

Report Seminar #5- Lighthouses

Co-creation, sharing economy and users involvement

Copenhagen, 3rd to 5th march 2015

Summary of the project

LIGHTHOUSES is a professional training programme carried by seven organisations (Live DMA, ACCES, Court Circuit, Clubcircuit, Dansk Live, FEDELIMA, and VNPF). The aim of the project is to have a prospective vision of: what will be our venues and our occupations in 5 years? What is our future, how our business models have to evolve, and how we have to deal with the evolution of our sector? This project aims to identify the skills and abilities needed in artistic professions on the European scale; through international workshops and exchange of good practices and experiences. In order to identify the scope of employability on a European level, at the end of the project we will produce job descriptions and focus on the skills and abilities needed by these professions. This work will be done by professionals in the cultural field, and it will end with the creation of a “quality label”.

Purpose of Seminar #5

This seminar was focused on the venues strategies to involve the audience and the volunteers. Why and how does it make sense to involve the users? What does it really mean? What are the effects and the challenges? Engaging users create a value through interaction because mutual values are shared. Why is it so interesting the organisations? Why it makes sense for the users?

This seminar was divided in 3 days. The first conference “Come on in” took place in Borsen, the Chamber of Commerce of Copenhagen with the Lighthouses delegation and more Dansk Live members. Around 200 people attended this conference. Then the Lighthouses delegation went in Roskilde for a workshop day with Orange Innovation team. Last day in Soho, Copenhagen was dedicated to storytelling exchanges about volunteers working in our venues.

During the evenings, the Lighthouses participants got the chance to discover two venues from Denmark, meet the team and get inspiration from their volunteer policy : Huset in Copenhagen (<http://www.huset-kbh.dk/>) is an historic venue (40 years of existence) with 10 diverse stages with everything from live music, theatre performances, comedy and old movies. Huset even has it's own board game café, a small kitsch cinema and the first European's non-profit restaurant to battle food waste. Gimle (<http://www.gimle.dk/>) is a 500 audience capacity music venue in Roskilde that also develops a bar with 100% volunteers, a smaller stage for music activities and works with European Voluntary Services.

Summary of workshops and conferences:

Day 1:

COME ON IN – DO WE REALLY DARE INVOLVE OUR USERS?

OPEN CONFERENCE @ BØRSEN, COPENHAGEN

PUT YOUR USER AT THE CENTER

Co-creation is not just a way to engage the user, but a tool to create new original content.

By Esben Danielsen, Head of Orange Innovation, the Innovation Unit at the Roskilde Festival Group

Participation, include the users, open innovation, do it together, crowdsourcing...We use those words all the time even if we don't do it or do not know what it means. Sharing economy and co creation is a new way to see things.

The first rule to apply is that you have to know your user's feeling, it means you have to be with the crowd during the concert or the festival. You have to be in the user's perspective so you will see what the audience cares about. This is co creation.

Why to co create ? Just making money is not a good answer. It should be fun and make a difference. If you exactly know what you want in your venue, take some experts. If you have to find new solutions, co creation is cool.

What are the best tools for co-creation ? Storytelling is one of the most important tool to include the users. Volunteers are ambassadors, they make sale the product easily. Why each user takes part ? the motivation is really different to a person than another. Its important to motivate individuals.

- It can be a social motivation : meeting people, enjoy a cool atmosphere...
- It can be passionate people who want to show what they are good at (nerds)
- It can be that they want to be part of decision making but not all the poeple want to be part of this democracy system

It needs a lot of people to have good co creation. You should not expect from few people to do a lot. You need a lot of people to do few. To conclude, if you want to do co creation, stop talking and start testing.

Questions: What is the role of the firm in co creation if the participants do the things ?

The company is not the most important, the product is important and that is what the company do.

SHARING – A NEW ECONOMY

New technology allows new ways of sharing across the globe. Even from Airbnb will talk about how collaboration can be the driving force in new business models.

Air bnb is a website to book someones' home anywhere in the world. Airbnb deals with private people homes, they open their own homes. It is not new, grand parents were maybe doing the same when they were young but now we use the technology to put in into a system to reach more people and create a business out of it.

