How to use?

Pedagogical Materials:
How to use?

Pedagogical materials

Welcome to this concise guidebook designed to help you navigate the pedagogical materials.

The guidebook is organized into six chapters, each translated into four languages—English, Slovenian, Romanian, and Portuguese. *Please note that the final chapter is not available in English, as it contains content specifically relevant to the local context.

We hope this guidebook serves as a valuable resource for your entrepreneurial journey!

Chapters

The chapters include:

1. Cultural Entrepreneurship

2. Digital Skills: Social Media

3. Digital Skills: Camera and Photography

4. Marketing skills

5. *Opportunities and Support for Entrepreneurs

6. Connection and Networking Session for New Partnerships and Encouraging Self-Management

Who are Pedagogical Meterials Intended For?

This guidebook is specifically designed for crafters who aspire to become entrepreneurs.

However, the materials are intended primarily for trainers and teachers who will guide these crafters through the content. Whether you're working with individuals looking to turn their craft into a business or developing entrepreneurial skills, this resource offers valuable insights.

The content is structured in a way that allows you to teach or learn from just one module, or to explore all six. Each module stands on its own, but together, they form a cohesive learning journey, providing a comprehensive understanding of cultural entrepreneurship and essential skills.

How to Use the Materils?

Structure

Each pedagogical material is thoughtfully designed with two main components to support both the learning process and the teaching experience:

1. **Content** – the primary learning material, focused on delivering the core knowledge and skills.

2. **Tips for Trainers** – additional guidance and strategies to help trainers effectively engage participants and deliver the content.

Content

The content forms the central section of the material, visually highlighted in the white area, and is organised into five key topics:

- **Objectives**: Clearly defined goals to set expectations for the lesson and its outcomes.

- **Materials Used:** A list of resources and tools needed to conduct the session.

- **Theory:** An explanation of core concepts and foundational knowledge necessary for understanding the topic.

- **Practical Examples:** Real-life scenarios and applications that make the theory relatable and tangible.

- **Practical Exercises:** Hands-on activities designed to reinforce learning, encourage interaction, and build practical skills.

This structured content ensures that participants gain a comprehensive understanding of the topic while actively engaging with the material.

Tips for Trainers

The side sections, highlighted in purple, are specifically for trainers and include valuable insights and recommendations to enhance the teaching experience.

These sections often feature:
- **A narrative of the lesson:** to guide trainers through the flow and delivery of the session.

- **Practical tools:** to engage participants, ensuring the session remains interactive and dynamic.

- **Suggestions for exercises**: that complement the content and encourage hands-on learning.

- **Clear examples:** to illustrate key concepts and make them easier to explain.

- **Detailed tips for trainers:** including a list of materials needed and suggestions to adapt the lesson for different audiences or scenarios.

This dual structure provides a comprehensive framework, ensuring that the pedagogical materials are not only informative but also easy to deliver for the trainer as well as adaptable, and engaging for learners.

About the Forma Rural Project

FormaRural is an Erasmus+ project in adult education, that aims to empower cultural actors connected to local heritage—such as craftspeople, gastronomy experts, and artists—in rural areas of Cinfães (Portugal), Idrija (Slovenia), and Târgu Frumos (Romania).

It addresses challenges faced by these communities, including advanced age and geographic isolation, by providing training to enhance their entrepreneurial capacities and active community participation. The project fosters cultural identity, community engagement, and entrepreneurship through workshops on topics like cultural entrepreneurship, digital marketing, photography, and networking. These workshops are supported by pedagogical materials covering entrepreneurial strategies, digital marketing tools, photography techniques, advertising methods, funding opportunities, networking, and self-management skills for rural cultural actors.

Inspired by the Bem-Comum project, FormaRural responds to identified needs for sustainable local businesses and stronger community connections, helping participants and partner groups grow through international teamwork and new skills.

Participating Organisations

The pedagogical materials were designed by the following 3 organisation:

Casa d'Abobora

Casa d'Abóbora is a youth association based in Aldeia, a low-density area in the region of Cinfães, Portugal. We advocate for social, cultural, and economic sustainability with a strong sense of community and ecology.

ID20 Institute

The ID20 Institute for Heritage Innovations is a non-government and non-profit organisation with a regional, outward-looking base in Western Slovenia. ID20 uses innovative approaches that bring elements of (social) entrepreneurship, marketing, and architecture into the field of cultural heritage.

Super Tineri

Super Tineri (ASIRYS) Association is a youth and cultural association based in Târgu Frumos, Iași county, Moldova region of Romania. Our aim is to EDUCATE youth to develop their LEADERSHIP potential through VOLUNTEERING and ART programs.

What is cultural entrepreneurship?

Pedagogical Materials
vol. 1 of 6

Objectives

This page outlines the objectives and essential materials for the first volume of pedagogic materials focused on cultural entrepreneurship.

It provides an overview of what learners will achieve and the resources they will need.

During your session consider using one of the following activities.

ACTIVITY: Let's connect
If possible, organize field visits to local cultural centres or creative spaces to give participants a hands-on experience and get them excited. If not, bring products or other promotional materials connected to cultural entrepreneurship. Ideally, you could introduce them to a local cultural entrepreneur to give first-hand insights and offer advice.

The first volume of the pedagogic materials aims to understand the concept of cultural entrepreneurship and identify opportunities, challenges, and strategies associated with it.

You will be able to learn about who cultural entrepreneurs are, what they do, and how to become one yourself. You will learn essential skills, mindset, and pathways required for success in this field. The chapters will guide you from the theoretical introduction to entrepreneurship and cultural heritage to practical examples and exercises. The last chapter covers additional specific steps you might face.

Materials Used

Essential materials:
- Paper and writing utensils for note-taking and brainstorming activities to develop your ideas.

Optional:
- Internet access and a computer for research purposes, accessing online resources, and exploring case studies.
- Access to a vehicle for field visits or site explorations related to cultural entrepreneurship (e.g., visiting local cultural hubs, creative spaces, or events).
- Library access for studying relevant literature, references, and academic resources related to cultural entrepreneurship and related fields.

Theory

INTRODUCTION
Even though we live in a hyper-connected and globalised world, communities and traditions still hold a special place in our daily lives as the foundation of our unique cultural identity. Local communities play a crucial role in preserving diverse cultural heritage and can use it to benefit everyone.

In this context, entrepreneurship steps in. Entrepreneurship focused on local communities can become a vital tool for revitalising, preserving, and promoting cultural heritage. Entrepreneurs who recognise and harness the potential of heritage can lead to sustainable development and empowerment of local communities.

WHAT CULTURAL HERITAGE
Today cultural heritage is recognised as an important development factor but is still often overlooked and associated only with museums, static displays, and detachment from modern life. For many, a link to the past, but still mostly a burden rather than seen as an opportunity for the future.

So, what is cultural heritage? We associate cultural heritage with artefacts, monuments, buildings and museums. But it's much more than that. Cultural heritage encompasses nature and people! Buildings are brought to life by residents, farmers cultivate land, and artisans make crafts. Understanding our heritage means understanding our surroundings.

ACTIVITY: Quick Cultural Heritage Snapshot
- Distribute sticky notes and pens to participants and ask each participant to write down one word or draw a simple symbol representing cultural heritage to them. Allow 5 minutes for participants to complete this task.
- Have participants stick their notes on a wall or whiteboard creating a Local cultural Heritage Map.
- Facilitate a quick discussion, consider the following questions: "What common themes or items do we see?", "Are there any surprising or unique contributions?" etc.
- If time allows, invite participants to briefly share any personal stories or connections to the cultural heritage items they wrote down.

The next two pages cover the concept of cultural entrepreneurship and its significance.

With the next activity you can explore and identify the positive and negative impacts of cultural entrepreneurship.

ACTIVITY: Impact Debate: Cultural Entrepreneurship Roundtable
Organise a roundtable debate where participants are divided into groups to discuss and argue the benefits and challenges of cultural entrepreneurship. Each group presents their findings and then discusses the perspectives shared.

Natural heritage is intertwined with cultural heritage, as we can't understand built heritage without understanding the environment, the people and practices that inhabit it.

Cultural heritage is our link to the past, the treasures we've inherited and valued. However, it's dynamic and should be passed on to future generations. It connects and enriches communities, potentially creating economic, cultural, and environmental value. It fosters social cohesion and can be the foundation of development, just as it has been up until now.

WHAT IS CULTURAL ENTREPRENEURSHIP AND WHY IS IT IMPORTANT?

Cultural entrepreneurship involves creating, developing, and sustaining innovative solutions to cultural and social challenges. Cultural entrepreneurs are passionate individuals or organizations that use their creativity and vision to generate positive change within their communities and beyond. This field is crucial because it fosters diversity, inclusion, empowerment, and social justice while contributing to economic growth, innovation, and sustainability.

Key characteristics of cultural entrepreneurship:
- Cultural Vision: Reflects the entrepreneur's values, beliefs, and aspirations and their audience.
- Creativity and Innovation: Involves problem-solving, designing, and delivering unique products or services.
- Entrepreneurial Skills: Requires opportunity recognition, risk-taking, resourcefulness, resilience, and leadership.
- Social Impact: Aims to improve people's and communities' quality of life and well-being.

Image 1 - Example of heritage-based practice in Portugal (traditional sewings). Foto: Casa d'Abóbora)

Image 2 - Example of heritage-based practice in Romania (weaving on a loom). Foto: Super Tineri (ASIRYS)

Here are the main points to consider:

Benefits of cultural entrepreneurship:
- Income and Livelihood: Provides a source of income, especially during economic uncertainty.
- Value and Meaning: Addresses needs and desires by offering unique experiences, products, or services.
- Cultural Diversity: Promotes appreciation and protection of different cultures and identities.
- Social Cohesion: Builds bridges and networks among diverse groups and sectors.
- Social Change: Raises awareness and advocates for important causes and issues.

Cultural heritage has always been intertwined with entrepreneurship. The most obvious connection is seen through tourism, where nearly every product is at least indirectly linked to heritage, whether natural or cultural. However, the scope of cultural heritage is much broader and intersects with many marketable areas. It can be linked to:

- Education, Apprenticeships, and Knowledge Transfer: Offering programs and workshops that teach traditional skills and crafts, preserving cultural practices while providing unique learning experiences.
- Storytelling (Films, Games, Books): Using cultural narratives and historical events as the basis for creative industries, including movies, video games, and literature.
- Gastronomy and Agriculture: Promoting local culinary traditions and agricultural practices, which preserve cultural identity and attract tourists and food enthusiasts.
- Events and Festivals: Organizing cultural events and festivals that celebrate heritage and bring communities together while attracting visitors.
- Arts and Crafts: Encouraging the production and sale of traditional and contemporary arts and crafts, sustaining cultural artisanship.
- Markets (Food, Flea Markets, etc.): Establishing markets focusing on local and heritage products, supporting local economies and traditions
- Real Estate Development (Reuse and Revitalization of Derelict Areas): Restoring and repurposing historical buildings and sites, can rejuvenate neighborhoods and maintain cultural landmarks.

SOCIAL ENTREPRENEURSHIP

Cultural heritage is crucial for community and society, making it closely associated with social entrepreneurship. This form of entrepreneurship addresses social issues through its products and services, creating social benefits. It prioritises not just economic impacts but also social, environmental, and consequently cultural impacts. Social entrepreneurship harnesses the power of cultural heritage to solve community problems, enhance social cohesion, and foster sustainable development.


Image 3 - Community-based entrepreneurship. Foto: Super Tineri (ASIRYS)

This page introduces the concept of the Spiral of Social Innovation, adapted specifically for the cultural heritage sphere. Social innovations focus on creating a positive social impact, and this spiral represents the dynamic and often nonlinear process of social innovation. The stages range from initial exploration to achieving systemic change, the ultimate goal. Each stage involves different activities and may require revisiting previous steps or skipping some altogether,.

Practical Examples
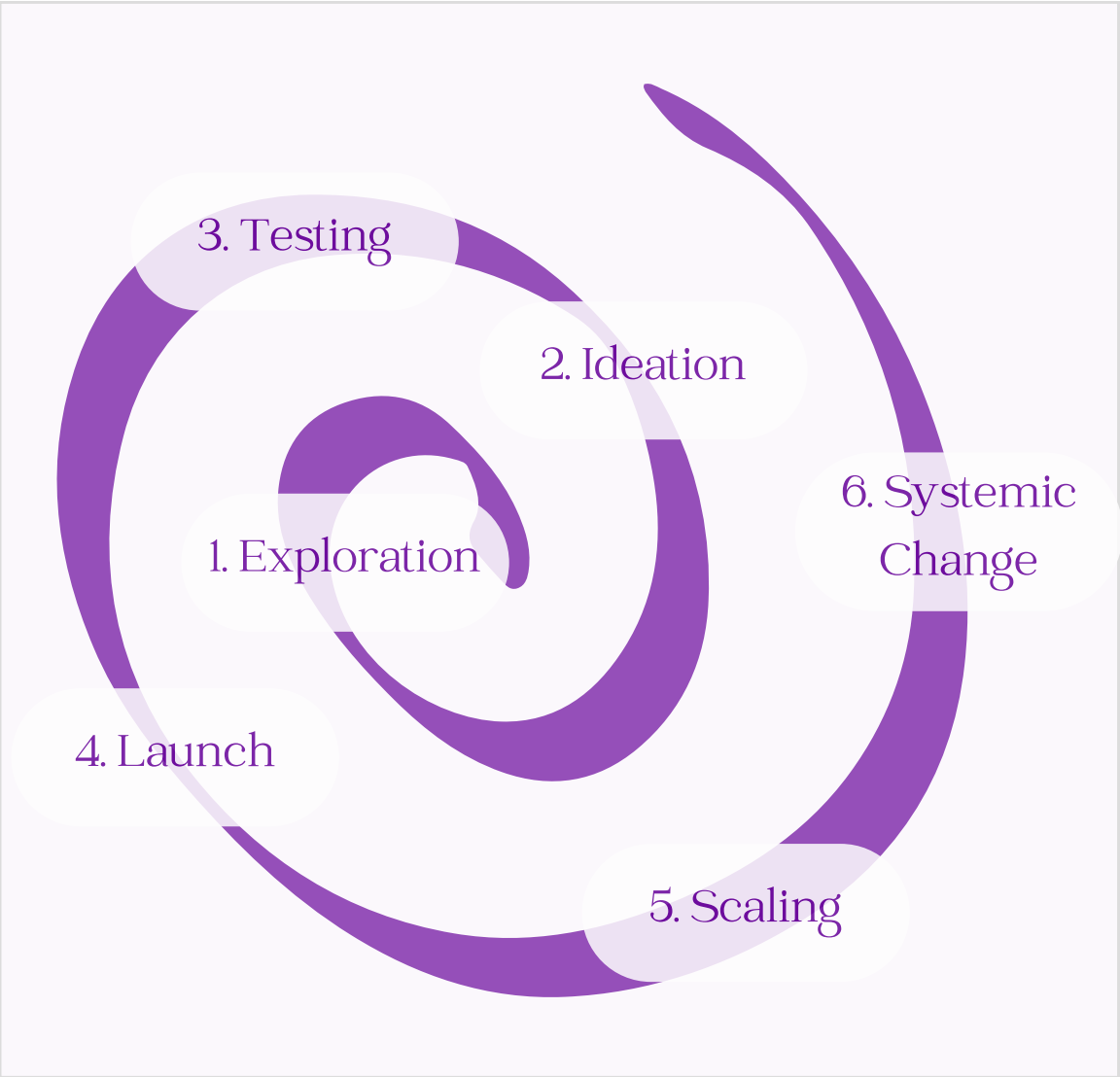
The Spiral of Social Innovation

In the world of social entrepreneurship, social innovations are extremely important. Unlike "regular" innovations, social innovations are all about making a big impact on society.

The spiral shows how social innovation happens, starting from exploring new ideas all the way to changing the whole system. It's important to note that the stages of innovation are not always a straight line – it's a dynamic process, sometimes, we go back to an earlier stage or jump ahead.

SPIRAL STEP-BY-STEP
The Spiral of Social Innovation guides the process, adapting its stages to suit the unique challenges and opportunities of preserving and promoting cultural heritage.

1. Exploration
Before creating our first business idea in the field of cultural heritage, it is sensible to explore the topic beforehand. In this step, you can learn specific methods that can be applied.

2. Ideation
Often, during exploration, we begin to generate various ideas. There are several ways to generate ideas or to develop one further. Ideas should be analysed from multiple perspectives, identifying potential weaknesses and strengths.

3. Testing
Every idea requires an initial period of testing. This allows us to see if real customers/users will embrace it. We can gather relevant feedback and meet the needs of the customers in the future.

Use this framework to help participants understand and develop their social innovation projects within the context of cultural heritage. The next chapter, "Practical Exercises," offers a variety of activities to generate ideas for each of the steps in the spiral.

For newcomers, create an introductory session that briefly covers all six stages. Spend no more than 5 minutes on each step, discussing what each phase entails and how it relates to their initial project idea. This will give participants a quick overview, preparing them for more in-depth exploration and guidance in subsequent sessions.

4. Launch

In this phase, our business idea goes into the world. This means the idea must have a business plan and enter the market. It is crucial to ensure the solution is sustainable in the long term.

5. Scaling

Once our solution (innovation) has been well established, we can grow in an organised manner, develop new products, expand to other areas, or even find that optimisation or downsizing is necessary.

6. Systemic Change

The ultimate goal of your business idea or innovation is to change how people think and act. Your idea becomes so successful that it influences social movements, business models, laws, and people's behaviours, helping to preserve cultural heritage. This takes time, but it is possible.

Image 4 – Handcrafts presented through storytelling events in Slovenia (lacemakers' stories presented alongside the handcrafting technique). Foto: ID20

Practical Examples

In this chapter of pedagogical materials, you'll find a range of activities designed to help you generate ideas and develop your social innovation projects within the context of cultural heritage. We'll guide you through each step of the spiral of social innovation, providing clear explanations, practical examples, and tips on what to watch out for.

1. Exploration

EXPLORING CULTURAL HERITAGE

Before starting on your business idea, it's important to explore the cultural heritage field. Here's how you can begin:

- Identify and Review Organizations and Documents: List and review organizations and relevant documents in the cultural heritage field to understand the landscape.
- Visit Similar Events and Services: Attend events and services similar to your vision to gather insights and ideas.
- Interview Local Experts in History and Heritage: Gain valuable information by talking to local historians and heritage experts.
- Attend Local Roundtables and Community Heritage Events: Participate in discussions and events focused on local heritage to understand the community's interests and concerns.
- Examine Best Practices: Study successful examples of cultural entrepreneurship to learn what works well.

Chapter, "Practical Exercises," offers a variety of activities to generate ideas for each of the steps in the Spiral of Social Innovation.

We will go through each step in detail, adding examples and explanations, highlighting what to pay attention to, and noting any special considerations. Each step starts with an explanation of what the phase involves and continues with practical examples of how to achieve it.

FOLLOW ANA'S JOURNEY

As a bonus, we will also follow the process of a fictive cultural entrepreneur, Ana, a crafter focused on developing a product based on local heritage. Ana's journey will provide practical insights and inspiration as you work through each exercise, showing how the concepts can be applied in a real-world scenario.

The first step focuses on activities like reviewing research, mapping stakeholders, and researching competitors. It also highlights identifying problems by surveying locals and observing the environment. Encourage participants to use these activities to explore and understand their business context, strengthening their ideas.

UNDERSTANDING THE BUSINESS ENVIRONMENT

Understanding the business environment is crucial. You can focus on these next activities to give you an insight into the local conditions.

- Review Research and Strategies: Look into existing research papers and strategic plans related to cultural heritage.
- Map Stakeholders: Identify and map the importance of key stakeholders who can influence or support your project.
- Research Competitors: Analyze the competition to understand what they offer and identify gaps in the market. Search online for competitors and similar services or products already available. If you conclude there is no competition, you likely need to dig deeper. Competitors always exist when there's an idea with potential.

IDENTIFYING PROBLEMS

Identifying problems in your area of interest helps you understand the needs and challenges. Here's what to do:

- Survey the Local Population: Conduct surveys to gather opinions and insights from the local community.
- Observe Your Environment: Take time to observe the cultural and social environment around you to identify potential opportunities.

Exercise: Problem Tree

The problem tree method helps identify a problem, its causes, and effects within the business environment.

