is paid here to makers, local residents and school pupils.



#### DE KUNST VAN LATER

Using an iterative approach, where research and design go hand in hand, the initiators of De Kunst van Later offer self-employed people in the creative sector tools to arrange their retirement provision better.



#### FUTURE MATERIALS

The initiators of Future Materials aim to further develop and scale up their hybrid database of sustainable artist materials, which should contribute to making makers' practices more sustainable.



#### INNOVATION:LAB

Innovation:Lab encourages theatre makers to experiment with technology. The aim is to broaden the programme and experience of performing artists and increase audience diversity.



#### META-ESTATE LAB

Can blockchain make a difference in the housing market? The project partners of Meta-Estate Lab want to explore and test the possibilities of decentralised financing using prototypes.



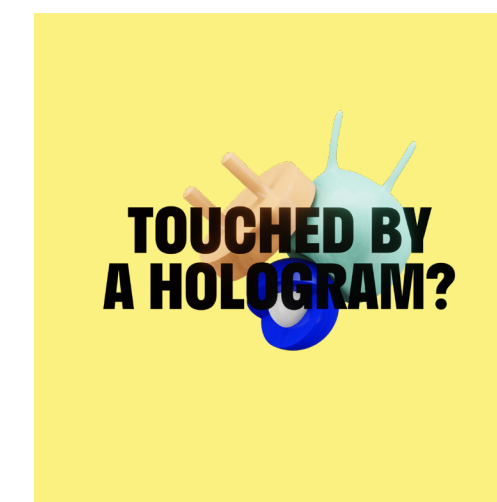
#### PODIUMPAS

Podiumpas is a subscription model with which 47 venues nationwide are affiliated. The aim is to lower the threshold for culture lovers to go to the theatre more often and to see more adventurous performances, with fuller theatres as the intended result.



#### THE NEW SOCIAL

How can cultural productions be meaningful in a hybrid online-and-offline form? The findings of The New Social will be compiled into a toolkit to be made available to the whole field.



#### TOUCHED BY A HOLOGRAM?

The initiators of Touched by a Hologram? are exploring the artistic possibilities of the virtual. The aim is to prepare the performing arts sector for a metaverse future.



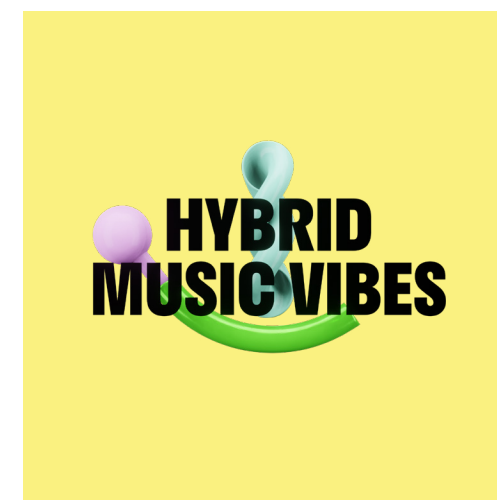
#### CROWDKEEPING

Crowdkeeping is an initiative to develop a working method and supporting tool for relationship management. For and also in collaboration with medium-sized organisations in the creative sector.



#### EVERYBODY IN THE (ART)HOUSE!

How can cultural institutions utilise their digital or hybrid offerings to broaden their audience? The initiators of Everybody in the (art)house! are exploring the most promising answers.



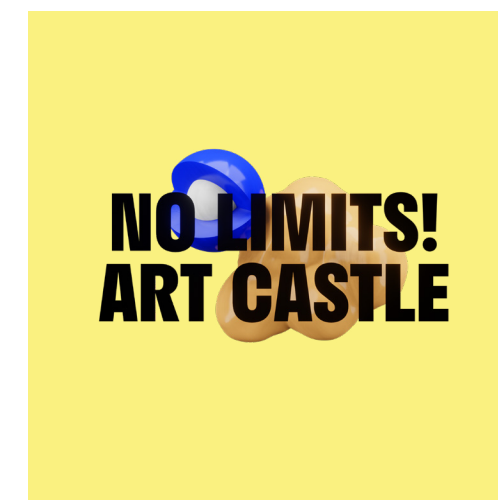
#### HYBRID MUSIC VIBES

The initiators of Hybrid Music Vibes are exploring the possibilities of digital, artistic expressions for professional musicians.