Air BnB is a great success of share economy. How the company started and how it became more than a company ? It began by solving a problem : people did not have money enough to pay their rent. So they wanted to turn their flat into bed & breakfast. They built the company from their own experience.

Air BnB started in 2009, mostly in USA but now in 2012, Europe is the biggest market for the company. It is extended in 190 countries. The growth is coming by people talking to their friends and family and there is more and more demand.

It also means that people are more and more open to share economy. Air bnb is part of a Collaboration Consumption trend. Air BnB has an impact on people and on our society. It also has an impact on economy because air BnB income can help the host. A lot of them are artists, or start up managers, or part time job, and they find a money complement in Air BnB. AirBnB properties use less energy and water than hotels for consumers/night (so it has also an impact on the environment). It also has an impact on cities. Hotels are only in the city centers, but with Air BnB you can book a room in new areas in the suburbs and so on, so it has an impact on the local tourism (café, restaurants...) and it brings tourism to new interesting parts of the cities. And it also brings additional tourism because people stay around 2 days in hotel while 4/5 days in Air BnB.

What is their communication strategy ?

The brand & logo is called bélo (people, places, love). The website says « welcome home ». AirBnB is not just about places, it is about people, that is why they always use pictures with people in it. It helps to create a community.

Secret sauce : how was this possible ? The idea was great, the timing was good and also the thing was to treat the hosts as business partners. It is better to have 1 million people loving you (the super users), than 1 million people like you. It is important to understand why people are doing it, so you need to hear from them. Airbnb employees invite some hosts from their cities for dinner to present their new logo.

UNDERSTAND YOUR USER & INVOLVE THEM

By interacting with their fan base, LEGO has made an exciting reconnection to their fans which not only has strengthened LEGO's brand, but also paved the way for innovative and high quality crowdsourced products. By Peter Espersen, Global Head of Community Co-creation, LEGO

How do you penetrate the « noise ecosystem » of brands ? Involve the user because the message of the user is more authentic and more efficient. Users have become makers. Lego empower the users with tools : lego is a medium for creativity.

LEGO have values but a lot of things are done with « lego » that has nothing to do with them. AFOL : « adults fan of legos » are the one that embrace the legos a different way : they are the super users, they are community.

How do they engage users ?

- Outside to inside : it is for people who want to do something with lego. Lego is in contact with 220 independant user communities of AFOLS. It's a network. They gather information and feed back Lego. There is a crowd sourcing for next lego products ideas. « made by fans for fans » « every idea start with a brick, and you know what do to ». Lego team receive around 2 ideas per hour. 1 idea is created when 10 000 people validated the product on the crowdsourcing.
- Inside to outside : If they have a need to do a specific thing like « co created campaigns » they ask for fans to create, for example a fan made stop motion movies.
- Outside to outside : Users are generating the content and makers as well. Lego sells bricks and users do a lot of things with it (artists or not) like 3D printers or other stuff.

It is a win win strategy for the company and the user. Here are some rules LEGO impose to itself :

- Be clear about rules and expectations
- Be open and transparent
- Start small, experiment first
- Create ways that the outside world easily participate in your value creation
- See the resourceful user in your consumer

DEBATE: WHAT IS OUR ROLE AS AN ORGANISATION IN THIS NEW USER PARADIGME?

How do we ensure quality if we are not the ones making our products? Join the discussion of how both public and private players balance the challenging act of co-creation and sharing.

Panel: Kitte Wagner, Managing Director at KBH + Askovfonden · Even Heggernes, Country Manager Nordics & Netherlands, Airbnb · Peter Espersen, Global Head of Community Co- creation, LEGO · Esben Danielsen, Head of Orange Innovation / Roskilde Festival GroupPanel

Do you fear that involving your user might undermine the quality of your product ? How should we involve the audience in the artistic program ?

The quality entrance is not the good key. You need to find the entry to create a common language about how to co create. The need is to communicate to be balanced and to answer people expectations. Don't like to call the audience consumers, they are users or creators.

Can we say « no » to users involvement or do we just have to deal with it ?