How to Do It:
- Place the problem you are investigating at the trunk of the tree.
- Identify the causes of the problem, which will form the "roots" of the tree.
- Identify the consequences of these causes, which will form the "branches" of the tree.
- Conduct a guided discussion to find solutions for these problems.
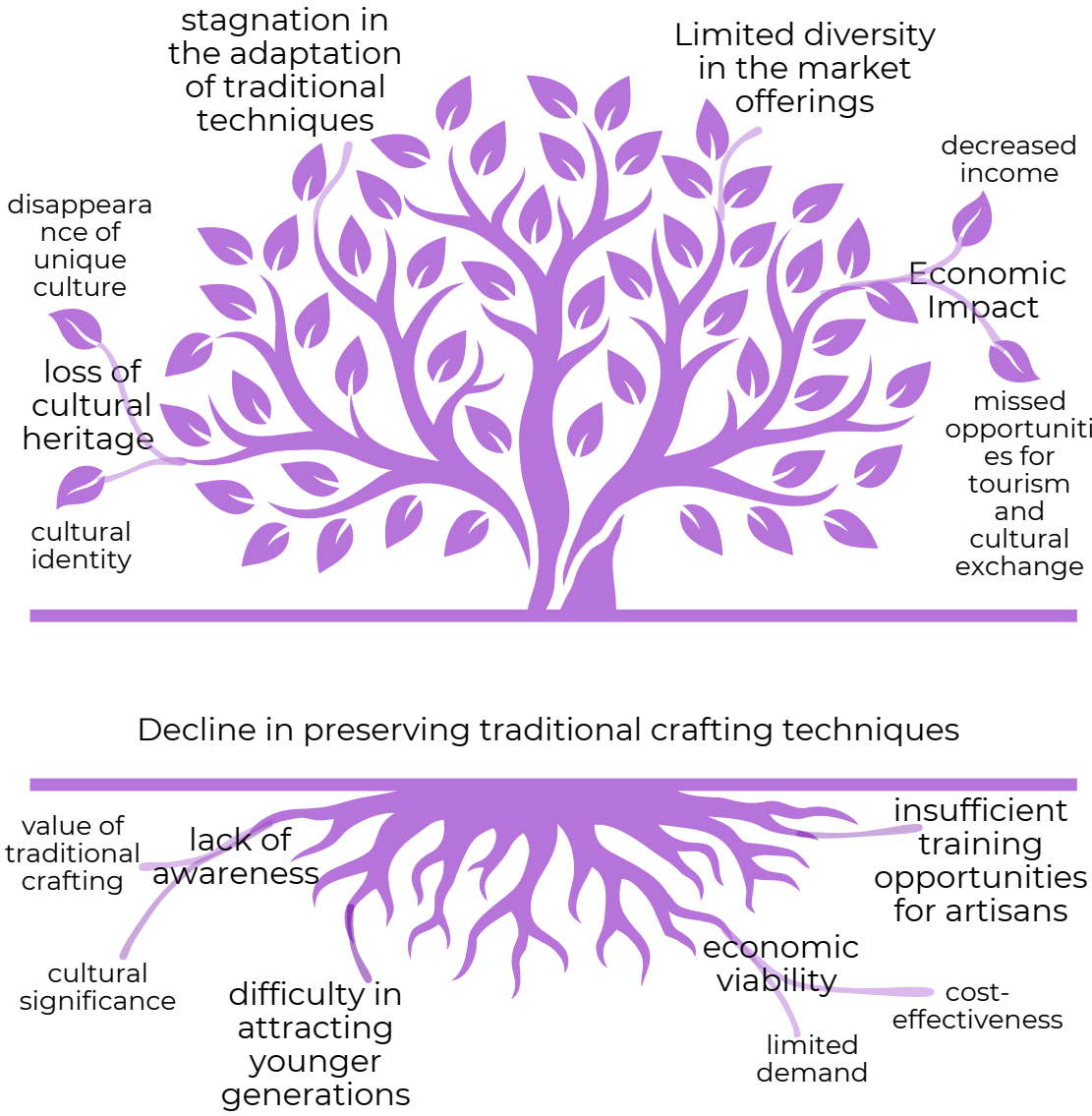
ACTIVITY: Problem tree
Solutions Discussion:
Explore initiatives to raise awareness and educate the public about the cultural importance of traditional techniques.
Develop programs to support artisans in acquiring business skills and adapting traditional crafts to meet modern market demands.
Foster collaborations between traditional artisans, designers, and entrepreneurs to innovate and create market-relevant products while preserving cultural authenticity.

In the initial stage, entrepreneurs should also think about their future team. This is a great opportunity to consider who to work with and list the key qualities of each team member and what needs they would meet.

FOLLOW ANA'S JOURNEY
Craftswoman Ana, who focuses on creating products based on local heritage, begins by exploring the local craft traditions. She visits local museums and galleries to learn about the history and techniques of traditional crafts. She talks with local artisans and older community members who share their experiences and stories with her. She attends workshops and fairs to gain insights into current trends and demand for handcrafted products. Ana also studies Slovenia's cultural heritage development strategy and explores opportunities for collaboration with other local creators and institutions.

DISCOVERING THE TARGET AUDIENCE

Once you have thoroughly explored the business environment, you can start defining your target audience and creating personas. This will help you visualize for whom you are developing your idea.

Exercise: Create Personas:

A persona is a fictional character created to represent a typical member of your target audience. Design it based on your research, using simple online tools to define demographic characteristics, motivations, goals, and common behavior patterns of potential users. This will also help you refine the idea you will later develop.

Use the online tool Make My Persona to create detailed personas.

Name: Ema
Age: 35-50 years old
Gender: Female
Location: Local community or nearby towns
Occupation: Educator or professional with an interest in local culture

Attends local cultural events, fairs, and exhibitions.
Prefers products with a story behind them and enjoys learning about their cultural significance.
Engages with online communities or local groups interested in cultural heritage.

Appreciates handmade and authentic products.
Values supporting local artisans and preserving cultural heritage.
Seeks unique and meaningful gifts or décor items.
Interested in sustainability and eco-friendly products.

To decorate her home with items that reflect local traditions and craftsmanship.
To find gifts that are culturally significant and meaningful.
To support local artisans and contribute to the community.

2. Ideation

There are several ways to generate ideas or to develop one further. Ideas should be analysed from multiple perspectives, identifying potential weaknesses and strengths.

GENERATING IDEAS
1.Generate Conceptual Solutions:

Now that you have identified the problems, focus on brainstorming potential solutions. Think about how you or your team can leverage your knowledge to address these problems. Sketch as many ideas as possible and choose the best one.

Where to find ideas:
- Participate in ideathons or hackathons.
- Look for calls that suit your ideas.
- Explore websites dedicated to innovation and entrepreneurship.
- Review webinars and podcasts.
- Attend lectures and workshops offered by local development agencies.

2. Refine the Best Idea:

Once you have selected the best idea, analyse and refine it further. This preparation will help you in the next phase, which is testing.

In this phase, you will work on the insights from the exploration phase, generating and refining ideas.

Think about the Name: Start thinking about the name of your business or solution early on. Consider if you plan to expand your offerings in the future. In that case, avoid naming the business after a single product.

Ease of Pronunciation and Memorability: The name should be easy to pronounce and remember. Also, keep in mind the simplicity and suitability of the business's web address for the international market.

Intellectual Property: Be cautious not to use names that could be confused with existing competitors to avoid legal issues later. Once your brand is established, it's wise to protect it at both national and international levels.

DEVELOPING CONCEPTUAL SOLUTIONS

SWOT Analysis

A simple SWOT analysis will help you quickly identify the strengths, weaknesses, opportunities, and threats related to your business idea.

How to Do It:
Create a table with four quadrants. The top half is for internal factors (strengths and weaknesses), and the bottom half is for external factors (opportunities and threats).

Below there is a SWOT analysis for the example of Ana's handcrafted heritage products.

Unique, high-quality products.
Strong connection to local culture.
Skilled craftsmanship.
Passionate and knowledgeable.

Limited initial funding.
Limited marketing experience.
Small production capacity.
Limited online presence.

Growing interest in local crafts.
Potential for tourism partnerships.
Increasing online sales platforms.
Support from cultural institutions.

Competition from mass-produced goods.
Changes in consumer preferences.
Economic downturn.
Difficulty in sourcing raw materials.

In addition to SWOT analysis, there are other tools to help develop and refine your ideas:

Mind Mapping can help you organise your business idea and identify customers, competitors, suppliers, partners, locations, and more. Useful tools: Miro or GitMind

The "6 Thinking Hats" looks at a problem or idea from six different perspectives. More.

Moodboards are a type of visual brainstorming that help you convey an incomplete idea to others, such as designers or collaborators. Use Milanote or GoMoodboard .

Storyboard, commonly used in the film industry, can also effectively sketch the customer's journey to the product, revealing the emotions and needs that might drive them to purchase your product or service. StoryboardThat

Image 5 - Heritage-based workshop in Slovenia (traditional herbal products made accessible to the wider public). Foto: ID20

Ana decides to attend a workshop organised by the local cultural heritage association. There, she meets Marija, a fellow crafter with experience in marketing handmade products. They brainstorm together, considering whether to focus on traditional crafts or modern adaptations of heritage designs. After careful consideration, they decide on a line of handmade jewellery that incorporates traditional patterns and motifs, but with a modern twist.

During the testing phase, participants might notice that their idea is not working as planned. It's important to guide them in using feedback tools to identify areas for improvement and refine their solutions. Emphasise the importance of keeping users at the forefront of the testing process, as they are crucial to the project's success. Providing support and constructive feedback can help turn initial challenges into valuable learning opportunities.

3. Testing

Once you have developed your idea, it's time to test it. Testing with a small group of users will help you quickly determine if your product or service is market-ready. In this step, you should also start to think about the more formal aspects of your business idea, like the registration of a legal entity, funding etc.

HOW TO TEST YOUR CONCEPTUAL SOLUTION:

In the testing phase, numerous tools can assist in identifying which aspects of your idea work in practice and which require refinement.

Testing approaches:

1.Trial Experiences: Conduct small-scale trial events and/or test the sale of products.

2. Conducting Conversations or Surveys: Engage with users through conversations or surveys to gather feedback for refining your solution.

3. Testing Plan: Before starting testing, anticipate potential challenges that may arise during the process.

Empathy Mapping

Utilize an empathy map to understand how potential users perceive your solution.

How to Do It:
Divide the square into four parts to assess what users DO, THINK, FEEL, and SAY about your solution:

- In the "DO" section, summarize what users do while using the solution.
- The "THINK" section primarily reflects survey responses or user conversations.
- Focus on the user's unspoken thoughts in the "FEEL" section, which may differ from what they express verbally.
- Consider the user's emotions in the "FEEL" section.

Browse an online store or visit booths at craft fairs. Examine product details (quality and authenticity). Compare with other similar available. Follow social media pages (updates, new launches).

Appreciate the uniqueness and cultural significance. Considering the price and value for money. How to style products. Sustainability and ethical aspects

A sense of nostalgia and connection to the cultural heritage represented. Pride in supporting local artisans and preserving cultural traditions.

Express admiration for the craftsmanship. Praise to others who value heritage. Express interest in materials, techniques, and inspiration behind the products.

Ana and Marija finalise their concept for a line of handmade jewellery blending traditional patterns with modern aesthetics. They source materials from local suppliers known for sustainability. To validate their idea, Ana and Marija test their jewellery at local artisan markets and online. Engaging directly with customers, they gather feedback on design, pricing, and appeal. Insights show appreciation for the blend of tradition and modernity, prompting adjustments in pricing and marketing to better meet customer expectations. Using feedback to refine their approach, Ana and Marija prepare to launch their jewellery collection. Ana decides to register the business and gathers initial capital from personal savings.

When planning a business model, using tools like the Business Model Canvas can greatly enhance clarity and strategic alignment. Developed by Alexander Osterwalder, this canvas provides a visual framework that simplifies the complexities of your business idea. It's not just about plotting ideas but about understanding how each component interconnects to create a cohesive strategy.

4. Launch

Once you have successfully tested your idea, it's time to seriously consider the long-term feasibility of your solution. At this point, developing a sustainable business model and securing financial support for your project is crucial. It's also important to remember the broader community impact of your idea.

Creating a Sustainable Business Model:

Your solution will only work long-term if it has a sustainable business model. This model should include activities, revenue, expenses, and potential profit. It's essential to thoroughly account for all costs, including often overlooked small expenses like office supplies, travel expenses, and conference fees.

Business Model Canvas

Business Model Canvas
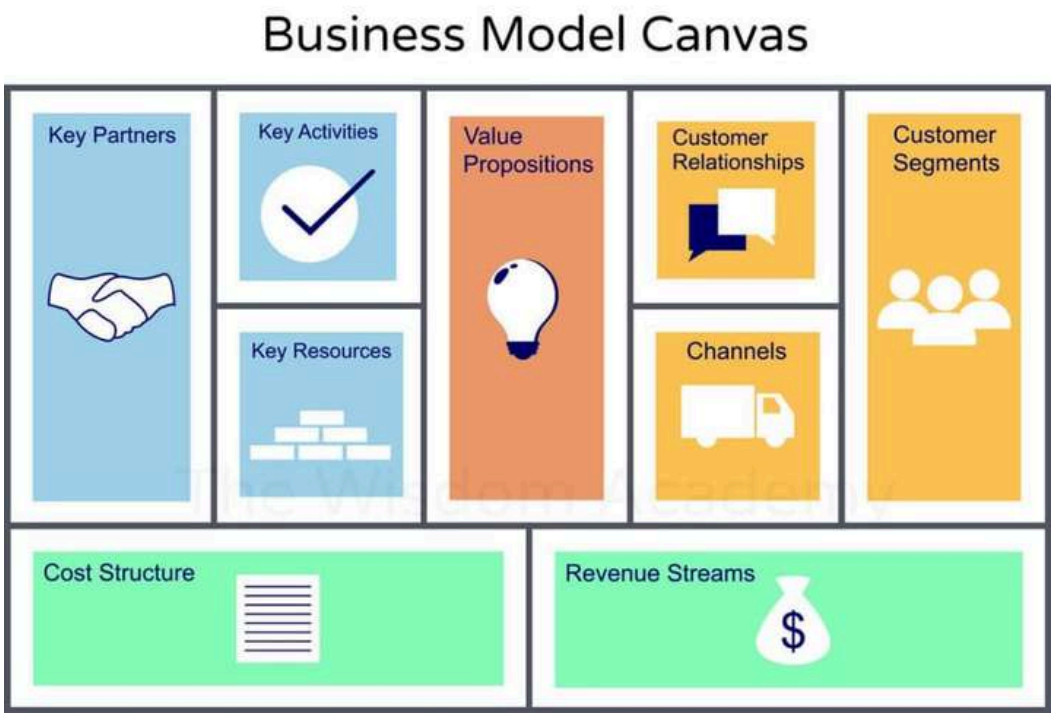
More about the tool.

The Business Model Canvas consists of nine building blocks, which can be addressed in any order, though the following sequence is recommended. The left side of the canvas focuses on value creation, while the right side addresses value delivery (to the customer).

Key Elements to Consider:

1. Customer Segments:
   - Identify different groups of people or organizations your business aims to reach and serve.
   - Segment customers based on their needs, behaviors, and other traits.
2. Value Propositions:
   - Determine what makes your product or service attractive to customers.
   - Define the unique value you offer that meets customer needs or solves their problems.
3. Channels:
   - Identify how you will reach and communicate with your customer segments.
   - Consider both direct and indirect channels, including online and offline methods.
   - Each customer segment may require a different communication strategy.
4. Customer Relationships:
   - Define the type of relationship you will establish with each customer segment.
   - Consider aspects like customer support, personal assistance, or automated services.
   - Specify how you will maintain contact with your target group.

Help participants navigate securing financial resources:

- Entrepreneurial Grants and Contests: Apply for startup competitions and grants that offer funding and support.
- Loans: Consider small business loans if additional funding is necessary.
- Tax Incentives: Research available tax incentives for startups.
- Sponsorships and Donations: Look for potential sponsors and donors who are interested in supporting your venture.
- Crowdfunding: Utilize platforms like Kickstarter or Indiegogo to raise funds from a large number of people.

5. Revenue Streams:
   - Determine how your business will earn money from each customer segment.
   - Identify different revenue models, such as sales, subscriptions, or leasing.
   - Assess how much customers are willing to pay for the value your product or service provides.
6. Key Resources:
   - Identify the most important assets required to make your business model work.
   - These could be physical (equipment, machinery), human, financial, or intellectual (patents, trademarks) resources.
7. Key Activities:
   - Define the critical activities needed to execute your business model.
   - Include all activities necessary to create and deliver your value proposition, reach your customers, maintain customer relationships, and earn revenue.
   - Ensure that costs associated with these activities are not excessively high.
8. Key Partnerships:
   - Identify the network of suppliers and partners that make your business model work.
   - Consider strategic alliances, joint ventures, or buyer-supplier relationships.
   - Partnerships can include organizations like museums, municipal administrations, or accounting services, as well as suppliers of services or products.
9. Cost Structure:
   - Understand the costs involved in operating your business model.

- Differentiate between fixed costs (salaries, rent) and variable costs.
- Accurately forecast and manage expenses to ensure the financial viability of your business.

SECURING FINANCIAL RESOURCES:
Securing financial resources for the initial launch is essential. The safest and simplest option is using personal funds, though these are often limited. The amount of initial capital needed depends on the complexity of your product or service.

OPERATIONAL CONSIDERATIONS:
During this phase, focus on how to structure your business. Address questions about space, organisation, and promotion, which are essential for day-to-day operations.

- Office Space: Consider coworking spaces as a cost-effective option for startups not requiring dedicated space initially. Renting office space may be advantageous for larger teams or product preparation needs.
- Office Tools: Besides basic tools, prioritize digital essentials like Microsoft Office 365, Zoom, and Adobe Creative Cloud. Non-profits might qualify for discounts or free versions from major tech companies.
- Organization: As your business expands, outsourcing accounting can streamline operations. In smaller teams, clearly defining roles ensures efficiency.
- Promotion: Establishing an online presence is critical. Focus on creating a website using platforms such as Wix or Squarespace. Alternatively, hire professionals for a polished and effective online representation.

This page provides an overview of the impact for social entrepreneurs by emphasising the importance of considering cultural, social, and environmental impacts alongside economic outcomes. Based on the Social Impact Navigator Tool, create a session where participants discuss their impact. Facilitate a discussion where participants explore and articulate the social impact of their projects, using Ana's journey as a practical example.

5. Scaling

In social entrepreneurship, significant emphasis is placed not only on economic outcomes but also on cultural, social, and environmental impacts. When considering the strengthening of your entrepreneurial solution, it is essential to remember the underlying social mission. For cultural heritage projects, collaboration with local communities and other stakeholders in the cultural heritage field is crucial. Always consider multiple perspectives to achieve the desired impact.

CONDUCT AN ANALYSIS OF YOUR ACTIVITIES

We recommend performing an analysis of your activities. This analysis can incorporate tried and tested methods used in previous phases. It is crucial to consider how your solution has affected the broader social, environmental, or cultural landscape. Identify your strengths and weaknesses and adjust your activities accordingly. If your solution has positive economic, social, cultural, and environmental impacts while remaining sustainable, it is certainly worth expanding. However, you may find that you targeted the wrong social group or that your solution is becoming a burden to the community and environment (e.g., a lack of parking due to increased tourism; or overuse of natural materials).

Social Impact Navigator Tool

One of the more helpful tools for measuring social impact, was developed by PHINEO. The Social Impact Navigator portal is designed to assist non-profit organisations in planning, measuring, and improving their impact. The interactive site offers a lot of interesting content, videos, tests, best practices, and, most importantly, inspiration.

The results staircase

7 Society changes	IMPACT
6 The target groups' living conditions change	
5 Target groups change their behavior	OUTCOME
4 Target groups change their attitudes and/or develop new skills	
3 Target groups accept offers	
2 Target groups are reached	OUTPUT
1 Activities are carried out as planned	

Source

DECIDE ON EXPANSION

1. Mergers or Acquisitions:
   - Consider merging with or acquiring other organizations to combine resources and enhance impact.
2. Licensing Your Solution:
   - License your solution to other organizations or entities to expand its reach without directly managing all operations.
3. Knowledge Sharing:
   - Share your expertise and insights through workshops, training sessions, and publications to empower other organizations and individuals.
4. Building Strategic Partnerships:
   - Form strategic partnerships with like-minded organizations to leverage each other's strengths and resources for greater impact.
5. Inspire Related Organizations and Individuals:
   - Use your success and experiences to inspire and guide similar organizations and individuals, fostering a collaborative environment for growth and impact.