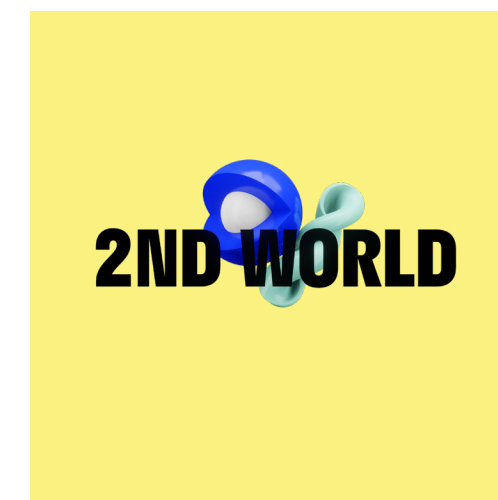
#### LIVING LAB OPEN CULTUURDATA

Living Lab Open Cultuurdata is a 'living lab' that investigates how open-source technology can contribute to greater reach and findability of the programme of online cultural productions.



#### NO LIMITS! ART CASTLE

By connecting makers from different backgrounds, the project partners of No Limits! Art Castle aim to make the sector more accessible to any kind of creativity and originality.



#### 2ND WORLD

In the 2nd World project, 11 WWII museums and memorial centres aim to develop a joint digital strategy that will extend the reach to new target groups.



#### TOOLKIT FOR THE INBETWEEN

Toolkit for the Inbetween involves experiments relating to hybrid cultural experiences. Special attention is paid to the interaction between the physically and digitally present audience.



#### UNLOCKING FASHION HERITAGE

By means of 3D digitisation of museum fashion collections, the project partners of Unlocking Fashion Heritage aim to make historical and artisanal knowledge accessible to a wide audience, ranging from museum staff to 'home-based makers'.

## INNOVATIONLABS #1 PRESENTS: THE LIVING ARCHIVE



## 4. BUSINESS MODELS





# DURING THE INNOVATIONLABS PROGRAMME, RESEARCHERS FROM DIFFERENT KNOWLEDGE INSTITUTIONS EXPLORED THE FOLLOWING THEMES.

To achieve innovation in business models, an organisation's set of activities needs to be changed, expanded or renewed. If that happens, the organisation can develop new ways to create or deliver value for its audience and other stakeholders. We explore three ways in which business-model innovation can take place and demonstrate these strategies by showing examples from projects that were part of Innovationlabs #1.

## INNOVATIONLABS #1

1. Collaborating on platforms
2. The position of the creative maker
3. Technology
4. BUSINESS MODELS
5. Public participation

This roadmap explores the theme of business models.

## INNOVATIONLABS #2

6. Narrative-driven collaboration
7. Design-based and artistic research
8. Experience-enhancing technologies
9. Societal impact
10. Activating audience engagement

## DEFINITION BUSINESS MODEL

1. The mechanism by which an organisation is able to create and deliver value and convert it into results such as profit, growth or enhanced reputation.
2. The overarching system that logically connects the various activities an organisation must carry out in order to create potential value.

## 1 INNOVATION BY EXPANDING THE ROLE OF THE ORGANISATION IN THE VALUE CHAIN

Business-model innovation can take place when an organisation expands its activities. This means that the organisation takes over functions from the value chain that were previously performed by other organisations, including partners. In general, we can represent the value chain of artistic or creative goods or services as follows:

CREATION



PRODUCTION



DISTRIBUTION



OPERATION



CONSUMPTION

A number of Innovationlabs #1 projects have initiated business-model innovation by broadening their own role and position within the value chain, such as Zuid. Boijmans Van Beuningen and Meta-Estate Lab.

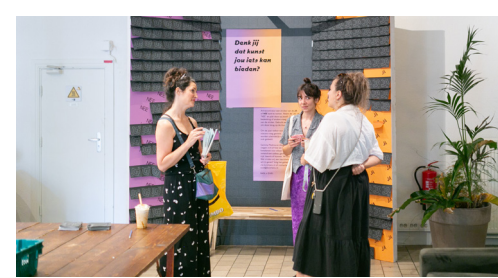


Image: Tomas Mutsaers

## ZUID. BOIJMANS VAN BEUNINGEN

Zuid. Boijmans Van Beuningen moves away from the 'white cube' to create a more interactive and open museum model. By co-creating their programme with people living in the neighbourhood and artists, they shift the focus from the last phases of the value chain (consumption), to the earlier phases (particularly production) to expand their museum offerings to the public.



