

Aspect

CASE: Translating research insights and knowledge networks into commercial training for the private sector.

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1 Introduction

[In Place of War](#) started in 2004 as an Art and Humanities Research Council funded project led by Prof James Thompson at the University of Manchester. The original research project investigated arts practices in places of war and conflict and from the research activity a network of artists was formed. Responding to the needs of this network identified through field research, In Place of War developed practical tools and resources to support the capacity of practitioners using arts as a form of positive social change. These include education and training, developing infrastructures to sustain their work such as equipment and physical spaces for cultural activities, and providing an international platform to showcase their work. From the provision of equipment, co-creation of spaces for artistic activity, creative spaces, the means to maintain professional networks and training in creative and social entrepreneurship, IPOW now pioneers a form of responsive impact, bringing benefit to thousands of artists, cultural leaders and communities. Today, In Place of War is a registered charity in the UK and non-profit organisation in the US and Ireland. It raises funds through donor and trust funding, donations, public sector funding and through research partnerships with academic partners.

The Aspect project emerges from an ongoing funding challenge that In Place of War has as a charity. The charity has successfully attracted funding for its training and education and other activities but always on a short term basis. However, there is an increasing demand from local partners to embed training programmes in communities beyond the initial funding lifecycle. Thus, the organisation sought to develop a new revenue model to sustain ongoing need for education and training opportunities for grassroots organisations in their global network.

2 Initial Project Idea

In Place of War sought to develop a new revenue generating model to sustain their education work with artists in sites of conflict. To this end, the initial focus was looking at adapting an existing training programme (Creative and social enterprise programme) into undergraduate modules for students at UK universities. CASE has attracted funding from a range of international NGOs, government entities and foundations and has been rolled out with partners in Latin America, the MENA and Africa. Drawing on examples of good practice from



grassroots practitioners in the In Place of War, the programme leverages peer learning with knowledge generated research insights underpinned by a learning by doing and challenge based learning approach. The content and learning methodology has been tested amongst young people including university students internationally, although not in the UK HE setting. Thus, the idea was to repackage the content to meet the requirement of undergraduate degrees offering new modules to complement arts and humanities degrees (music entrepreneurship, arts and cultural management, popular music and

The idea was to explore the feasibility of a one-for- one business model in which students enrolled on an IPOW undergraduate module would essentially pay for IPOW's education programmes for young people affected by conflict in the Global South. Thus, the aim was to experiment with ethical and solidary business models in the training sector.

In addition to this, the development of an initial idea for a music and sustainable development Masters in partnership with Queen's University was also drafted with the view to implementing the one for one model.

2.1 Key insights

As part of this initial phase, a scoping exercise was undertaken engaging with [Water Bear](#), the college of music, a private higher education institution whose degrees are accredited by Falmouth University. Similarly a market analysis was conducted by Wise Women Solutions to gain insights into the private training sector and possible routes to market for the initial ideas. During the initial exploratory stage and guidance from Water Bear it became apparent that In Place of War lacked resources to adapt CASE into undergraduate models or develop a business case to present to Falmouth. Adapting and setting up undergraduate modules would require significant investment. Furthermore, the 'one for one' business model was deemed unfeasible given the high setup costs of developing the models and ongoing costs of delivering them.

Concurrently, market analysis of private professional training revealed a diverse and fragmented landscape that created fertile ground for IPOW to enter the market. Moreover, private sector training incurred lower set up, ongoing delivery costs and higher fees, thus making the one-for-one model more feasible. Furthermore, market data identified an increasing commitment to social and environmental responsibility amongst corporate organisations and a need to develop skills, knowledge and competencies in this area. Equally,



businesses are increasingly exploring ways to develop creative and empathic leadership which also aligns with IPOW's work and that of its network.

Focus groups with In Place of War's existing network of commercial partners in the music industry who had participated on In Place of War's visits to change maker projects also supported the findings of the market research. Equally, drawing on existing experience and success of delivering training to business professionals led the team to conclude that adapting CASE for the private sector was the most viable route to market. Thus, the team set about developing a new private sector training programme: Executive Leadership Experience Programme.

2.1.1 Emerging Idea: The Executive Leadership Experience Programme.

The Executive Leadership Experience Programme is a tailored made learning experience for senior industry leaders in the music sector aimed at developing soft skills, knowledge and competencies in the following areas:

- Creative thinking
- Team building
- Empathy in leadership
- Realising Vision
- Undertaking Your Role in Corporate Social Responsibility
- Achieving Sustainable Development Goals

The programme will follow a similar format as CASE in that it draws on real life experiences, adopts a challenge based and learning by doing methodology and alternative perspectives from In Place of War's network of changemakers. The changemakers are artists, community leaders and cultural practitioners using the arts of positive social change in communities affected by conflict. The session will be co-created and delivered with In Place of War and a number of Changemakers. The programme will be bespoke for the client informed by a needs analysis and audit with the client. Drawing on this analysis, IPOW will co-create and co-deliver the programme with relevant change makers from the network. The programme will be delivered in a range of formats (online, in person, hybrid and immersive hosted by the change maker organisation in the country). This format has been tested through a third party training provider that In Place of War has delivered training services for tech, finance and media clients.