After a successful launch, Ana and Marija decide to scale their business by expanding their reach and emphasising their social mission. They expand their jewellery line to neighbouring regions, hiring local artisans who understand regional heritage. They introduce multi-day workshops that include visits to local cultural sites, enhancing the cultural experience. Each event features local artisans to promote regional crafts and foster community engagement.

This page covers the essential aspects of achieving systemic change, which is a crucial goal for your innovative solution.

Systemic change often inspires other entrepreneurs to embark on social innovation. Similar solutions aimed at similar results and challenges may begin to emerge, further increasing the impact. Talk with participants on ways to navigate these changes and emphasiese the role of communities around them.

6. Sistemic Change

Achieving systemic change is a crucial goal for your innovative solution, although many do not reach this stage. Creating sustainable solutions for the environment and society is a long-term process that may not always get the desired results. It requires a lot of patience and time!

Systemic change is highly complex and is not a simple follow-up to the previous five steps. They are achieved by connecting different organisations or sectors. Systemic change leads to new relationships in economic, political, and social spheres, ultimately improving the challenges (e.g., the status of vulnerable groups, environmental issues) that initially sparked the desire to create the business idea.

Key Points to Consider for Systemic Change

- Complexity and Interconnection:
Understand that systemic change involves multiple layers of society, including politics, legislation, social movements, and broader societal attitudes.
- Long-Term Vision:
Be prepared for a long-term commitment, as systemic change does not happen overnight. Patience and perseverance are essential.
- Collaborative Effort:
Realize that achieving systemic change requires collaboration across various sectors and organizations. No single entity can bring about such comprehensive change alone.
- Broader Impact:
Aim for your solution to inspire others and create a ripple effect. Encourage the development of similar initiatives to address the same challenges.

- Active Engagement:
Encourage individuals to take a more active role in social issues, fostering a community that works together for the common good.
- Continuous Improvement:
Never become complacent. Always look for ways to improve and adapt your solution to maintain its relevance and impact.

Other specifications

The main resource for this pedagogical material is Cultural Heritage as a business opportunity, Handbook for young entrepreneurs in the field of cultural heritage. There are several materials available online on cultural entrepreneurship.

It's important to remember that each phase should be adjusted to the local context. For example, when researching legal frameworks to determine the best fit for your project. Each country offers different opportunities and has diverse demands on profit-making entities, eligibility for grants etc.

Image 6 – Change in appreciation of traditional gastronomy in Slovenia (Idrija Žlikrofi Festival). Foto: ID20

Follow Ana's Journey
Ana's jewellery collection has not only gained popularity but has also had a significant impact on the local community and beyond. The blend of traditional and contemporary designs has increased awareness of Slovenia's cultural heritage, inspiring other artisans to incorporate traditional motifs into their work. The local community has seen a rise in tourism as visitors come to experience the rich cultural history and craftsmanship. Due to their success, local authorities have integrated more support for artisans into their strategic plans, recognising the economic and cultural benefits. Schools and workshops have started teaching traditional craft techniques, preserving them for future generations. The demand for sustainable and locally sourced materials has prompted local suppliers to adopt more eco-friendly practices.

Forma Rural

Digital Skills: Social Media

Pedagogical Materials
vol. 2 of 6

Objectives

- Before starting to cover the theoretical content, ensure that all participants have the necessary materials.

- Remind the participants that they will have access to the document so that they can revisit everything covered during the training.

The main objective of this document is to promote the use of social networks and to understand the concept of digital marketing among cultural entrepreneurs. In this regard, you will learn how to use Facebook and Instagram, recognize the main benefits of these tools, and understand how they can help you boost your business. Similarly, you will learn the basics for developing a strategy that enables you to use these tools efficiently and productively.

Materials Used

- Note-taking supplies: You will use them to take notes during the training and also to work on the activities.
- Computer or Smartphone: Although we recommend using a smartphone, a computer can also be used. These will be useful for practically observing the examples given during the training, as well as for the activities.
- Internet access: It is essential to have internet access when participating in this training, as you will need to access the Facebook and Instagram platforms.

Theory

INTRODUCTION
Nowadays, social networks have become an essential tool for the development of any business, especially benefiting freelancers and small to medium-sized enterprises, allowing them to reach a broader audience and grow in unprecedented ways. According to Socialbakers data, more than half of the population uses at least one social network, spending an average of 2.5 hours on these platforms daily. Considering this, it is clear that social networks present a unique opportunity to increase the number of customers.

BENEFITS OF SOCIAL NETWORKS

1.Greater Reach:
Social media offers extraordinary reach, allowing your business to access a global audience. Being present on these platforms significantly expands your visibility beyond what traditional methods can offer. Given the considerable time people spend on social media daily, taking advantage of this opportunity is key to capturing their attention.
It's not necessary to have a massive number of followers to increase your reach. The most important thing is to cultivate a community of loyal followers who interact and share your content. When these followers share your posts on their own networks, you access an audience with similar interests, greatly increasing your chances of attracting new customers.

In the first section of the document, dedicated to the theoretical aspect of the training, the main topics covered are What are social networks and What are their benefits, as well as What is digital marketing and What are its benefits.

Before conducting the training, carefully review the document and select the most relevant information to address, depending on the time available.

For example, if you are a craftsman, by posting photos and videos of your creations on Instagram and Facebook, and using appropriate hashtags, you can attract people interested in art and crafts. These followers can share your posts with their network, expanding your reach and attracting new followers who appreciate and seek handcrafted products. Thus, an active social media presence helps you maintain contact with your current audience while expanding your reach through your followers' networks, which is crucial for business growth.

2. Brand Building:

Brand building encompasses all elements that define your business identity, from the logo and colors to the language and visual communication. But more than the elements themselves, branding is the personality of your project or business, with which your public will relate to.

Social media makes this identity more accessible and closer to the public, allowing customers to connect and identify with your brand. These platforms offer a detailed view of what you do and how you do it. Therefore, social media becomes an important tool on expressing the personality of your brand.

Interaction on social media is essential to establish a strong presence and a solid reputation. When users share information about your products or services and you respond, it fosters a trusting relationship.

Maintaining an active presence on social media helps your brand be easily recognized. It's crucial to pay attention to all visual elements, such as the logo, colors, and typography, to ensure consistent design across all your posts. This consistency reinforces your brand identity and makes it easier for users to identify and associate it with your products and values.

3. Creating Community

Building a community around your brand can be an invaluable asset to your business, as it involves gathering followers who genuinely value what your brand represents and offers. While reaching this level isn't easy, with dedication and consistent strategy, you can start to see how social media communities form and provide significant benefits.

It's crucial to actively listen to your customers on social media to understand their needs and desires. Observing what they share, how they communicate, and what topics interest them will allow you to adapt your approach and strengthen the emotional connection with your audience. Authenticity and empathy are fundamental for your followers to feel part of a community that goes beyond merely following a brand.

To build a solid community, it's essential to provide relevant and engaging conversation topics. Similar to any group you belong to, members join because they share common interests and seek active participation. By cultivating a genuine sense of belonging, you will be in a favorable position to offer new products or services that meet your customers' needs.

WHAT IS DIGITAL MARKETING?

Digital marketing encompasses all actions aimed at promoting products or services through the Internet. Its main objective is to connect with potential customers to achieve the commercial goals of a business. This field uses various strategies to:

- Connect with potential customers: Using digital platforms and tools to reach the right audience.
- Attract to the business: Through the creation of relevant content and attraction strategies like SEO (Search Engine Optimization) and paid advertising.

Practical Examples

The following pages present examples of successful social media accounts of businesses or individuals related to cultural heritage. This aims to showcase and guide participants on strategies to follow in managing their own social media profiles.

Clear picture of your logo or brand.

In cultural heritage the person and the product are both important, so make sure to let the public know the story of the products.

The story of the product is important to increase its value, and the customers know it, so share the process with them.

Practical Examples

ADDITIONAL ACTIVITY:

Make the participants search for videos or photographs of fairs or events where they have showcased their business/project. Once they have located these media, they should draft a text that could accompany the photo or video in a post.

Additionally, make them search for the organizing entity of the event on social media and demonstrate how to tag the entity in the text of the post.
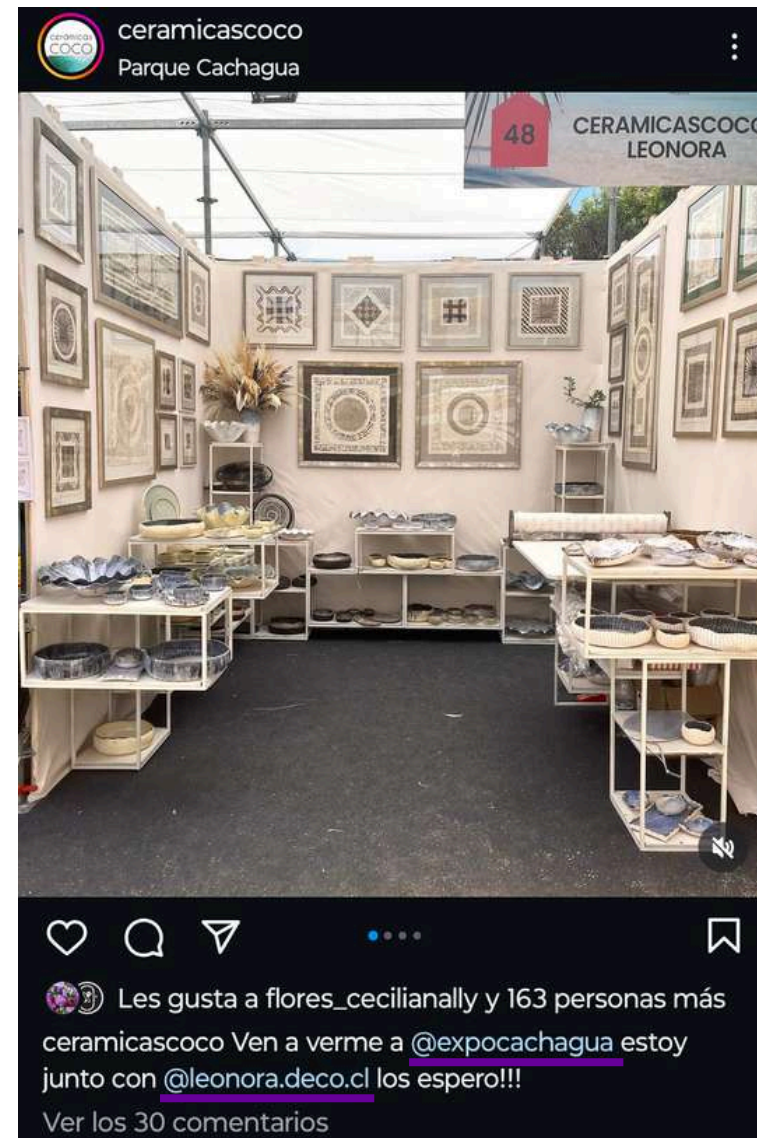
If you go to an event, collaborate with someone, or make an important purchase, don't forget to share it on your social media and tag these people to increase your reach and connect with more people.
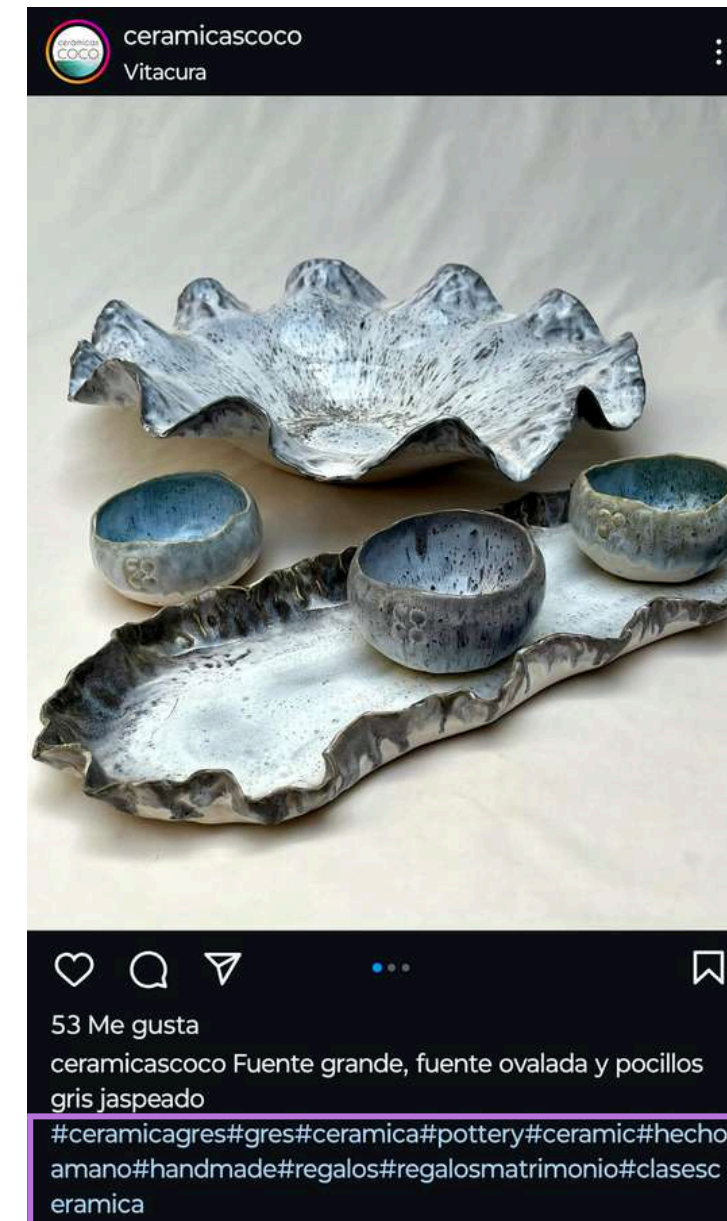
Post pictures that make your products shine.

It is important to use hashtags in your posts (use the "#" sign followed by a key concept related to your business) so that people interested in your work can find you more easily.

ADDITIONAL ACTIVITY:

- Make the participants create a list of relevant hashtags for their business/project, and then organize a circle for them to share their results.

Practical Exercises

The following exercises are designed for participants with no experience in social media, allowing them to follow a complete process from creation to usage. Check with the participants to see if they already have social media accounts and adjust the starting point of the exercises to the stage that best suits them.

Use clear and inclusive language in your explanations, keeping in mind that many adults and older adults may have low digital literacy.
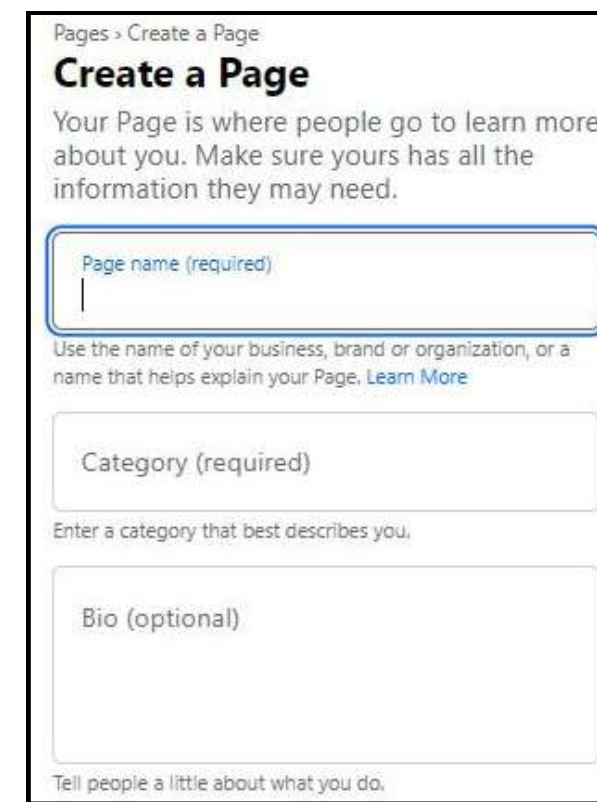
Creating a Facebook Page

WHAT DO WE NEED?
- A personal Facebook account.
- Information about your business: description, address, contact number, products, website URL, etc.
- A profile picture and a cover photo.

HOW TO CREATE THE ACCOUNT?
1. To create your account, you must be logged into your personal account.
2. Go to the following link: https://www.facebook.com/pages/create
3. Fill in the requested information (Page name, business category, brief description of the project) and click on Create Page.
4. Once your page is created, you can optionally enter additional information (phone number, address, website, and business hours).
5. Then, upload the profile and cover photos you prepared earlier.
6. Optionally, you can connect your business to your WhatsApp account.
7. Next, invite your friends to follow your page.
8. Finally, select your preference regarding the notifications you will receive from Facebook.

For this activity, it is recommended that participants pair up so they can assist each other.

ADDITIONAL ACTIVITY:
Each participant should create a brief description of their project, no longer than 50 words, to be incorporated into their social media profiles. They can also choose or take a photo to use as a profile or cover picture.

*Don't forget to emphasize the importance of protecting personal data shared online.

It is essential to emphasize the importance of completing all the requested business/project information when setting up their social media profiles, as this facilitates contact with potential customers.

ADDITIONAL ACTIVITY:
First, ensure that the participants have a WhatsApp account. Then, show them how to link their Facebook account with their WhatsApp account to facilitate prompt contact with their target audience.

Similarly, you can recommend using the same photo and description on both WhatsApp and Facebook to enhance recognition and build consumer trust.

BASIC STRATEGIES FOR USING FACEBOOK IN YOUR BUSINESS:

• Complete all contact information:

When creating your fan/business page on Facebook, make sure to fill in all fields with essential information about your business. Write a brief 255-character description clearly explaining what your business does. Include contact details such as email and phone number, as well as your business hours and location if you have a physical store.

• Use a call-to-action (CTA):

Below your page's cover photo, you can add a call-to-action button that encourages your followers to perform a specific action. You can set this button to send you messages via WhatsApp or Messenger, visit your website, subscribe to a mailing list, among other options.

• Schedule your posts:

To maintain a consistent presence on Facebook without having to be always connected, use the option to schedule posts. Create your content and, instead of publishing it immediately, select the "Schedule" option to choose the day and time you want it to be published. This will allow you to optimize your time and ensure your content is posted regularly.

• Encourage participation:

Make your posts interactive and not just a catalog of your products. If you share photos of your products, do so creatively and encourage your followers to interact. Ask them to share their opinions, comment on their favorite product, or participate in surveys. This not only increases engagement but also creates an active community around your brand.

Make your brand attractive and use CTA buttons

Let the costumers know where, how and when to find you

At this point, it is recommended to explain the main differences between Facebook and Instagram: their objectives, utilities, tools, functions, etc.

Likewise, it is important to explain the different audiences each social network caters to and their demographic characteristics (age, gender, etc.). However, this information varies from country to country, so it is advisable to research the national context where the training is being conducted.

During this activity, it is crucial to emphasize the importance of choosing secure and unique passwords to protect our accounts and our clients from potential hacking.

In this regard, you can suggest using a password generator, such as "AVAST Random Password Generator," to create a strong password.

Additionally, it should be reinforced that these secure passwords are often difficult to remember, so it's advisable to store them in a safe place where they can be easily accessed when needed.

Creating a Business Account on Instagram

WHAT DO WE NEED?

- An email account
- Phone number to link your account
- 1 profile photo (ideally your business logo)
- Brief description of your business for an initial post

HOW TO CREATE THE ACCOUNT?

1. Download the app on your phone or access it through a browser
2. Click on Sign Up
3. Choose to sign up with your email or phone number
4. Depending on the method chosen, you will receive a verification code via SMS or email, enter it on Instagram.
5. Enter your name and a password (it is important to select a secure password)
6. Create your username. Use your business name.

It is important to emphasize the value of choosing a username that is the same or as similar as possible to the one used on other social networks, ideally the name of the business/project. This consistency across different platforms helps maintain coherence and enhances the recognition and visibility of our brand.

NAME AND PASSWORD

Full name

Password

☑ Remember password

PHONE   **EMAIL**

US +1   (245) 545-8455   ✕

You may receive SMS notifications from us for security and login purposes.