Image: JustJusta

## META-ESTATE LAB

The Meta-Estate Lab project has chosen a different approach. They aim to increase the scope of architects in the construction value chain by allowing them to take a share in the ownership of the final building. The initial role of architects at the front end of the value chain (creation and production) is therefore complemented by a role in the last phases (operation and consumption).

## 2 INNOVATION BY EXPANDING THE CUSTOMER-JOURNEY ACTIVITIES

A second perspective on business-model innovation is that of broadening the activities in the customer journey – the path of interactions that lead to the purchase of a service or product. These interactions are often described as 'touchpoints': moments when the organisation on the one hand and the potential customer on the other take a certain action. Although no two customer journeys are the same, there are also some standard stages in this process: the Inbetween are two examples within Innovationlabs #1 that employ these technologies.

AWARENESS



CONSIDERATION



PURCHASE



RETENTION



RECOMMENDATION

Two Innovationlabs #1 projects that aim to improve the customer journey are Everybody in the (art)house! and Crowdkeeping.

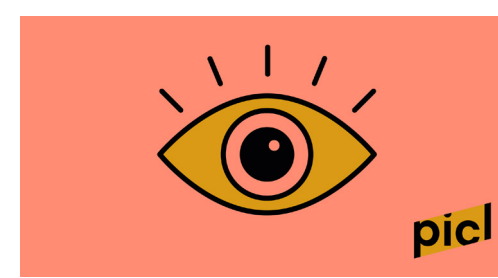


Image: Everybody in the (art)house!

## EVERYBODY IN THE (ART)HOUSE!

This project, led by virtual cinema platform Picl, investigates audience behaviour in order to develop a more effective marketing offering to hybrid arthouse film consumers who watch films both online and in the cinema. The knowledge gained about the consumer can be applied to all phases of the customer journey, and it becomes particularly interesting when the two customer journeys – the online visit and the on-site cinema visit – start to influence and support each other.



Image: Crowdkeeping

## CROWDKEEPING

In the Crowdkeeping project, funders have already completed an entire customer journey to become a funder, and Crowdkeeping is looking for ways to generate even more value for and with these funders in the final phases of the customer journey (retention and recommendation) to build stronger and longer-lasting relationships with their funders.

## 3 INNOVATION THROUGH COLLECTIVE SOLUTIONS

A third perspective in business-model innovation is that of collective solutions. In recent years, there has been an increasing realisation that focusing only on your own competitive position does not necessarily help the long-term survival of the sector. Making the sector more robust, agile and resilient requires a collective effort. From such a collective effort, individual organisations within a sector can subsequently receive value that can make their own business model more sustainable.

A number of Innovationlabs #1 projects aim to contribute to business-model innovation by empowering change in the core of the system. De Kunst van Later and Podiumpas are doing exactly that.



Image: De Kunst van Later

## DE KUNST VAN LATER

De Kunst van Later designed several experiments to improve retirement provision for self-employed people working in the creative sector. Good retirement provision for these people is a complex problem, as there is no one specific 'owner'. Through continuous co-creation with cultural and creative self-employed people and retirement-provision experts, they designed several solutions to support the self-employed community.



Image: Vandejong Creative Agency

## PODIUMPAS

The Podiumpas project aims to introduce a collective subscription system in the performing-arts sector. As a platform, it is an example of a 'double-sided market': the more venues that are connected, the more interesting it is for the audience to purchase a subscription. Additionally, the larger the group of subscribers, the greater the positive effect for the venues that are connected, as the Podiumpas model brings new audiences as well as more visits.

## CONCLUSION

By looking at innovative projects from a business-model perspective, it is possible to analyse how new projects can be structurally embedded in the cultural landscape. By structurally adjusting or expanding sets of activities, the potential value creation of innovative projects can be anchored in the long term. This, in turn, is essential for the long-term sustainability and resilience of cultural organisations. However, it requires joint reflection on the content of the innovation, as well as on the structure of how the innovation is organised and how it can be embedded. It is precisely in such a holistic approach that an innovative project can blossom into an innovative operation.

## RESEARCHER

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## CREDITS

### Programme Lead

The Creative Industries Fund NL & CLICKNL

### Exhibition Concept & Design

Fillip Studios

### Visual Identity

studio de Ronners

The Innovationlabs programme is an initiative in response to the advice 'Onderweg naar Overmorgen' (2020) from the Council for Culture. The programme is a joint project of the six national cultural funds and CLICKNL, and provides funding for experimentation and innovation through projects that contribute to the sustainable recovery of the sector. Innovationlabs is operated by The Creative Industries Fund NL and CLICKNL on behalf of the Ministry of Education, Culture and Science.