Thus, in the second phase of the project, a page on the In Place of War website, a presentation deck and video were created as a promotional tool for potential clients. A freelance consultant with vast experience and networks in the music industry was contracted to create the deck, a promotional video, develop a sales pipeline, pitch the service and secure a client by July 2023. The deck can be accessed [here](#) and the [video here](#).

Global Advisory Board Presentation

The team presented the first draft of the deck to In Place of War's Global Advisory Board (GAB) which is composed of senior industry professionals from the UK, Europe, the USA and Asia. Initially feedback was very positive with the group seeing the value and the need for such an initiative in the sector. Based on comments regarding pricing, the team costed the various options based on market research and their own experience of developing bespoke training. One of the members of the GAB who is a senior manager at Roland Corporation offered to present the Executive Leadership Experiences to the senior management team at Roland in London.

Engagement with other music industry professionals

The consultant has held initial discussions with Kolbalt about being a further sound boarding for an initial pitch. Equally, contacts at Polydor, Hypnosis and Live Nation are also open to the team pitching the programme in the coming months.

Initial Pitch with Roland- March 2023

In Place of War's team (CEO Ruth Daniel, Music Development Manager, Emma Bartholomew and Music industry consultant Nick Mander).

The "Initial Pitch" was very positively received by the Roland Executive who has indicated that he would speak to the "wider executive team". In order to move to the next stage of discussions about how any Leadership Programme would be designed, the consultant and Emma Bartholomew will be discussing the next stage with Roland in June. The team will be sending Roland a further updated version of the Executive Leadership Experience Programme deck and accompanying video. They are due to speak to Roland again in June to secure a "take up" of the Leadership Programme.



Ongoing engagement with potential clients

The Consultant is in further discussions with Hypnosis (Merck Mecuriadis) Sony Music (Jason Iley), AWAL Music Services (Paul Hitchman), Kobalt Music (Alison Donald), Sheridans Music Solicitors (Russell Roberts), SSB Music Solicitors (Paul Spraggon), Universal Music (David Joseph) and EMI Records (Clive Cawley) in order to secure "Executive Leadership Experience Programme Presentation Meetings" with key executives from each company. Furthermore, the charity is also working with the Masood Centre at the University of Manchester to further develop branding and marketing strategies to support the continued development of the project.

In Place of War has secured further paid training workshops via third parties to deliver co-created sessions for professionals working in finance and civic arts sectors. Thus, demonstrating the viability of this type of activity as a revenue stream for the charity as well as providing new economic opportunities for the changemakers.

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"BUSINESS AS USUAL" ANYMORE...**

Do you want to make authentic, sustainable changes in your leadership to future-proof your approach within a caring environment that nurtures its people?

Do you want your leadership to reflect your genuine commitment to sustainability beyond the tick-box exercise?



Extract of Promotional material for the Executive Leadership Experience Programme.

3 Conclusion

The Aspect project has generated new insights into the development of commercial products emerging from academic research and practice that could be shared more amongst ASPECT members. The key learning for the team has been in the following areas.

1) Market analysis

The importance of market research in understanding the market to identify potential clients as well as enabling the assessment of the viability of these different routes to market. This will inform the marketing and design of the product or service, for example, branding, and packaging and establishing a rate for the service.

2) Generating assets- drawing on market analysis and the development of resources (film, presentation deck) have been key tools in the first steps to generating potential clients. They served as a means of testing the market and communicating messages in an appropriate format for the target market.

3) Networking and relationship building

Utilising diverse networks (academic, business, non-profit) can be useful to act as a sound boarding, promote your product or service and to secure clients. We will continue to leverage as we look to secure the first client as this has proved to be the most effective means of reaching the target market.

4) Ensuring the team has the right skills set

One of the key challenges of the projects has been securing a first client despite successfully pitching to Roland and initial interest from other corporate entities. Whilst a consultant was brought in to pitch and generate sales, he failed to convert a pitch into a sale (despite interest in the service). Thus, this highlights the importance of reskilling the team or bringing in relevant staff with sales experience to sell the product or service.



Entrepreneurship
COP Workshops
& Mini-Projects

About Aspect

Aspect (A SHAPE Platform for Entrepreneurship, Commercialisation and Transformation) is a network for organisations looking to make the most of commercial and business opportunities from social sciences research. Supported by Research England's Connecting Capability Fund, Aspect members sit at the epicentre of discovery, imagination, and progress in the social sciences. We draw together pioneering academics with innovative industry leaders to tackle the most complex societal challenges of our time. Find out more at www.aspect.ac.uk.

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