Next

Enter the Confirmation Code We Sent to

Change phone number or resend SMS

490563 ✕

Next

CHANGE USERNAME

Pick username for your account. You can always change it later.

johnwikihow07 ✓

Next

14

15

Here, it is recommended to explain "WHAT" a business account on Instagram is, "WHY" it is necessary to have one, and "WHAT" the benefits and utilities are.

In this context, some of these benefits include:

- Credibility boost
- Access to analytics
- Use of Instagram ad options
- Access to Business Account features

HOW TO CONVERT YOUR ACCOUNT TO A BUSINESS ACCOUNT?

1. Go to your profile
2. Click on "Edit Profile"
3. At the bottom, select "Switch to Professional Account"
4. Choose the category your business belongs to and indicate that the account is for a business.
5. It is very important to complete your profile with as much information as possible to facilitate communication between potential customers and you.
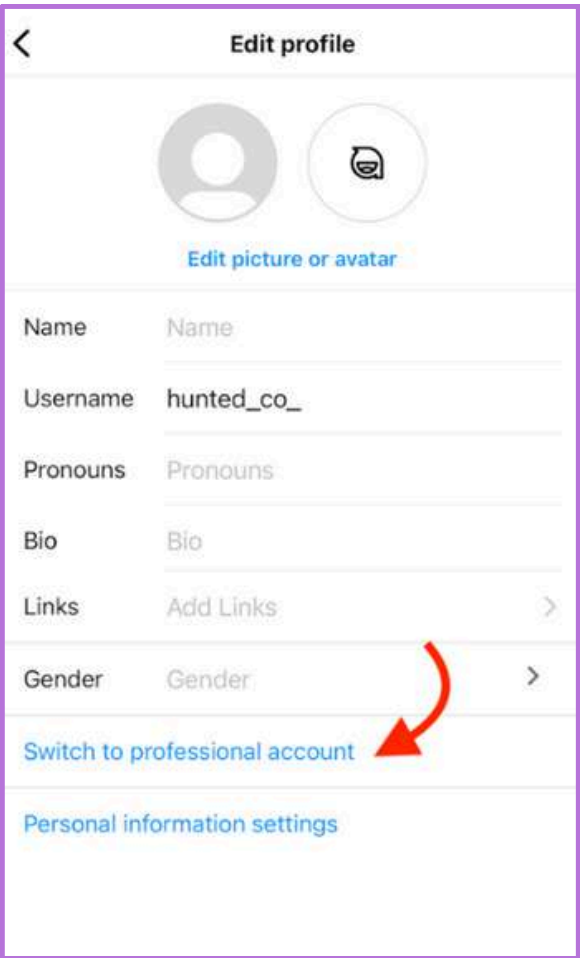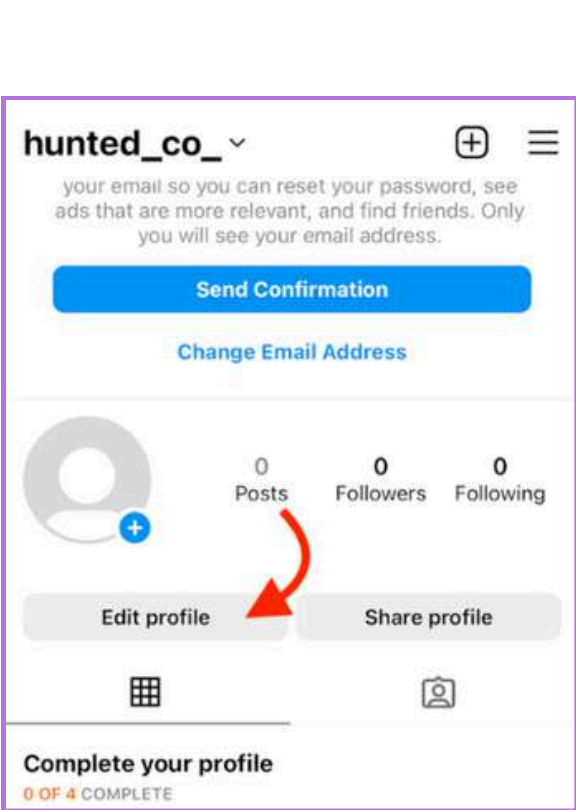
BASIC STRATEGIES FOR USING INSTAGRAM IN YOUR BUSINESS:

- Use hashtags effectively:

Hashtags on Instagram are powerful tools for expanding your reach. By using relevant hashtags, your posts can be discovered by people who do not follow you, thereby increasing your visibility on the platform. Every word you include as a hashtag can connect your content with a broader audience through searches.

- Take care of your captions:

Although the visual element is the most important on Instagram, captions also play a crucial role. Take advantage of the 2,200 characters available to tell stories, provide details about your products, or communicate your brand message. Pay attention to spelling and use emojis to make your texts more attractive and easier to read.

- Encourage interaction:

Responding to comments and tags on your posts is essential to creating closeness with your followers. Don't limit yourself to your own posts: also interact with other profiles and accounts that may be interested in what you offer. Commenting and following other accounts will increase your visibility without seeming self-promotional.

- Use Stories:

Instagram Stories, with their 24-hour duration, are an excellent way to share videos and photos dynamically. You can use filters, locations, GIFs, questions, and polls to encourage interaction with your followers. Additionally, Highlights allow you to pin relevant content on your profile permanently, creating categorized sections that can include customer testimonials, production processes, or any other important aspect of your brand.

At this point, it is advisable to explain what Meta Business Suite is, its utilities, and the scenarios in which its use is recommended. Below are some of its main utilities and benefits:

- Centralized social media management.
- Connecting your social accounts to third-party tools.
- Social media insights.
- Post-scheduling and content planning.
- Prioritized notifications.
- Inbox management.

Link Your Instagram to Your Facebook Page

WHAT DO WE NEED?

- You must be the administrator of your Facebook page
- Your Instagram account must be a business profile
- If you have followed the previous steps in these examples, you should already meet these requirements.

HOW TO LINK THE ACCOUNTS

1. Log in to Facebook and click Pages in the left menu
2. Select your Facebook page, then click Settings
3. Select Linked Accounts in the left column
4. Select Instagram and connect your account

BENEFITS OF CONNECTING YOUR FACEBOOK PAGE WITH YOUR INSTAGRAM:

- ### Build customer trust:

Don't underestimate the importance of offering a seamless online experience for your customers. By connecting your Facebook and Instagram accounts, your followers will be confident they are dealing with the same business, facilitating smooth interactions and strengthening trust in your brand.

- ### Schedule posts on both platforms:

If you have a busy schedule or manage multiple accounts, you already know the benefits of scheduling posts. By connecting your accounts, you can schedule content for both Instagram and Facebook from social media management tools like Hootsuite, optimizing your time and ensuring a consistent presence on both platforms.

- ### Respond to messages more quickly:

By linking your Instagram and Facebook accounts, you can manage all your messages from one place. This not only helps maintain a quick response time but also gives you access to more inbox tools, such as customer tags and message filters, enhancing your customer service efficiency.

- ### Get more detailed analytics:

With both platforms connected, you can compare audiences and post performance more effectively. This allows you to identify which organic efforts are working and where it is more convenient to invest in promotions, optimizing your marketing strategies.

- ### Create better ads:

In some regions, linking a Facebook page is necessary to post ads. Even if it's not mandatory, connecting your accounts allows you to run ads on both platforms and manage payments from one place, making your advertising campaign management easier.

- ### Open a shop on Instagram:

If you want to sell products or services on Instagram, you need a linked Facebook page to set up a shop. By connecting your accounts, you can also sync your business information and take advantage of features like appointment buttons and donation stickers, expanding the possibilities of interaction and sales.

ADDITIONAL ACTIVITY:

Ensure that the participants have the "Cross-Posting" option activated between their Facebook and Instagram accounts. Then, have them use their phones to create "stories," tagging the training organization, and share these stories simultaneously on both platforms.

Other specifications

This page presents some additional resources that participants can use to enhance their impact on social media. In this regard, it is important to emphasize that, apart from these applications/platforms, there are many others that may better suit their needs and skills. Therefore, participants should be encouraged to continue searching for tools that are better tailored to their requirements.

Useful Applications

There are countless applications that can make it easier for you to use and take advantage of your social media. Here are some examples:

- Canva: It is a website for graphic design and image composition that provides online tools to create your own designs. You can start from scratch or use one of the templates they offer. Other advantage of it is that it provides the appropriate sizes for each social media platform.
- CAPCUT: CapCut is a user-friendly video editing app that lets you trim, cut, merge clips, and add music, text, and effects, making it ideal for creating professional-looking videos for social media.
- STORYART: StoryArt is a mobile app for creating and enhancing Instagram Stories with customizable templates, filters, and editing tools.

Conclusion

Remember that this document is just an introduction that will allow you to delve into the world of social media and digital marketing, showing you how to access these platforms and develop basic strategies to promote your business and increase your base of potential customers. However, there are countless resources and spaces where you can learn more about this topic for free. We recommend researching on your own, more deeply and according to your needs, how to make the most of social media. Without a doubt, YouTube is the best platform where you can find more information and examples on how to use them, as it allows you to access countless tutorials for free and in different languages.

As outlined in the conclusions of the document, it is crucial to encourage participants to pursue continuous training in this area to enhance their impact on their businesses/projects.

Similarly, it is advisable to suggest—and, if necessary, teach them how to—use YouTube to search for tutorials that will allow them to practice and implement what they have learned in this training, as well as to delve into other areas not covered.

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ADDITIONAL ACTIVITY: GOOGLE SEARCH YOUR TARGETED KEYWORDS

Make the students select four keywords that define their project/business. Then, on their phones or computers, they should search these keywords on Google. This will allow them to see the top results that appear related to their project's field, enabling them to discover and analyze the most popular type of content is among your audience

- **Convert into a lead:** Capturing users' interest and motivating them to provide contact information.
- **Convert leads into actual customers:** Through actions like personalizing the user experience and offering specific solutions.
- **Retain customers:** Implementing post-sale strategies and offering continuous value to turn them into recurring customers and brand promoters.

This process can be entirely digital or include complementary offline elements. In the digital age, where consumers spend a significant portion of their time online, it's crucial for a business's digital presence to be well-managed and executed. Otherwise, potential customers might opt for the competition if they don't find the relevant information or desired interaction.

To succeed in digital marketing, it's essential to deeply understand the needs and behaviors of the target audience. This allows for the development of effective campaigns that increase sales, strengthen the online presence, and promote customer loyalty.

BENEFITS OF DIGITAL MARKETING

Digital marketing offers a series of significant advantages for any business:

- **Minimal economic investment:** Allows starting with a reduced budget compared to traditional marketing methods, making promotion accessible even for small businesses and startups.
- **Control of return on investment (ROI):** By implementing appropriate strategies, you have the ability to manage and optimize the return on your investment more directly and effectively.

- **Precise measurement and analysis:** Every aspect of digital marketing is measurable, providing detailed data on your campaigns' performance. This information allows you to continuously adjust and improve your strategies for better results.
- **Bidirectional communication:** Facilitates direct and horizontal interaction between the brand and customers, allowing active and personalized dialogue. This approach replaces traditional one-way communication models.
- **Deep understanding of the target customer:** Enables you to learn more about your audience, listen to their needs and preferences, and adapt your products and services accordingly.
- **24-hour availability:** Your customers can interact with your brand, products, or services at any time of the day, improving convenience and accessibility.
- **No geographical limits:** The reach of digital marketing is not limited by physical locations, allowing you to reach global audiences if desired.
- **Real-time results:** Offers the ability to see and analyze your campaigns' results almost instantly, allowing you to make quick and effective decisions to optimize your strategy.
- **Favors customer loyalty:** Provides effective tools and techniques to maintain and strengthen customer loyalty through personalization and the creation of lasting relationships.

These benefits make digital marketing an indispensable tool for any modern business seeking to grow, expand, and stay competitive in today's market.

ADDITIONAL SOCIAL MEDIA ACTIVITY: THE VIRAL GAME

Ask participants to remember the last 3 viral videos they watched. Then, make them write down as many details as possible:
- Do they remember who posted it?
- How long was the video?
- What platform was it on?
- Was it a personal account or a business account?

This will help them discover some interesting insights. If we had to guess, people would likely remember what the video was about. However, it might be more challenging for them to remember who posted it. This is relevant, because it shows that the content is more important than who posted it.

Encourage them to use some of the content ideas they discovered during the game to integrate them into their strategies.

Digital Skills (Camera and Photography)

Pedagogical Materials
vol. 3 of 6

Casa d'Abóbora

super tineri ASIRYS

ID2O

This page highlights the objectives and essential materials for the 4th volume of the Pedagogical Materials developed as part of the FormaRural project, funded by the Erasmus+ program and carried out by Casa d'Abóbora – Associação Juvenil (Portugal), ASYRIS SuperTineri (Romania), and ID20 (Slovenia).

Here you will find a summary of the skills that trainees will acquire, as well as the resources needed for the practical follow-up of the document.

It is recommended to implement one of the following activities.

Objective

The main objectives of this document are to promote the use of smartphone photography for the purpose of promoting products or services offered by cultural entrepreneurs, through the understanding of basic photography techniques and concepts, and to develop photographic skills for use in digital marketing. By doing so, you will learn how to use the camera and photo editing tools on a smartphone, understand the main benefits of these tools, and see how they can help boost your business. Additionally, you will acquire the fundamentals and concepts behind the art and techniques of photography.

Materials

To learn through this guide, we recommend having the following materials:

- Note-taking materials: Useful for taking notes during the training and working on activities.
- Smartphone: This guide focuses on the tools provided by most smartphones.
- Optional: A smartphone tripod, which will help you take more balanced, focused photos and make it easier to achieve the ideal composition.
-

ACTIVITY 1: Photo Walk
If possible, organize a training walk. Through outdoor activities, such as a hike or a city tour, participants will have access to various settings, objects, and themes to photograph. Challenge the trainees to capture moments related to culture and heritage.

ACTIVITY 2: Quick Photo Challenge
Challenge the trainees to capture 10 different photos in 5 minutes, without leaving an area designated by the instructor. Use this exercise as an icebreaker to encourage participants to unleash their creativity. At the end, conduct a brief analysis of the photos taken, prompting the trainees to provide their honest opinions on the pros and cons, the good and the bad, the positive and the negative aspects of each photo they captured.

Theory

Introduction

The following manual is a compilation of information gathered from various sources and online communities, aiming to facilitate access to, understanding, and practice of photography using smartphones. This document intends to address digital photography in a simple way, providing the basic information necessary to make the most of the technology available to us.

Photography has become a widely used and easily accessible medium for the general population. Today, 78% of the world's population owns a smartphone (according to United Nations data) and therefore has access to a camera, enabling anyone to take photos at any time. This widespread access to digital tools has provided immense freedom to entrepreneurs worldwide. However, the quality of an image is not solely determined by the quality of the camera but also depends on various technical and artistic aspects that will be covered throughout this guide.

Photographic Process

To achieve the best possible outcome in any project, it is crucial to base the process on a methodology. This will ensure that the final product of any project attains the best possible result. Professional photographers develop their own processes to achieve the final photograph. For amateurs or beginners seeking a specific result, it is recommended to follow a simple and effective step-by-step process, allowing them to start with the basics. This approach makes it easier for individuals to experiment and modify the process as they practice their photographic skills.

Image 1: Example of a Universal creative process

Pre-Photography

To achieve a good photograph, one should follow a logical sequence of steps to capture the best possible moment and achieve the desired final result. Before turning on the smartphone and opening the camera application, it is advisable to define some essential points to convey the intention behind capturing the moment more clearly.

To do this, with the aid of paper and pen, one should answer questions that will clarify the path to the final product: the photograph.

WHY ?

Why do I want to take this photograph? Is it to capture a moment? To showcase a product or service? For social media promotion? The reasons are numerous, and defining the purpose of taking the photo will help plan for a better outcome.

WHAT ?

What am I trying to photograph? Is it a landscape? A space? A model or an object?
By precisely defining our focus, we can start thinking about the approach and the technical details involved.

WHERE?

Where will the photograph be taken? Is it indoors or outdoors? Does it have natural or artificial light? What is the setting like? Urban or rural? What is the physical context? Do I need to plan a trip, or is it nearby?

WHAT DO I INTEND TO CONVEY/COMMUNICATE WITH THE PHOTOGRAPH?

When taking a photograph, consciously or unconsciously, we aim to represent something and show others what we are observing live. However, not every photograph accurately represents the scene as we see it, because cameras work differently from the human eye. To convey something through photography, it's essential to question the motives. It's also important to note that humans react to sensations captured by the senses, with much of our perception of the world coming from vision. Therefore, it's crucial to define the emotions and sensations we want to convey to the audience viewing the photograph.

NOTE

Additional relevant questions may be posed, depending on the framing and context of the photograph and its final use. For example: What materials might I need to construct a scene?

Photographing

Technical Camera Skills

After addressing the basic questions and defining the purposes and external conditions in which we'll work, it's time to take the photograph. When creating your own scene, you have the advantage of being able to manipulate the various elements that make it up. In this case, the practice of expression inherently leads to art. By experimenting with different elements, compositions, color schemes, contrasts, and even lighting (using artificial light or choosing a specific time of day), you will create something new and unique with your scene.

In the practice of photography, we tap into our creative instincts and attempt to create and answer questions such as:
What scene am I going to photograph?
What composition and framing do I want to apply?
In which area of the photograph do I want to position the main subject?
What other elements appear in the composition, and how can I use them to create an interesting image?
What are the most interesting angles?
What depth of field do I want to use?
How can I capture an angle with intersecting elements and shapes?
What are the main colors in the photograph?

To make the most of the available technology, it's important to explore the different camera options.
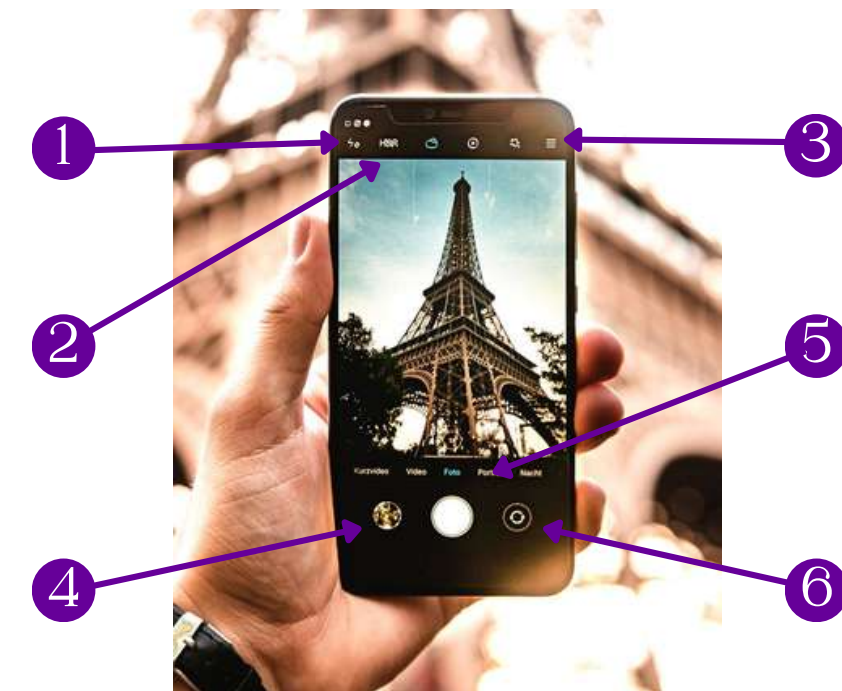
Image 2: Camera app options on your smartphone

❶ **FLASH** - allows you to turn on, off or activate automatic mode;

❷ **HDR** - allows you to activate or deactivate high definition mode;
❸
MENU - allows you to access various CAMERA
❹ settings;

❺ **GALLERY** - Access the GALLERY application directly;

CAPTURE MODE - Swiping sideways allows you to choose between various capture modes. The last option
❻ MORE allows you to choose other capture modes;

FRONT / BACK CAMERA - allows you to choose between which of the cameras to use.