If you are into giving culture to more people, it is important to involve people. Of course, you can say to shut down internet on your festival or venue and see what interesting things happen/

How to protect the users where there is no legislation about it ?

There is always abuse that is why and meetings are important, evaluation and ask for comments and reviews.

Day 2 :

IDEA FACTORY @ ORANGE MAKERSPACE, ROSKILDE

NEW TRENDS, NEW TOOLS, NEW WAYS

An introduction to the maker movement and how we can let ourselves by inspired of the tools, methods and ideologies when we work with co-creation. By Morten Ydefeldt.

<http://ydefeldt.com/#/home>

Softwares are our new tools and open source is very important in co creation to develop things together. The idea saying you can't earn money with open source is not true.

People don't use open source projects because it's too complicated and hard to use. It requires skills and knowledge. That is where you can make business. There are open source projects that works of course : linux, mozilla, wordpress, popcorn time, openoffice. You can download the source code and edit then what you want. There are a lot of machines now existing. Softwares -> hardwares

In the end, what is important is what comes out of the machine, it is the product.

INSPIRATION: A GREAT CASE

Visit from Steen Andersen, Co-founder of the creative collective, Prags Boulevard, PB43.

<http://pb43.dk/>

PB43 is a co-working space born from a working community to build their own building.

PB43 is an independent consortium consisting of a number of companies, associations and groups with multidisciplinary expertise in cultural production, product development, entrepreneurship, communication and development. The Property of 6400 m2 and the four large buildings provide the framework for a interdisciplinary collaboration that has resulted in innovative projects and products in close collaboration with local and international partners.

PB43 counts some 150 creative entrepreneurs, artists, musicians, filmmakers, architects, scientists, designers, graphic artists, scientists, engineers, consultants, managers, photographers, carpenters, journalists, technicians, theater and circus producers, chefs, curators, automotive and motorcycle mechanics, kayak builders, pipe makers and students, each of which has been personally ownership of a small portion of the site and thus to the overall development of a unique working relationship.

Everyone pays a low rent, since there is no landowner or intermediary to earn profit on the rental. The rent is solely for the operation and development of the site and joint projects, so the bearings have the greatest possible resources and opportunities to realize their visions and projects. Working Community PB43 A.M.B.A. is a self-funded non-profit organization, whereas tenants include both full-time and part-time professional business, non-profit projects and hobby activities. PB43 has 2 coordinators and the board members are elected by the users. Volunteers can get formation (security for instance) they can use in their job after. The new challenges is to avoid normalisation, so they need to renew it all the time.

WORKSHOP SESSION : HOW CAN YOU ENGAGE YOUR USER IN DEVELOPING YOUR CONCERT EXPERIENCE?

Introduction to the “Confession Booth”. The participants are then separated into six groups of four persons. Every group is given one of five themes the will work with throughout the day.

Themes: Venue, PR-campaign /community, New business areas, Rethink content

Feedback from yesterday conferences :

Talking with the audience and volunteers has already led to some changes in some venues. Ex : One of them opened the artistic program because the audience was feeling so ; when you are in the crowd during the concerts you can notice a broken lamp... but the bigger your venue is, the more difficult it is to know about your venue and volunteers so you have to create tools to know about it. And it takes time. Lego and Airbnb are good with stories and venues should be inspired by this. Ex : talking about the concerts experience instead of how many tickets were sold. Some people are not interested in being involved in the venue, they are here because they are fan of music. So should we leave them alone or find a way ton include them ?

MEATING MUSIC

Connect people before the show

An idea for people who dont want to go to concerts alone. The issue is : you are interested in a kind of music but your friends are not so if you dont want to go to the concert alone, you ask if people want to go with you. Or people who want to go to concert with more people. Meating Music brings a solution to this problem. It can be a website (national or european platform connected to music buyers). They can poolsharing, they can have dinner together, and/or meet at the concert, it’s a way to get more people to the venue and to create a community.The experience lasts longer than the concert : it also happen after and before the show.The purpose is to attract more people and make better experience for the audience and they can come more often and being social venues audience (loyalty). The venue is also a social place where you can meet people in a warm atmosphere. It can be also european concept for tourism, people can meet the locals from other towns by going to concerts, thanks to AirBnB inspiration.