8

9

In the camera application, besides the CAPTURE and GALLERY buttons, there are also buttons to access the camera's general settings and another to select the CAPTURE MODES. The MENU button provides options such as turning the grid and guides ON/OFF. To facilitate framing and composition, this grid can be used to properly position elements along its lines and points.
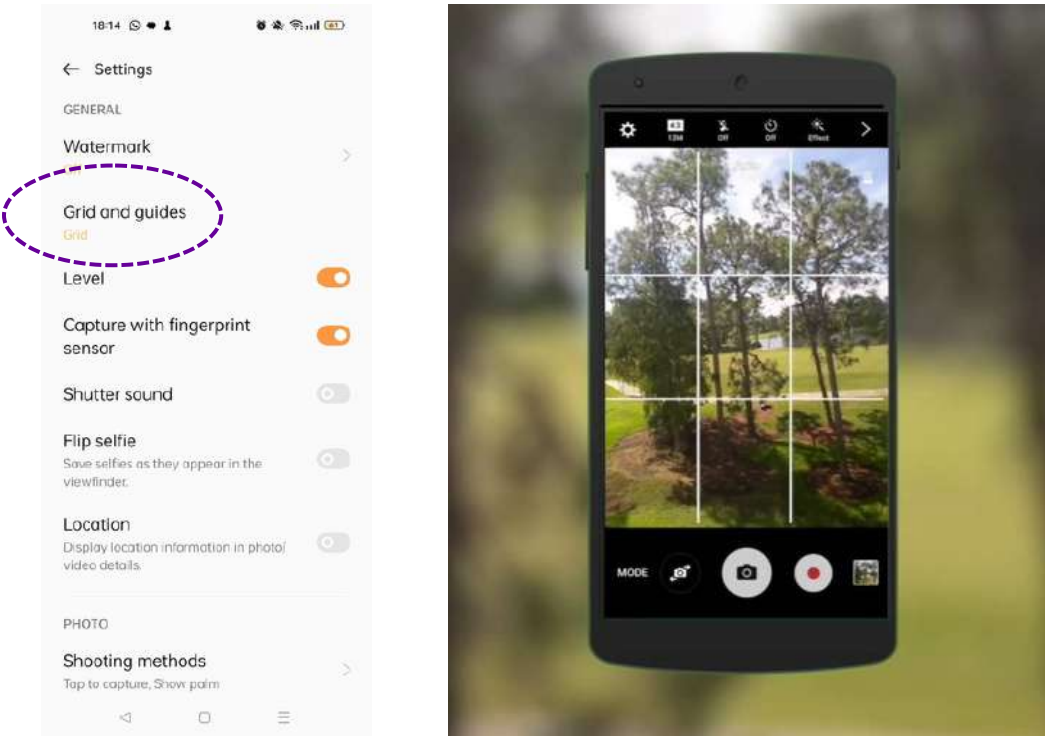
For example, the Macro mode allows for close-up photos with detailed clarity (such as a flower), and the Panorama mode enables wide, horizontal photos. In this MORE menu, some smartphones allow you to customize the capture modes you use most frequently. There should be an EDIT button that lets you drag your most used CAPTURE MODES, like PHOTO and VIDEO, to the horizontal bar.

Image 3: Settings and Grid
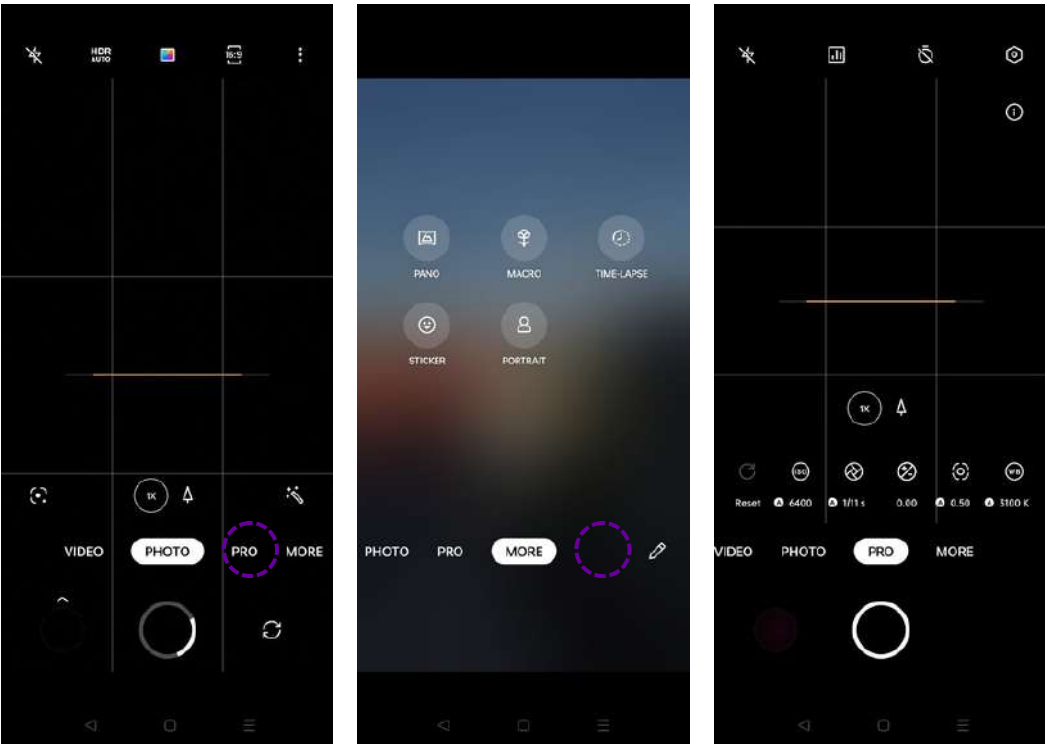
Image 4: Camera application settings

The capture options typically include Photo, Video, Portrait, and More. The visible options may vary depending on the smartphone, with Photo and Video being the automatic modes available on any device. In the MORE option, you can access various other capture modes that optimize the camera for more specific shots.

For this guide, we will focus on the Pro mode. This mode allows you to control the smartphone camera with the typical simple settings of a professional camera. When selecting this mode, several settings will appear on the screen.
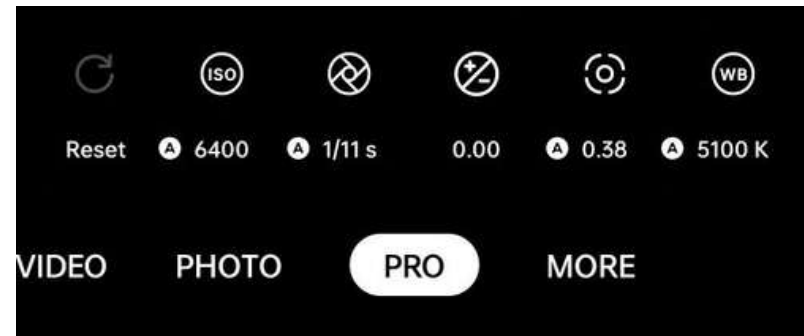
The ISO setting controls the lens's aperture, which is the amount of light the sensor can capture. The higher this value, the more light is captured. The ISO value typically ranges from 100 to 6400 and is adjusted in increments of 100. This setting adjusts the brightness of the photograph, but since this is a digital rather than a physical manipulation, using too high a value can result in a photo with a lot of "grain."

The Shutter setting (usually represented by a circle with crossed lines inside) controls the speed at which the shutter operates. The shutter is the mechanism that closes the camera lens, ending the exposure of the lens to light and thus capturing the image with certain characteristics. The speed is measured in seconds or fractions of a second (e.g., 1/4000) and can go up to 30 seconds or more, allowing for long exposure shots. Long exposure images are typically taken in low-light environments, as the sensor captures light over a longer period, resulting in a much brighter image than what the human eye perceives at the moment of capture. A classic example of long exposure photography is astrophotography, where the aim is to capture light from various celestial objects (other than the sun).

The EV (Exposure Value) setting represents a combination of a camera's shutter speed and f-number (aperture value). The f-number is indicative of an optical system to capture light: In this context, the smartphone camera. By adjusting the EV value, you can fine-tune the brightness, amount of light, and the presence of whites in the photograph.

The MF/AF (Manual/Automatic Focus) setting allows you to either automatically focus or manually adjust the focus. This mode is recommended only when using a tripod, as natural hand movements and shakes can result in blurry and undesirable photos.

The WB (White Balance) setting adjusts the camera to ensure that the colors in the image appear natural and are not influenced by the light source in the scene. When the camera adjusts the white balance, it compensates for the color tone of the light source, so that the colors remain true to reality. This means that purely white parts of the image appear white and are not affected by warm or cool tones from the light source. This value is measured in K (Kelvin), a unit that measures temperature. In this case, lower values represent cooler, bluish colors, while higher values represent warmer, orangish colors.

Practice and Artistic Freedom

What do I want to photograph: a model, a product, a scene? Depending on the subject of the photograph, you can experiment with different framings and compositions. Let your creativity flow and observe the results of your experiments. Notice what works and what doesn't in each photo and how you could improve it to make it more appealing and attractive.

Pay Attention to the light!

When photographing, be mindful of where the light sources are. When the camera is pointed toward the light source, it's called backlighting, which should generally be avoided because the light is shining directly into the camera, illuminating only the "back" of subjects and objects. This often results in dark and shadowy images.

When experimenting with the camera settings, it is also suggested to discuss artistic freedom and the importance of lighting with the trainees..

Image 7: Example of photography with rim light and artificial light

EXTRA ACTIVITY:
Using the Pro mode of the camera, challenge the trainees to experiment with the various settings of this mode, paying attention to Lighting and Image Composition.

Image 6: Example of photography with natural light and backlight

Image 8: Difference between direct light (left photo) and adding a fill light (right photo)

In the case of natural light, pay attention to the position of the sun relative to the subjects being photographed and the position of the camera.

Avoid photographing during times when the sun is highest in the sky (around 12 PM or 1 PM), as there will be fewer shadows, which can result in less-natural-looking images with fewer defining lines and sometimes strange shadows.

NOTE: The light most appreciated by professional photographers is natural light, especially sunlight during the "golden hour," which occurs just before sunset. During this time, natural light has warmer color temperatures in shades of yellow, orange, and red, which are very appealing to the human eye.

Image 9: Photograph taken during the "Golden Hour"

Image 10: Photograph taken during the "Golden Hour"

When photographing, it's also important to pay attention to the light you're working with. What is the composition of the light? Is it direct light? Diffuse light? What is the color temperature of the light? Is it natural or artificial light? You should experiment with various types of light to determine which is best suited for the purpose of your photography.

The entire process of photographing requires practice and patience. No matter how well-defined your answers to the questions are before taking the photo, it is essential to practice and consciously experiment with the various aspects of photography. This will help you continually improve and explore the best results for your intended purposes.

Precautions before taking photos with your smartphone:

- Make sure you're using a smartphone without a scratched lens.
- Clean the lens thoroughly with a soft cloth before photographing.
- Ensure there is enough storage space on your smartphone to take multiple photos.
- Avoid photographing outdoors at night.

Post-Photography

Now that we have the photos, it's time for selection and editing. Once you have selected the best photos you want to use, whether for sharing on social media or other promotional platforms, you should also edit the photos to improve aspects such as colors, brightness, saturation, contrast, and more. Using the available options on any smartphone, select the photo in the gallery to access the editing options.

EDIT MODE OPTIONS

In the Edit tool, you will find several basic settings common to all smartphones. The main options are:

Crop

This function allows you to crop and rotate the photo to achieve the desired framing and orientation.

Filter

The editing mode allows the application of some pre-set filters, but it is not recommended to use these.

Adjust

EThis is the most recommended option to use, containing various adjustable characteristics of the photo. In this mode, you can configure several aspects, such as:

1. Exposure;
2. Brightness;
3. Contrast;
4. Saturation;
5. Vibrance;
6. Warmth;
7. Tint;
8. Shadows;
9. Highlights;

Some smartphones offer additional options that are not essential for the purpose of this guide. However, it is advisable to experiment with the different settings available. Among the ones listed above, the best way to understand the results is to adjust the values to both extremes and observe the outcomes. There is usually a button in the lower right corner of the image that allows you to see the original photo without any changes made during the editing process. Once you understand the different effects obtained by adjusting these values, exercise caution in choosing the settings for each configuration, as excessive adjustments can result in an unrealistic and abstract photo. Once you are satisfied with the result, save the image, and it will be ready for uploading to any digital platform.

Avoid using the filters available on Instagram, Facebook, or other platforms, as these filters are not suitable for promoting products and services and often undermine the results achieved during prior editing.

Final Observations

In the process of photography, it is crucial to work on creativity and the visual impact of the final result. This involves experimenting with the practical and technical aspects of photography and the process itself. Additionally, it includes seeking and receiving external feedback with constructive criticism to help improve over time. It is recommended that the reader observe and analyze the Practical Examples provided below, as well as put into practice the Exercises suggested in this document.

Success in achieving an ideal final result comes with practice and dedication. Therefore, it is suggested that the reader be patient with their own learning process, continue to practice, and apply the knowledge acquired from this guide and other relevant sources.

AThe following page discusses the importance of using photos edited by the trainee, avoiding the use of predefined filters from other platforms.

It also highlights the Final Observations related to the entire photographic process.

Practical Examples

In this guide, we present some practical examples of rules and canons in the world of photography. No rule is unbreakable, but to get the most out of the tool that is photography, it is important to understand the pre–established rules. The results obtained by following these rules are generally considered balanced and in harmony with the visual sensations and perceptions of the human eye.

There are various rules concerning photographic composition and how to frame a balanced photo. Below, we present some examples of framing rules, and we suggest that the reader research further into the various existing rules.

Rule of Thirds

The rule of thirds involves dividing the image into 9 equal parts using 2 horizontal and 2 vertical lines, forming a grid. This rule is included in many cameras and photographic devices as a basic framing tool. The idea of this rule is to place the important element(s) of the scene along one or more lines or at the intersections of these lines. The general tendency is to place the main subject in the center of the photograph; however, using the rule of thirds can create more interesting and appealing compositions for the viewer.

To achieve the best understanding of photography, it is important to present the trainees with the various principles associated with photography so they can make the most of this tool.

Provide additional examples beyond those contained in this document to offer visual support and demonstrate more examples of the rules and how they are applied.

Image 11: Example of aligning the main elements along the right vertical line and the horizon line along the bottom horizontal line.

Image 12: Example of a photograph with the horizon line on the upper horizontal line, the highest density of buildings (main elements) in the central area of the photo (space between the 2 horizontal lines), and the church towers near the right vertical line.

Centered Composition and Symmetry

Following the previously mentioned trend of centralizing the main subject within the frame of the photograph, we also have the common rule of centralization and symmetry. This rule aims to frame the elements in such a way that symmetry is created with respect to some elements of the composition.

This symmetry can be horizontal or vertical: the elements do not need to be perfectly aligned with the horizontal and vertical center of the photograph.

Isolate the Subject

One way to create an eye-catching photograph is by isolating the main subject. To achieve this, you can use the camera settings to adjust the depth of field, which will allow you to create a focal difference between the subject and the background. This technique helps direct attention to the subject of the photograph by blurring the background.

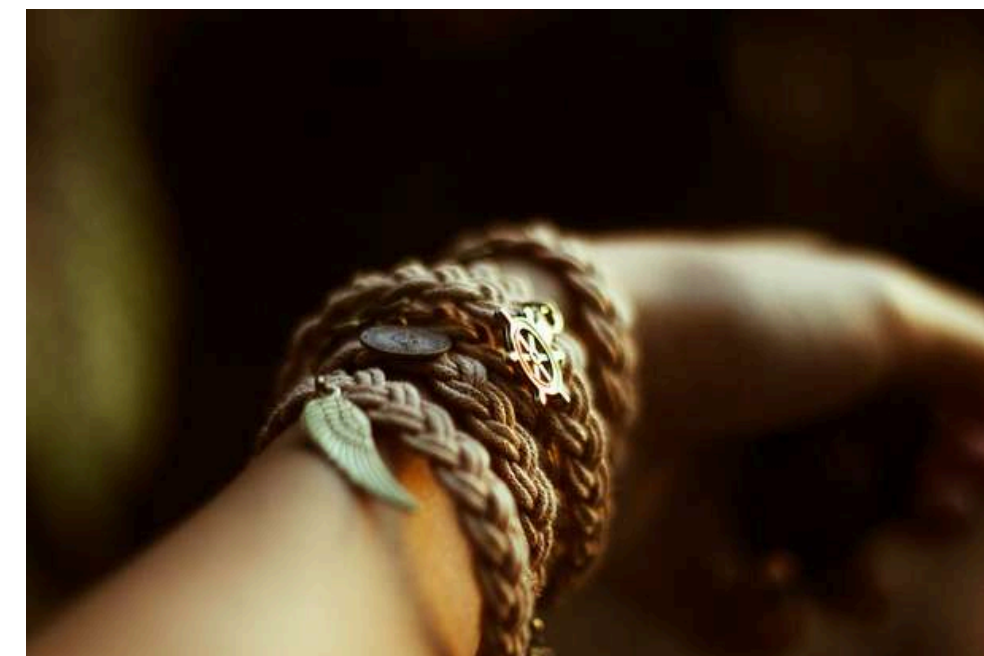The following pages contain some examples of photographic principles that can be discussed.

Image 13: Example of vertically centered symmetry. The streetlights and stairs are aligned to the center, creating a mirror-like effect throughout the image.

Image 14: Example of a photograph with horizontal symmetry and a reflected element, in this case decentralized and close to the right vertical line of the grid mentioned in the rule of thirds.

Image 15: Example of a photo taken with an aperture of f/3.5, resulting in a wide background blur.

Image 16: Example of a product photo with the main subject in focus and the background (hand) and backdrop blurred.

Emphasize to the trainees the importance of choosing the appropriate rules to apply according to the purpose of the photograph.

You can also use objects to practice product photography.

Other Rules

Other examples of photographic composition rules/suggestions that readers can research online include:

- Foreground Depth;
- "Decisive Moment";
- Frame within a Frame;
- Leading Lines;
- Diagonals and Triangles;
- Patterns and textures;
- Breaking the Patterns;
- Rule of Odds;
- Filling the Frame;
- Negative Space;
- Simplicity and Minimalism;
- Black and White;
- Low Angle Photography;
- High Angle Photography;
- Specific Color Combinations;
- Rule of Space;
- Left-to-Right Rule;
- Balance Elements in the Scene;
- Juxtaposition;
- Golden Triangles;
- Golden Ratio / Rule of Thirds;
- Background as Context for the Subject.

Project images of other rules listed on this page to provide additional examples.

Practical Exercises

Exercise 1 - Pre-Photography

To practice the process, we will use a specific case as an example to put into practice. The context of this exercise is as follows:

Suppose I am a cultural agent working in a rural area. I produce handcrafted items and want to have quality photographs to share on social media and use as images for the final products in my online store.

Following the step-by-step guide in this manual, we should answer the following questions during the Pre-Photography phase:

Q: Why do I want to take a photograph?
A: I want to showcase the craftsmanship I create and the quality of my products.

Q: What do I want to photograph?
A: I want to photograph handcrafted pieces.

Q: Where do I want to photograph?
A: I want to photograph outdoors, near natural elements.

Q: What do I want to convey with the photograph?
A: I want the viewer to feel the utility, quality, and advantage of my item compared to similar industrial products.

It is recommended to keep track of the time allocated to each exercise, considering the available time for the training.
It is suggested to allocate 2 hours and 15 minutes for the 3 exercises in this document.

It is also recommended that the exercises be conducted in groups of 3 to facilitate knowledge sharing among trainees.

Reinforce that the purposes of the photography should be clear and well-defined when responding to Exercise 1.

For example, the goal of having "a nice photo" could be replaced with "increasing the visibility of my product."

Exercise 2 - Photography

Once you have answered the questions and gathered the necessary information, to do a good job, gather the materials you need and proceed to Capture the Photograph.

The following suggestions serve as exercises to train creativity and photography skills. These suggestions can be applied following the exercises proposed in this document, or they can be practiced independently.

Exercise 2.1: Two Dozen

Choose a location. Stay in that place and take 24 unique photographs while remaining in the same spot. You cannot move your feet.

Exercise 2.2: Ten of One

Take 10 unique and/or abstract photographs of a single small object.

Exercise 2.3: Four Corners

Choose a subject and place it, wherever it is, in each corner of the grid frame, and take 4 photographs.

Exercise 2.4: Portable Subject

Take an object with you and place it in the frame, regardless of where, and photograph it.

It is suggested that you practice these exercises several times and, on your own initiative, explore other exercises from your personal research.

It is recommended that the trainer make occasional visits to the different groups to provide tips and instructions, address any questions, and improve the quality of the photos captured by them.

Exercise 3 - Post-Photography

Once you have a series of photographs, it's time to select them. Be careful not to choose too many. Ideally, you should perform a progressive selection. For example, if you took 10 photos, it's easy to choose 1, but if you took 50, it's best to do a step-by-step selection. That is, from the 50, select the best ones, which could be, for instance, 20. From those 20, review and narrow it down to a maximum of 10. Once you have 10, you can easily choose between 1 and 3. You might decide to edit 3 and finalize your selection at the end. It's important to avoid editing too many photos as it can become a time-consuming process.

Now that I have my selected photograph(s), it's time to open the EDIT option from the Photos Gallery on my smartphone.

It is recommended that the trainer review the PRO settings of the camera application and demonstrate the most important ones to be manipulated.

Be concise in explaining the settings. Provide examples using screen projection from the smartphone to demonstrate the various editing options.
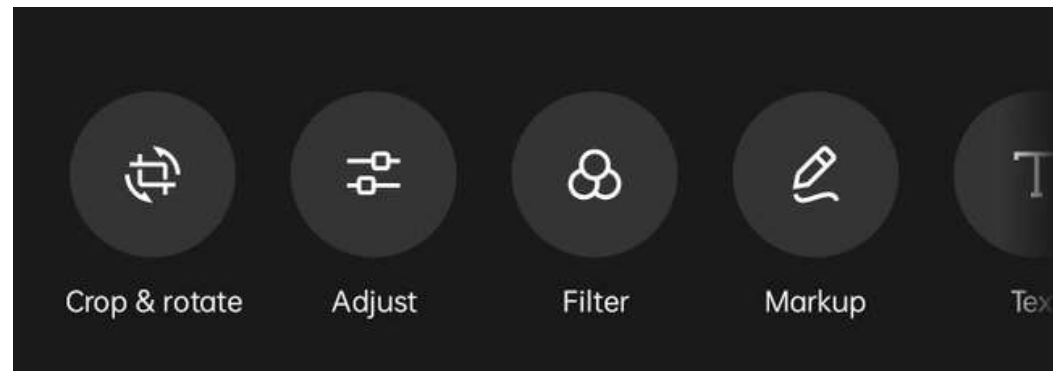

Image 17: EDIT mode settings

In EDIT mode, start by cropping and/or rotating the photo using the CROP AND ROTATE option if you need to improve framing and composition.
Select the ADJUST option, which gives you access to various settings you can manipulate. Each setting can be toggled on/off by clicking the corresponding button. Each setting also has a manual adjustment represented by a slider at the bottom of the screen and a numerical scale (usually from 0 to 100). This slider allows for more precise control of each setting.

Select the AUTOMATIC mode, which directly applies a value of 50 on the scale for this setting. Exaggerate between 0 and 100 with the slider to see what this quick edit has to offer. Analyze the difference between the edited photo and the original by clicking and holding the button at the bottom right corner (usually a mirror symbol: a rectangle with a continuous and dashed line, split by a vertical line).
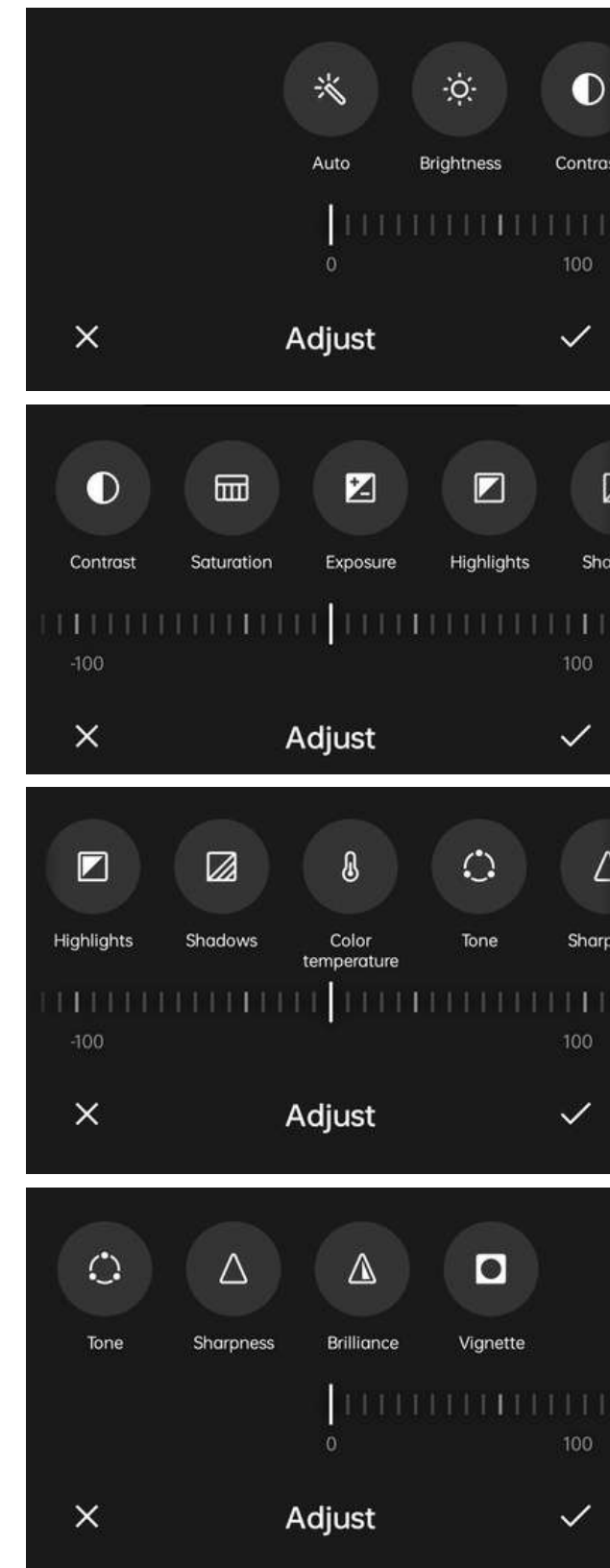
Image 19: ADJUST setting options

Click BACK (a rounded arrow pointing to the left at the top left corner of the screen) to revert the edits made and start the process again.

Returning to the original version of the photograph, begin the editing process once more, this time with more detail, exploring the various settings and adjusting some of the values.

The most common settings to adjust are: BRIGHTNESS, CONTRAST, SATURATION, EXPOSURE, HIGHLIGHTS, SHADOWS, and COLOR TEMPERATURE/TINT.

BRIGHTNESS: Adjusts how light or dark the photo is.

CONTRAST: Balances the relationship between light and dark areas.

SATURATION: Adjusts the intensity of the colors in the photo.

EXPOSURE: Controls the intensity of light in the image.

HIGHLIGHTS: Controls the intensity of light in a more subtle way.

SHADOWS: Controls the intensity of shadows and dark areas.

COLOR TEMPERATURE and TINT: Adjust the yellow–blue and green–red balances, respectively.

Depending on the smartphone model, editing options and settings may vary. In the case of the images above, there are also options like SHARPNESS and SHARPNESS BRIGHTNESS, which adjust the amount and definition of grain in the photo, and VIGNETTE, which adds a light or dark border to the image. Among these, it's recommended to use SHARPNESS and SHARPNESS BRIGHTNESS only if the photo has noticeable grain. The VIGNETTE option is generally discouraged as it can create an unrealistic result in the photograph.

Marketing Skills

Pedagogical Materials
vol. 4 of 6

Objectives

This volume of the pedagogic materials aims to understand what is marketing and also create practical exercises to put your marketing skills in action.

You will be able to learn about the theory of marketing, how can you improve your selling skills and also learn abour platforms that can help you raise your level of selling.
who cultural entrepreneurs
The last chapter
covers additional specific steps you might face.

Materials Used

"Essential materials:
• Paper and writing utensils for note-taking and brainstorming activities to develop your ideas.
• Internet Acess to discover the different platforms for marketing purposes

Optional:
• Access to a vehicle for field visits or site explorations related to spaces of promotion of entrepreneurs objects/services
• Library access for studying relevant literature, references, and academic resources related to marketing and related fields.

Theory

"According to the American Marketing Association (AMA), which represents marketing professionals in the United States of America, "Marketing is an activity that encompasses a set of institutions and processes aimed at creating, communicating, making available and exchanging offers that have value for consumers, customers, partners and society in general".

The Chartered Institute of Marketing, which represents the field in the UK, defines marketing as: "The management process responsible for identifying, anticipating and satisfying customer needs at a profit. This is an important definition to understand what marketing is: customer needs.

They are inherent to human beings – marketing does not create them. However, this activity must know how to perceive people's needs and arouse the desire to meet them. This is in line with Philip Kotler, who defines marketing as: "the science and art of exploring, creating and delivering value to meet the needs of a target audience for profit.

Now we will explore: the phases of marketing, types of marketing and finally the 4's of marketing.

Before entering in the theory, we reccomend you to create an ice breaker for the participants that will join.

Some ideas:
1. Name game, repeate the name of the person before you
2. Favourite dance move, make the participants show one by one their favourite dance move after saying their names.

Theory

It's reccomended to have a visual presentation. Theory can be tiring, specially for beginners in marketing.

Tips:
1. Show some of the examples of the different kind of marketing so the participants can understand in a practical way the different phases of marketing.

We will follow the marketing phases from Philip Kotler book, where he explains that the marketing activity follows the evolution of the market, society, technology and especially consumer behaviour, with whom it must create a connection

.According to Philippe Kotler, the four phases of Marketing are:

- Marketing 1.0 – companies focused on their production and products. The objective was to massify the disclosure, focusing on the functional attributes of the products, through the media such as TV and radio to maximise visibility.

Example: Ford: "You can have the colour you want, as long as it is black"

- Marketing 2.0 – companies stop looking inward and realise that they need to understand consumers' needs. Marketing starts to recognise that consumers have different needs and desires, which your products can fulfil. Then comes the notion of market segmentation. The role of this task is to delimit consumer groups with profiles and interests in common and thus define a target audience. By approaching a specific group, companies reduce competition and spending on mass marketing, reaching many consumers outside the customer profile of the business. The focus is now on customer loyalty, It still had a functional value, but marketers added the emotional part.

Theory

"Example: Coca–Cola – "Share a Coke" campaign.

- Marketing 3.0 – society becomes digital, connected, and without borders. People gain the power to speak on websites, blogs and social networks and be heard on the other side of the world. Thus, the hierarchy of consumer relations is inverted – now, consumers are in power. Marketing aims to satisfy and improve the customer's buying experience in this phase. For the first time, it appears associated with social causes. This phase introduces the definition of Vision, Mission and Values. Marketing 3.0 is the moment companies stop focusing on consumers and focus on humanity, becoming the phase in which profit goes hand in hand with social responsibility. In addition to its functional and emotional value, Marketing now has a spiritual value.

Example: Apple – focuses on creating unique experiences and products.

- Marketing 4.0 – connectivity has so profoundly transformed society that Kotler identifed the emergence of a new era, as reported in his 2016 book "Marketing 4.0: Moving from Traditional to Digital". Marketing 4.0 is marked by the digital economy. It aims to anticipate the customer's needs and desires. The Marketeer does not react; he anticipates. This is Marketing associated with the Digital Revolution.

Example: Amazon – constantly innovating and changing its offerings to meet the needs of its customers.

Now, the author of this proposition of phases, Kotlet launched in 2022 a new book with the propostion of a new phase, the marketing 5.0, let's learn more about it:

- Marketing 5.0 – The technology moves fast, so that makes marketing accompany the adaption to the digitalisation. For that, the topic of the marketing 5.0 focuses on the "next tech", which is a group of technologies that aim to emulate the capabilities of human marketers. It includes artificial intelligence (IA), sensors, robotics, virtual reality (VR), and much more.

Example: Netflix's AI–centric user content suggestion tool

THE MARKETING EVOLUTION

Marketing 1.0 — Product-driven
Marketing 2.0 — Customer-oriented
Marketing 3.0 — Human-centric
Marketing 4.0 — Moving to Digital — New CX
Marketing 5.0 — Marketing in Digital World — New CX x Next Tech

Source: Philip Kotler, Hermawan Kartajaya, Iwan Setiawan, Marketing 5.0: Technology for Humanity, 2021

TYPES OF MARKETING

- Traditional Marketing is also known as offline marketing. This is one of the oldest types of marketing, which seeks to place advertisements on radios, TVs, outdoors, newspapers, and magazines, among others. It is a type of marketing that requires a larger budget and planning, so it is necessary to make a deeper study of the target audience and understand if this type of marketing is the most appropriate.

- Digital Marketing means that actions are taken online. Websites, blogs, apps, social networks, emails, search engines and banners are not Digital Marketing in themselves – they are just channels that can be used to communicate and deliver value to consumers. Acting online has brought many gains for companies, as it allows the collection of a multitude of data, which enables the segmentation of the public and the measurement of results. The model can be the least costly and valid for all businesses. However, to be successful, you also need to assess the profile of your customers and have a strategy tailored to the business.

- Outbound Marketing is the closest type to most people's concept of marketing. It works actively with advertising and may be printed or telemarketing, among other types of publicity. Outbound Marketing has been questioned for being less effective than other types of marketing in terms of strengthening relationships with customers. However, most companies still use these tools because they are fundamental to applying marketing to the public. Thus, instead of ignoring Outbound Marketing, what happens recurrently is an association with other types of marketing.

How to present the types of marketing:

1. Think about the public that will come to this workshop
2. Search for examples of each type of marketing that is adapted to their area or work.
3. Can't think of any? Ask the participants once you are in the workshop to think about an example for each type of marketing!

Extra exercise:

1. Divide the participants into groups (in case there a small number of participants don't worry, follow the same instructions but instead of the "group" it will be just the individual participant.
2. Each group will represent one type of marketing.
3. Make the group search more about that kind of marketing.
4. Create a round table to make the participants open to share their research.

There are many other types of marketing, let's give a brief look to each one of them:

- Inbound Marketing – or attraction marketing – it is about attracting interested parties to turn them into leads and then converting them into customers within the sales funnel.
- Relationship Marketing – strategies and tactics for segmenting consumers to build loyalty.
- Guerilla marketing – promoting the use of unconventional methods designed to evoke surprise, wonder, or shock.

More recently, different types of marketing have emerged, adapting to the quick change of market and customers needs. Here are some examples:

- Content Marketing – the idea is to create quality content relevant to the end consumer to feel engaged and have a good impression of the brand.
- Green Marketing Refers to the development and promotion of that are presumed to be environmentally conscious
- Infuencer Marketing – This focuses on leveraging individuals who have influence over potential buyers and rienting activities around these individuals to drive a brand message to the larger market.
- Viral Marketing – A phenomenon that facilitates and encourages people to pass along an advertising message.
- Keyword marketing – Involves placing a message in front of based on the specifics keywords and phrases they are using to search.

Remember to use clear and simple language, this workshop is for beginners in marketing so probably they have a different pace than you.

Interact with your participants.

Ask questions in order to understand if they comprehend what you are explaining.

The 4 P's of Marketing

T

Product, price, place, and promotion are the Four Ps of marketing. The Four Ps collectively make up the essential mix a company needs to market a product or service. Neil Borden popularised the idea of the marketing mix and the concept of the Four Ps in the 1950s.

Let's explain one by one so you can get familiarised with them:

- PRODUCT

Product refers to an item or items the business plans to offer to customers. The product should seek to fulfil an absence in the market, or fulfil consumer demand for a greater amount of a product already available.

Before they can prepare an appropriate campaign, marketers need to understand what product is being sold, how it stands out from its competitors, whether the product can also be paired with a secondary product or product line, and whether there are substitute products in the market.

- PRICE

Price refers to how much the company will sell the product for. When establishing a price, companies must consider the unit cost price, marketing costs, and distribution expenses. Companies must also consider the price of competing products in the marketplace and whether their proposed price point is sufficient to represent a reasonable alternative for consumers.

- PLACE

Place refers to the distribution of the product. Key considerations include whether the company will sell the product through a physical storefront, online, or through both distribution channels. When it's sold in a storefront, what kind of physical product placement does it get? When it's sold online, what kind of digital product placement does it get?

- PROMOTION

Promotion, the fourth P, is the integrated marketing communications campaign. Promotion includes a variety of activities such as advertising, selling, sales promotions, public relations, direct marketing, sponsorship, and guerrilla marketing.

Promotions vary depending on what stage of the product life cycle the product is in. Marketers understand that consumers associate a product's price and distribution with its quality, and they take this into account when devising the overall marketing strategy.

Practical Examples

Traditional Marketing – "Business Card"

Image 3 – Front part of the business card

Image 4 – Back part of the business card

As we spoke previously in the types of marketing, traditional marketing has products that are still used nowadays – between them you may know – tv and radio ads, flyers and brochures, billboards and signage and last but not least, direct email. But now we are going to focus on the business card.

Your business card is in many ways the most basic marketing tool that you have. In its simplest form, it conveys the basic information about your company in a format that is easy for your customers to store and use. Despite living in a digital world, a business card can be critical to the development of your business.

Business cards should be part of your self-introduction. These eye-catching 3.5 x 2 inch pieces of heavy-duty paper contain all the vital contact information needed to capture your prospect's attention and help you remain in their memories well after your initial meeting. They can enhance your credibility and legitimacy and give your prospect a better sense of your professionalism.

Remember that basic information as name, contact (phone), email and your profession are a must! Also, in case you have you can also add your social media platforms and website

. Remember that your business card can also present your work!

Practical Examples

The 4 p's - Let's follow Anna's Journey

- Product: Anna's Journey is a small business led by Anna, that makes crochet products. Her products are different from those of its competitors because it's the only entrepreneur that creates crochet products with local materials.
- Price: Anna's Journey offers a different set of prices to adapt to all its public. There are low–budget creations and more expensive products (that take longer, more creativity and use more materials). She focuses in an adult public that has more finantial power, nonetheless through the low budget creations she attracts new customers that become loyal.
- Place: Anna's Journey operates in Idrija (Slovenia). The entrepreneur operates in a small studio that allows her to work, receive customers and organise small meetings with other entrepreneurs. She communicates with clients through her website, social media, email and telephone calls.
- Promotion: Anna's Journey has created different networks with different purposes. She has a partnership with the local municipality to create crochet pieces that represent her local village and to give to guests from the municipality. Also, she created a discount card that she offers if anyone buys products above 30€.

PRODUCT
- What does the customer want from the product?
- What features does it have to meet these needs?
- How and where will the customer use it?
- What does it look like?
- What size(s), color(s), should it be?
- What is it to be called?
- How is it branded?
- How is it differentiated versus your competitors?

PRICE
- What is the value of the product or service to the buyer?
- Are there established price points for products or services in this area?
- Is the customer price sensitive?
- What discounts should be offered to trade customers?
- How will your price compare with your competitors?

TARGET MARKET

PLACE
- Where do buyers look for your product or service?
- If they look in a store, what kind?
- How can you access the right distribution channels?
- Do you need to use a sales force?
- What do you competitors do, and how can you learn from that and/or differentiate?

PROMOTION
- Where and when can you get across your marketing messages to your target market?
- Will you reach your audience by advertising in the press, or on TV, or radio, or on billboards?
- When is the best time to promote?
- How do your competitors do their promotions? And how does that influence your choice of promotional activity?

Practical Exercises

Exercise 1 – Let's do the 4's of your business?

    1."Know your target audience well

To apply the 4 Ps, it's essential to understand who your target audience is. The product, price, place of sale, and promotion will depend on this. You can do this through market research and behavior analysis.

2. Define your goals and objectives

After understanding your audience, set the goals you want to achieve, such as increasing sales, retaining customers, or standing out in the market. Create a competitive strategy that may include reducing costs or focusing on market niches.

3. Position yourself in the market

With your audience, goals, and strategy defined, it's easier to decide on your market positioning. You can stand out based on price, quality, benefits, or the experience you offer to customers.

4. Apply the 4 Ps in your business

Now, develop a marketing strategy. Start with the product, set the price based on its perceived value, choose the right sales channels, and promote the product's main benefits.

Exercicio 2 – Let's create a business card!

In this exercise, we will be using a platform that became famous for its marketing purposes simplified for any kind of public – the platform is called CANVA.