VENUE TUBE

Make relations, not transactions

How to create a brand as strong as lego ?

The idea is to make a reality show about the venues. The user creates the reality show, they create the story, and the venue people help them doing it. So people get skills and experience about video and the venue is more transparent with a « behind the scenes » system.

LEGO VENUE

It's a guideline, a kind of structure guide to break the walls for the users (be transparent) and the walls can also move like a lego block, you can customise your events with the advantages of festivals.

A COMMON SPIRIT

« together it sounds better »

How can we see if our content is what the public wants ?

An application for festival on which people can vote/share/invite/volunteer. In this way, people can participate in the next line up. The prices can be flexible as well : we announce a price : if there is more than a certain amount of people who buy the ticket, then the price get down. And if there are less people than a certain amount, then nothing happen.

IT S NOT ABOUT THE MUSIC

It's about your future girlfriend, it s about stop loneliness, it's about being inspired, it's about fun.... What triggers people to go to concerts ? How to make non users users ? The idea is to bring communities by co creation with them. Ex : Danish program in France for danish community. Thgis project is made to challenge the venues to go out and meet communities.

ALL IN FOR A NIGHT OUT

Think about new products to develop : package deals to upsell products like a tourist attraction business. On your own website, you can include the app and then you can buy drinks and restaurant, hotel, transportation, all includes and so on... The idea is to sell other people products and to take money commissions.

DAY 3 : VOLUNTEERING IN DENMARK NEW NETWORKS

GROUP DISCUSSION

How do we involve the volunteers at the venues? Where in the process? Challenges and perspectives.

Stoytellings from...

Klaverfabrikken (<http://www.klaverfabrikken.dk/>) has 300 volunteers. For 18 years, there was only one employed leader.

Gimle has 200 volunteers and 9 people staff. Cleaning, soundengineering are paid jobs. When there is a concert only the soundengineering is paid job. Entrance, bar, security, catering, backstage, and one responsible are all volunteers.

Most of half of danish people volunteer in some way. What volunteers get from the venue ? It should not be the reason why they are volunteers but usually they can go to all concerts they want to. There is a reward system where you get 1 point per hour. For 2 points you can bring a friend to a concert or have a beer.

What is the difference between a volunteer and an employee ?

- Volunteers can be less skilled
- The volunteer can say « no i dont want to »
- It's more about project involvement and give ideas
- Volunteering is a story from person to person.
- You cannot fire a volunteer but you can have serious talks with him/her

A lot of volunteers use what they learn in their career. In general, there is no need to communicate about need of volunteers. Volunteers can lead other volunteers. What is the link between freedom and responsibility ? It is not cheap work, it's about interest, like doing sports or collecting stamps, even if it takes lot of time, and gives you something back and feeling that you are part of something bigger. It should never be a solo task or like a every day work. They can be included in board and general assemblies.

Exchanges in the room :

Having volunteer represents a lot of time management. The advantages for our participants is that volunteers are a free ressource, but they are also essential. Can our venue work without volunteers ? Do our venues are volunteer by essence or are they professional organisations helped by volunteers ? It is not a question about quality of work, but about structuration.

What is the legal aspect about volunteering ? In Belgium for example, you need a contract with your volunteers, and unemployed people cannot volunteer. Then, everybody needs an insurance for the volunteers.

Conclusion

Satisfaction Survey :

The participants were asked to fill a satisfaction survey to make an evaluation of the seminar. This seminar was particularly successful and the participants gave the average note of 4,12/5. They expressed that the seminar was well organised and good balanced between the conferences and the workshops because there is not big gap between the different notes given to each session. The very positive point of this seminar was the ability to explore a subject from the theory to the practises, with local examples that can be shared at the european scale and used by the other participants.

Maybe the workshop sessions need to be a little bit more improved so people can feel a concrete result from it. The discussion about volunteers in the venues show that it is a relevant subject for many participants, that is also why we are going to deepen this subject during our last seminar in Brussels.

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