.1. Register in the website https://www.canva.com/
2. After registering search on the main page "BUSINESS CARD"
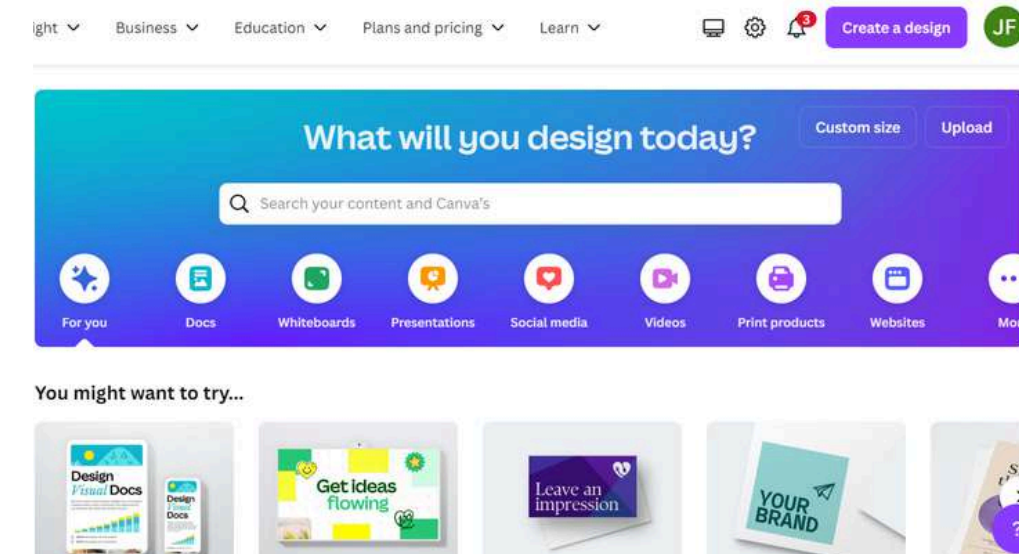
Image 1 - "description"

3.. Now, you will be presented with a lot of options of business cards already made. Choose one that you like the most and open it!

Practical Exercises

Continuation of Create your own business card:

4. Click on "Customize this template"

5. Once you have the new page opened you can decide which parts you want to change from the mockup you already have. You can change everything!

"
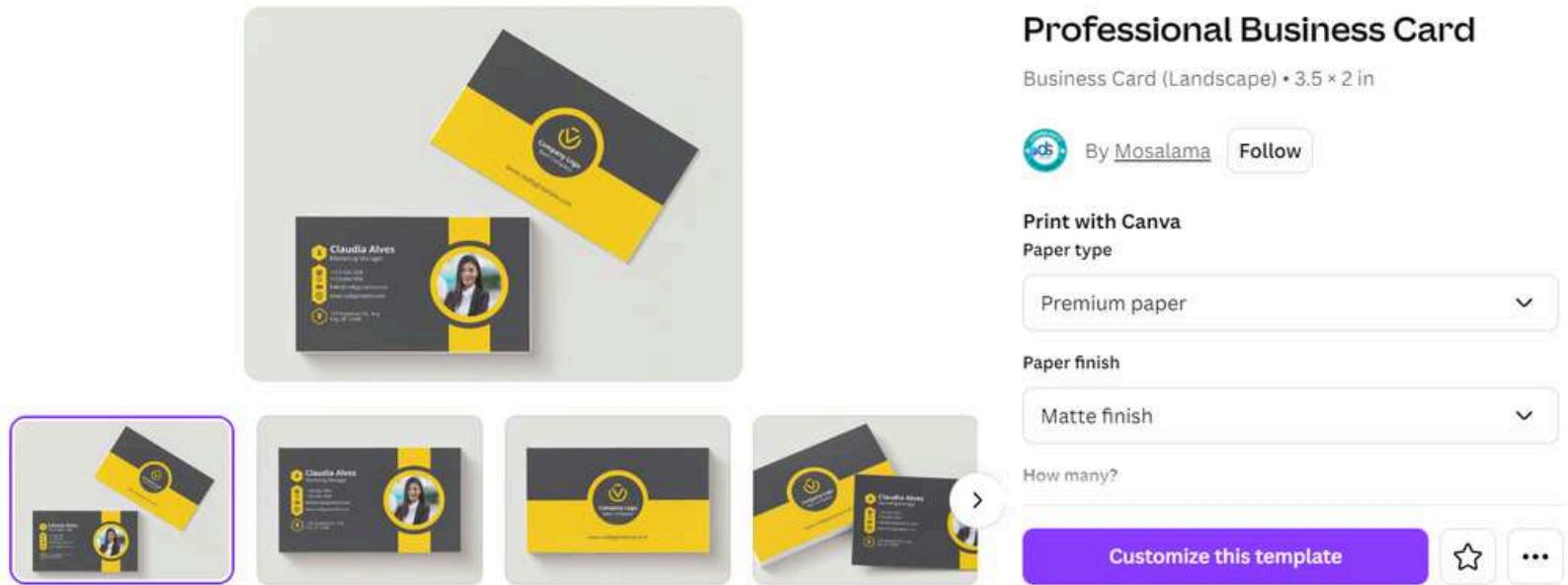
6. We recommend you first add a picture of you, or your logo.

7. Later, edit the information so it provides all your contacts.

8. Now, experiment and try new things! Do you like that kind of font? Different colour for the background? Want to add more elements?

9. After you are happy with your creation, in the superior right corner you will find the "Share" button.. Click on it!

10. Choose "download", be careful before you download – if you are going to post it on the internet save it as "png", if you are going to send it to print save it as "pdf" so it doesn't lose quality!
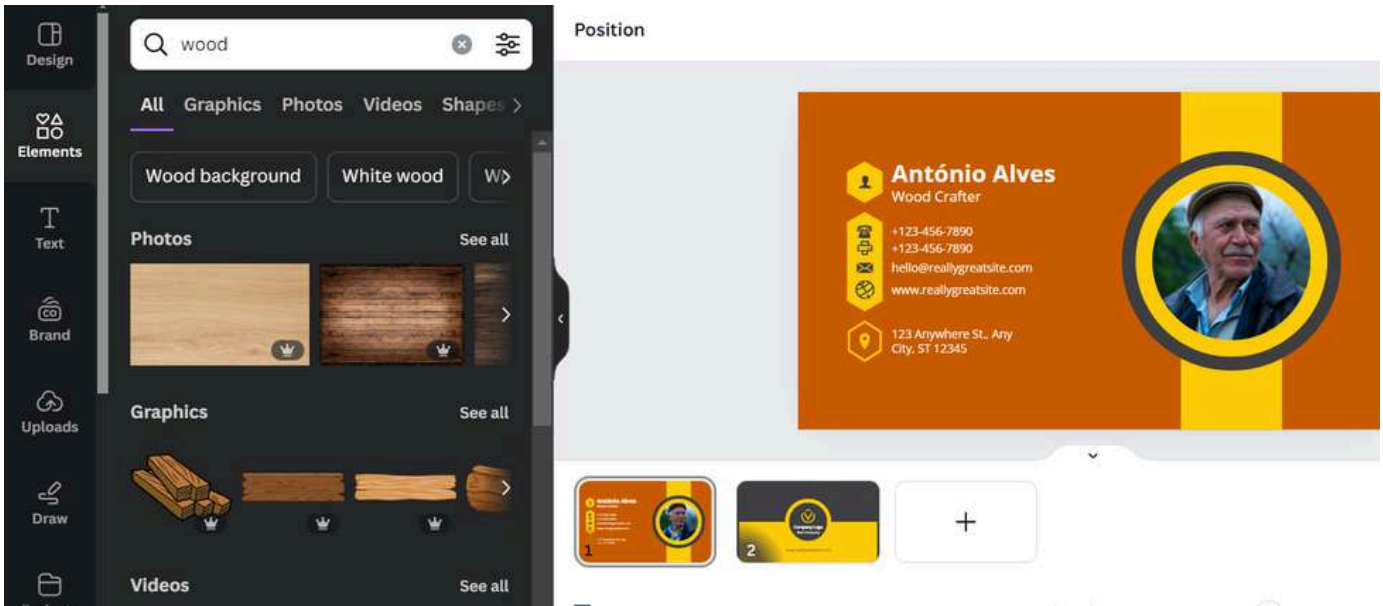
Practical Exercises

Exercício 3 – Do you know you can have an online store in Etsy?

Etsy is a global online marketplace, where people come together to make, sell, buy, and collect unique items. You can create your own account and start selling your products around the world! Let's do this.
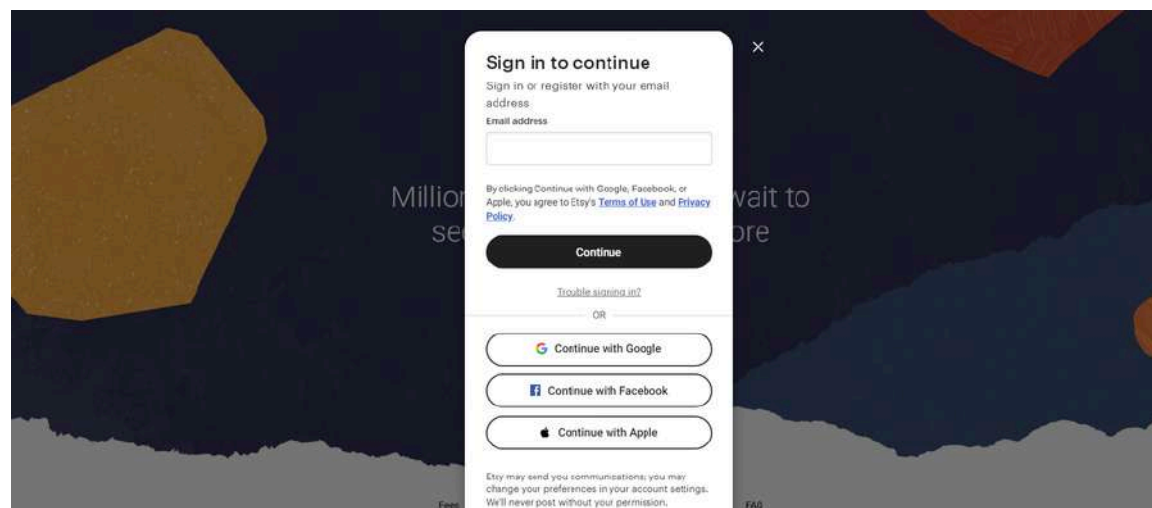

Image 1 - "description"

1. To open an Etsy shop, visit Etsy.com/sell and select Get started.
2. Answer a few questions about where you've resided, your business experience, and if you'd like to receive additional selling resources.
3. Select your shop language, country, and currency, then select Save and continue.
4. Choose your shop name, then select Save and continue.
5. From then on, explore Etsy and search on the internet how to make your shop more attractive!

Exercise 4 – Create a radio ad to sell your product

When we think about traditional marketing, radio is a must! Let's create an ad for your business so you can share it in your local or national radio. The ad should only last for maximum 45 seconds! Are you ready?

Let's do this!

1. Be clear and specific: Your call to action should be clear and specific, with direct instructions for what you want the listener to do. For example, "Visit our website now to learn more and get 10% off your first purchase."
2. Create a sense of urgency: Encourage listeners to act now by creating a sense of urgency in your call to action. For example, "Don't wait – this offer is only available for the next 24 hours!"
3. Offer an incentive: Consider offering an incentive to listeners who respond to your calls to action, such as a discount code. This can be a powerful motivator to drive action.
4. Make it easy to respond: Make it as easy as possible for listeners to respond to your call to action by providing clear instructions for how to get in touch, such as a phone number, website URL, or social media handle.
5. Share it with us!

Other specifications

Do you want to go further in your study on Marketing and put it into practice?

Social Media Marketing Tools
1. Friends+Me (https://friendsplus.me/)
Free features such as scheduling posts, team collaboration and app support are beneficial.

2. Buffer (https://buffer.com/): . Helps to schedule social media posts so that digital marketers share the posts at the most effective time of the day.

3. Hootsuite (https://www.hootsuite.com/): is one of the most well-known tools for enhancing your social media marketing.

4. Tailwind: (https://tailwindapp.com/) is focused on visual content and targeted platforms like Instagram, Pinterest, etc. A tailwind is an excellent option for those focusing mainly on visual content in their marketing strategy.

EMAIL MARKETING TOOLS

1. HubSpot (https://www.hubspot.com/) . It has a free email marketing tool that can support a lot of small businesses' transactional email needs.

2. Mailchimp (https://www.mailchimp.com/): Creating and scheduling emails are free features that everybody can use. It is widely use many digital marketing companies.

4. SendGrid (https://www.sendgrid.net/):: It gives clues to the marketers about which emails work well which don't. It is easy to create attractive emails for those who are not good at visual creation.

5. Zoho Campaigns It has a lot more free features than many other tool such as sending 12000 emails to 2000 contacts per month.

Sources:

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- Marketing 5.0: Technology for Humanity – Por Philip Kotler, Hermawan Kartajaya, Iwan Setiawan
- https://www.agooddaytoprint.com/page/business-cards-as-a-marketing-tool
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- https://www.mayple.com/blog/marketing-mix
- https://www.pkmarketing.jp/en/articles/marketing50_01_en/
- https://entail.mayple.com/en-assets/mayple/635I3e659e2Id6e7dd666b3a_marketingmix4psofmarketing_92cbac2598b46b31ce0acb83af4920c3_2000-1699775587278.jpg
- https://www.indeed.com/career-advice/career-development/4-ps-of-marketing-examples
- https://www.totvs.com/blog/omnicanalidade/4-ps-do-marketing/
- https://wifmradio.com/blog/small-business-guide-to-radio-ads
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Forma Rural

Connection and networking session for new partnerships and encouraging self-management

Pedagogical Materials
vol. 6 of 6

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One of the most common mistakes participants make is not following up after making connections. The trainer should emphasize that networking is a continuous process, requiring consistent effort

Trainer should underline that effective networking is not about the number of contacts, but the depth of relationships. Meaningful, long-term relationships are more beneficial than superficial connections.

Objectives

This methodology aims to help cultural entrepreneurs and workers build meaningful networks and partnerships, while also encouraging self-management skills essential for sustainable career development. The training course will be interactive, experiential, and practical, focusing on building real connections and actionable self-management strategies..

1. Help cultural entrepreneurs and workers build meaningful partnerships.
2. Develop practical self-management strategies to support long-term career sustainability.
3. Foster a proactive approach to networking, turning connections into actionable opportunities.
4. Encourage participants to leave with concrete steps to improve their networking and self-management.

Materials Used

– Sticky notes, markers
– Flip charts or whiteboards
– Projector for presentations
– Digital tools: LinkedIn, Google Drive
– Printed handouts for action planning

Theory

Networking offers to cultural entrepreneurs, unique opportunities to collaborate on initiatives related to arts, heritage, and culture. It serves as a bridge between different sectors, connecting artists, cultural practitioners, businesses, and communities. Through networking, cultural entrepreneurs can access new markets, collaborate on funding opportunities, and exchange knowledge across disciplines.

Self-management refers to the ability to effectively control and organize one's work, personal goals, and time in a way that fosters professional development and life balance. For cultural entrepreneurs, who often work in dynamic and unpredictable environments, self-management involves developing the discipline to handle multiple tasks, prioritize goals, and maintain focus on long-term success.
Self-management includes skills such as:

- Time management – prioritizing tasks and managing time effectively.
- Goal setting – defining clear, actionable objectives.
- Emotional regulation – managing stress and maintaining mental well-being.
- Accountability – taking responsibility for one's own progress and challenges.

For cultural entrepreneurs, self-management is key to sustaining creative energy, meeting deadlines, and growing a sustainable career in a highly competitive field.

A key point to underline is that participants should leave the training with a mindset focused on action. It's not enough to learn the theory; applying it consistently is what leads to success

A supportive environment is essential for open dialogue and collaboration. Establish ground rules at the beginning of the session to ensure respect, openness, and active listening. Encourage participants to be open-minded and supportive when providing peer feedback.

Theory

Networking and self-management are deeply interconnected. Effective networking requires strong self-management skills to ensure that connections are nurtured over time, that follow-ups are consistent, and that opportunities are acted upon promptly. Similarly, building relationships and forming partnerships through networking can improve self-management by providing access to support systems, mentorship, and collaboration that make professional growth more manageable.

For cultural entrepreneurs, both networking and self-management are essential components of a sustainable career. Networking enables access to external resources and opportunities, while self-management ensures that these opportunities are effectively leveraged and integrated into long-term goals.

In the cultural sector, entrepreneurs often work independently or in small teams, where self-reliance and collaboration with external partners are key to success.. Cultural entrepreneurship can be isolating, especially for those working on niche or independent projects. Networking fosters a community of like-minded professionals, offering emotional, intellectual, and professional support that enhances resilience and innovation.

There are several theories in the field of networking, as the Social Capital Theory which explains that relationships built on trust and mutual benefit help entrepreneurs access resources, like funding or knowledge, that would be difficult to obtain alone. When entrepreneurs invest in strong networks, they build trust and open doors for future collaboration.

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Theory

Self-Determination Theory explains that entrepreneurs are motivated when they feel in control of their work (autonomy), are good at what they do (competence), and feel connected to others (relatedness).

Network Theory tells us that both close, strong relationships and casual, weaker connections are important. Strong ties offer deep support and reliable collaboration, while weaker ties expose entrepreneurs to new opportunities and ideas. Both types of connections are crucial in the cultural sector, where innovation and support come from a wide range of people.

Collaboration and Co-Creation Theories show that when cultural entrepreneurs work with others, they can achieve more together than they could alone. Diversity in skills and ideas leads to creative solutions and shared success. For example, a visual artist collaborating with a local musician can create a unique cultural experience, benefiting both.

Goal-Setting Theory shows that setting specific and achievable goals helps entrepreneurs stay focused and productive. By creating clear objectives, such as launching a project by a certain date or building new partnerships, cultural entrepreneurs can better manage their time and resources.

Lastly, Emotional Intelligence (EQ) Theory emphasizes that being aware of your own emotions and understanding others' feelings are key to managing stress and maintaining good relationships. Entrepreneurs with high emotional intelligence can better handle challenges, avoid burnout, and build stronger, more empathetic connections with partners and collaborators.

Theory: Social Capital Theory

Method: In this exercise, participants have timed, short conversations with multiple people, introducing themselves and their work. The goal is to make quick connections and find common ground for future collaboration.

Why It Works?
This helps participants rapidly expand their network and develop trust-based relationships, a core concept in Social Capital Theory.

Theory: Social Capital and Emotional Intelligence Theories

Method: Participants share personal stories of their journey in cultural entrepreneurship, focusing on challenges, successes, and lessons learned. This creates an open space for connection and empathy-building.

Why It Works?
Storytelling fosters deep emotional connections and trust, essential for building strong networks. It also improves empathy, a key component of emotional intelligence, which helps participants better relate to and collaborate with others.

Practical Exercises: Networking

Exercise 1 Speed Networking

Each participant has 2 minutes to introduce themselves and their work to as many people as possible. Focus on name, one key project, and one skill they can offer or need.

Exercise 2 Networking Bingo

A game where participants find others who match descriptions on a bingo card, encouraging interaction.

Exercise 3 Networking Map

Participants create a personal networking map, identifying current connections, potential partners, and gaps. This helps visualize their network and where to focus efforts.

Exercise 4 Elevator Pitch

Participants develop and practice a concise and compelling elevator pitch, tailored for different scenarios (e.g., casual networking event vs. formal business meeting).

Exercise 5 Networking Role Play

Participants simulate real-life networking scenarios, focusing on overcoming low self-esteem and engaging with potential partners effectively.

Exercise 6 Partnership Criteria Development

Participants create a checklist for evaluating potential partners based on mutual benefits, shared values, and complementary skills.

Exercise 7 Negotiation Skills

In pairs, participants practice negotiating terms for a partnership, focusing on clear communication and mutual respect.

Exercise 8 Action Planning

Each participant writes down three specific actions they will take to improve their networking or self-management.

Exercise 9 Peer Feedback

Participants share their action plans in small groups and receive feedback.
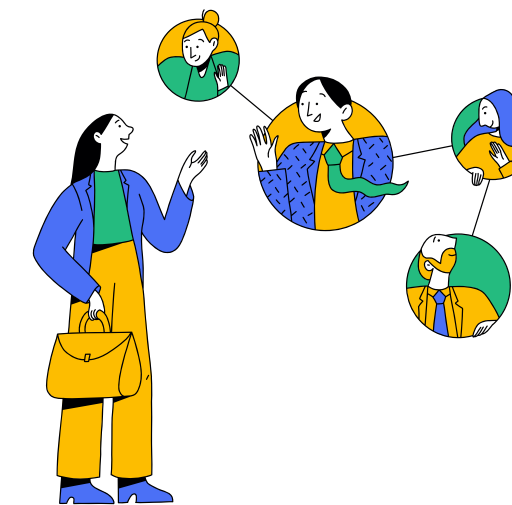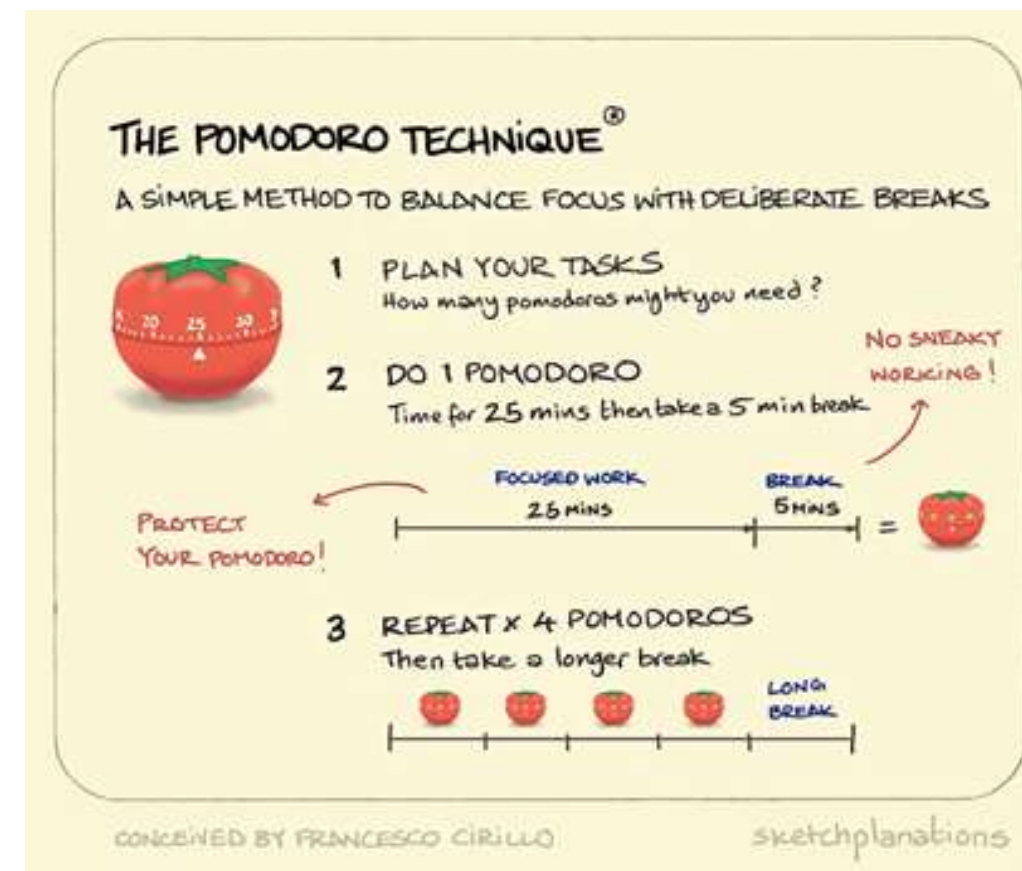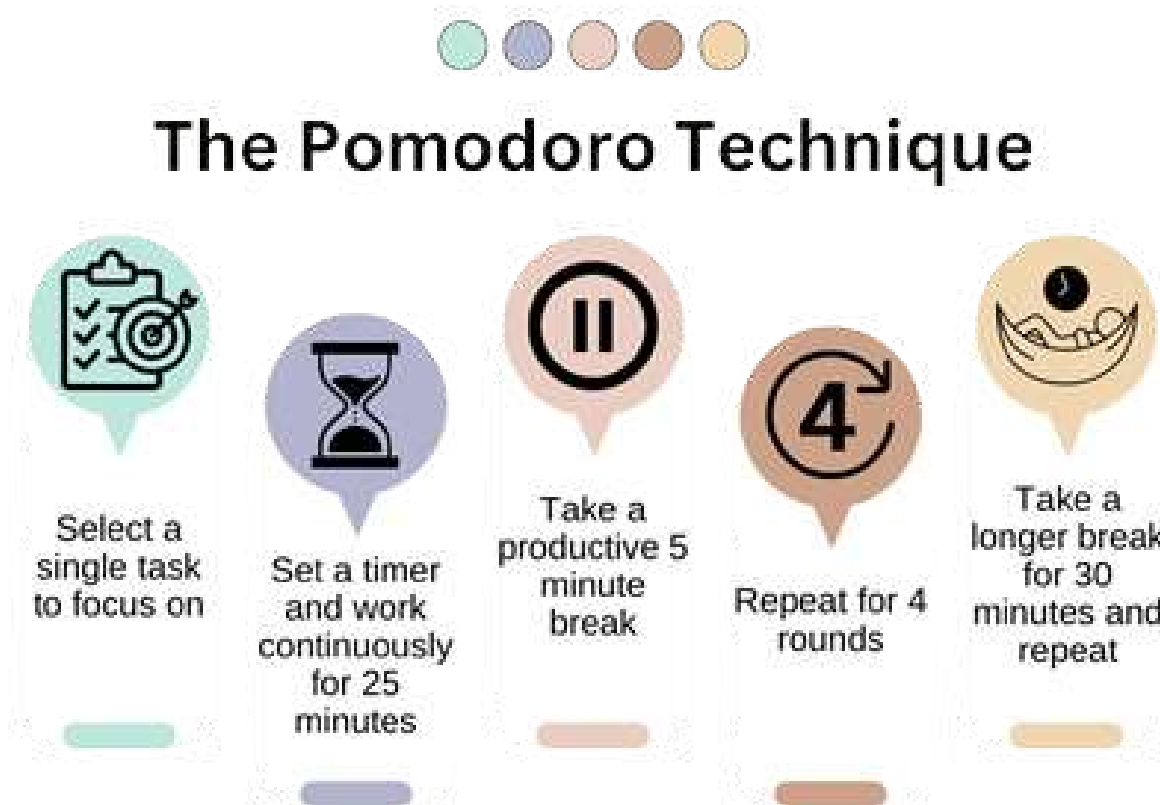
Practical Exercises: Self-Management

Pomodoro Technique Practice: Some participants may struggle with sticking to the 25-minute work intervals or taking regular breaks.

Tip: Use a timer or Pomodoro app to keep yourself accountable. Commit to staying focused during the 25 minutes and reward yourself with the break.

Trick: Customize the method to suit your needs—if 25 minutes feels too short or too long, adjust the intervals (e.g., 40 minutes work, 10 minutes break).

The Pomodoro Technique

Select a single task to focus on

Set a timer and work continuously for 25 minutes

Take a productive 5 minute break

Repeat for 4 rounds

Take a longer break for 30 minutes and repeat

THE POMODORO TECHNIQUE®
A SIMPLE METHOD TO BALANCE FOCUS WITH DELIBERATE BREAKS

1 PLAN YOUR TASKS
How many pomodoros might you need?

2 DO 1 POMODORO
Time for 25 mins then take a 5 min break.

NO SNEAKY WORKING!

PROTECT YOUR POMODORO!

FOCUSED WORK 25 MINS BREAK 5 MNS =

3 REPEAT X 4 POMODOROS
Then take a longer break

LONG BREAK

CONCEIVED BY FRANCESCO CIRILLO   sketchplanations

The Pomodoro Technique is a time management method that helps people work more efficiently by breaking tasks into short, focused intervals. Typically, a "Pomodoro" is a 25-minute work session followed by a 5-minute break. After four Pomodoros, a longer break (15–30 minutes) is taken. This method works by encouraging focused work while also allowing time for mental rest, which improves concentration and productivity. For cultural entrepreneurs, this can help manage multiple tasks and prevent burnout by providing structure to their workday.

Practical Exercises: Self-Management

Eisenhower Matrix
Participants may struggle with differentiating between urgent and important tasks, leading to ineffective prioritization.
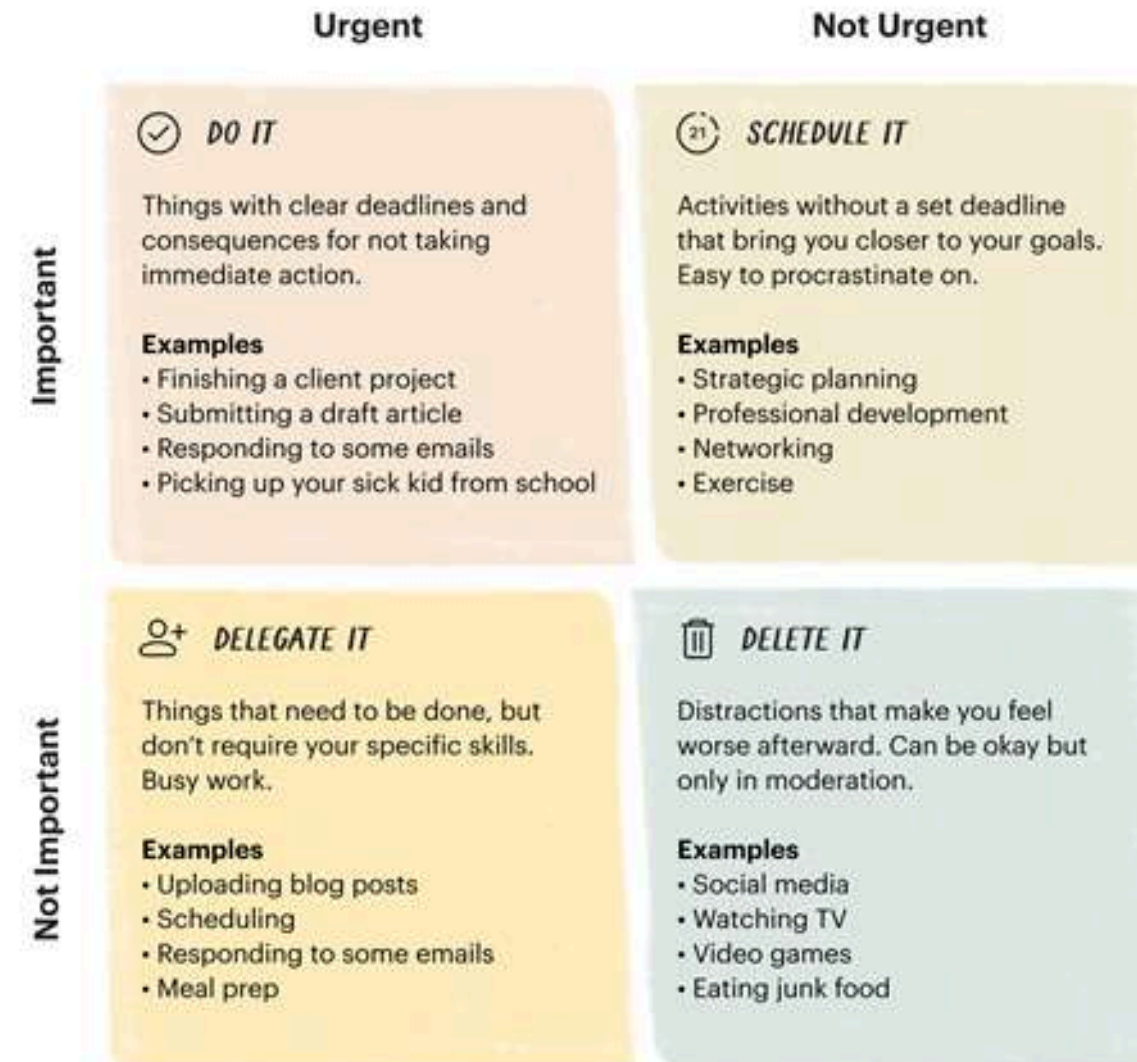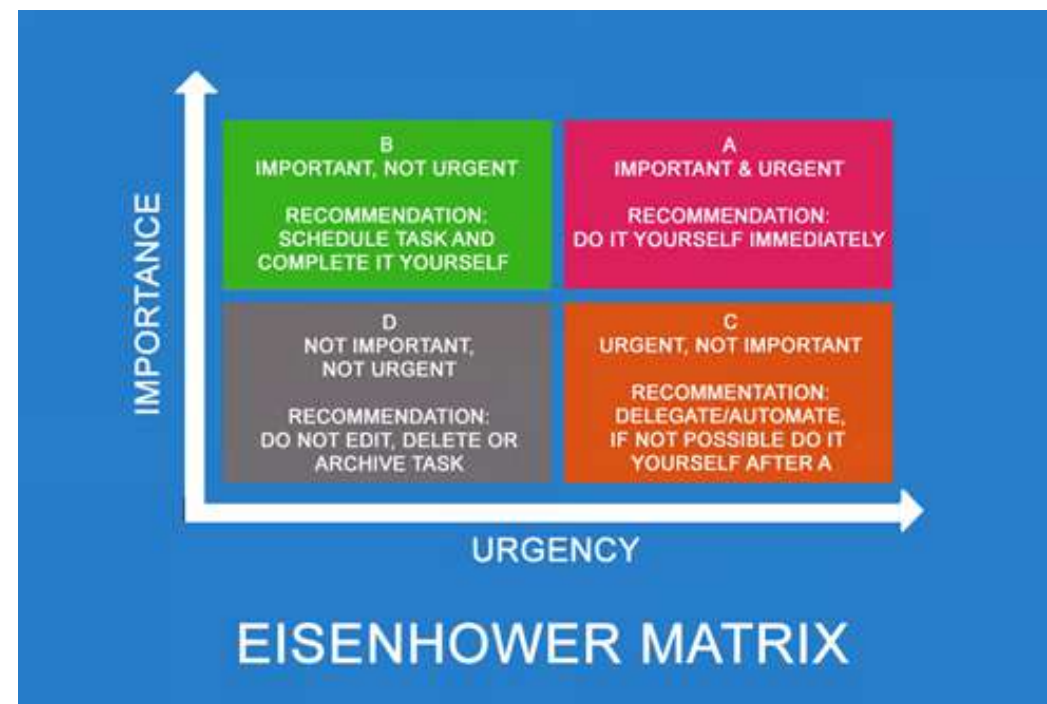Tip:
Start by listing all your tasks for the day or week. Then, categorize them into the four quadrants:
1. Urgent and important
2. Important but not urgent
3. Urgent but not important
4. Neither urgent nor important

This will help clarify what truly needs your immediate attention versus what can be delegated or postponed.

Exercise 2

Trick:
Check your matrix every morning and adjust your priorities as needed. Use the rule: if a task in the "important but not urgent" quadrant stays there too long, it could become "urgent and important," so tackle these early to avoid last-minute stress.

The Eisenhower Matrix, also known as the Urgent-Important Matrix, is a decision-making tool used to prioritize tasks based on their urgency and importance. The matrix is divided into four quadrants: tasks that are both urgent and important (do immediately), important but not urgent (schedule for later), urgent but not important (delegate), and neither urgent nor important (eliminate). This method helps cultural entrepreneurs focus on what truly matters, ensuring that long-term goals and significant tasks aren't overshadowed by day-to-day urgencies.

Practical Exercises: Self-Management

Vision-Board Making
Some participants might feel stuck or overwhelmed by too many options when selecting images or ideas for their vision board, leading to procrastination.
Tip:
Break down your vision board into different life areas (e.g., career, relationships, health). Focus on selecting 1-2 images or symbols for each area that resonates strongly with your long-term aspirations. This will make the process feel more structured and manageable.
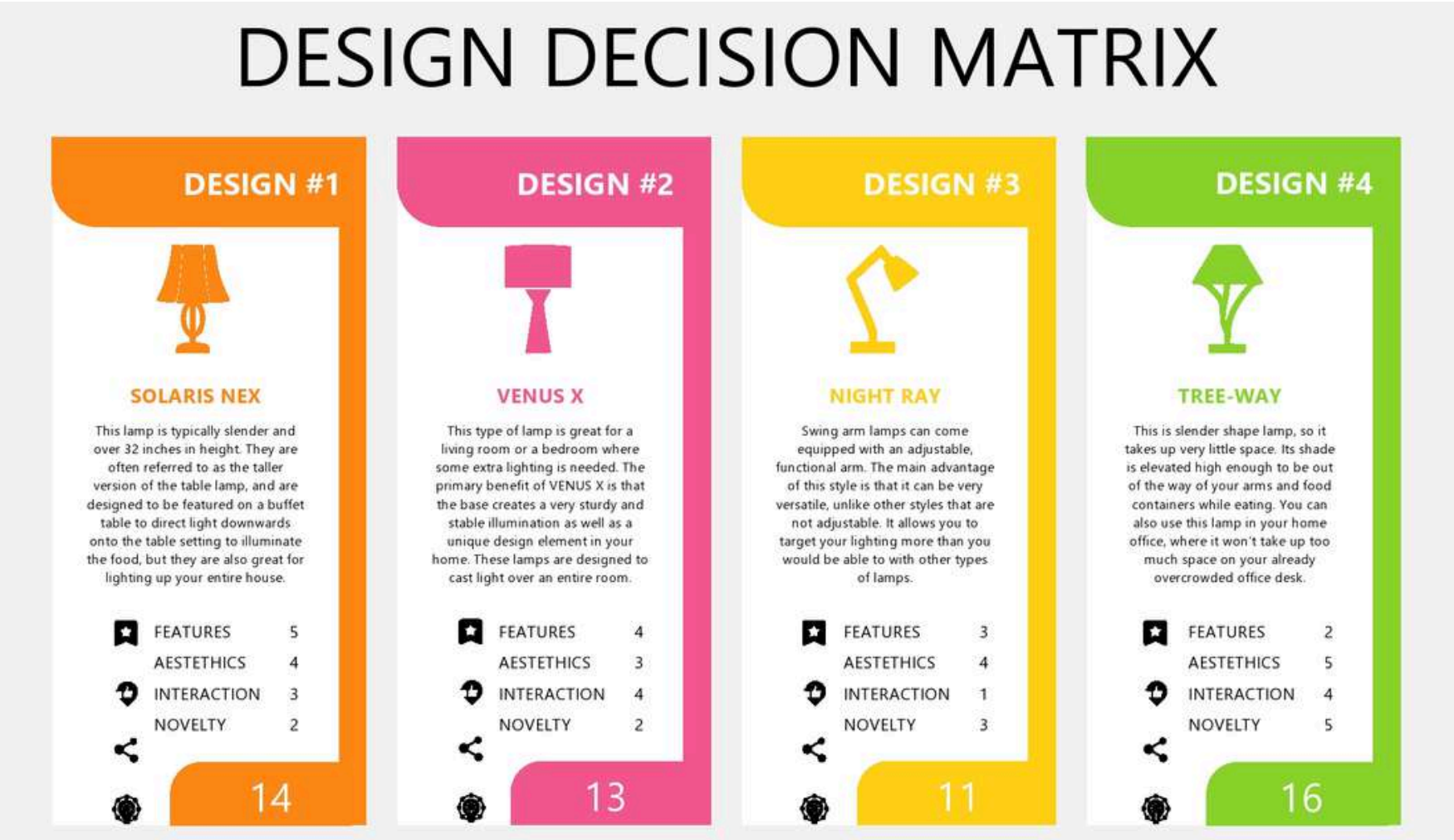
Trick:
Use a combination of words and images to create clarity. For example, you can place a key word like "Success" next to an image that represents your version of success (e.g., a finished project or a famous figure in your field). Keep your vision board in a visible location to inspire you daily and stay aligned with your goals.

Vision-board making is a creative exercise where individuals visually represent their goals, dreams, and aspirations by assembling images, words, and symbols on a board. The purpose is to provide a tangible reminder of personal or professional goals, helping entrepreneurs stay motivated and focused. For cultural entrepreneurs, a vision board can inspire creativity and act as a visual guide to what they want to achieve, offering a powerful tool for maintaining focus on long-term aspirations.

Practical Exercises: Self-Management

Decision Matrix Exercise: Participants may get overwhelmed by too many options or overthink criteria. Tip: Limit the criteria to the most relevant factors (e.g., cost, time, impact) to avoid overcomplicating the decision-making process.

Exercise 4

Trick: Assign a numerical score to each option for each criterion and total the scores. This simplifies comparing options and makes decisions more objective.

The Decision Matrix is a tool used to evaluate different options based on specific criteria. It involves listing possible decisions or solutions and scoring them against various factors (e.g., cost, impact, ease of implementation). This method helps in making objective, well-thought-out decisions by weighing the pros and cons of each option. For cultural entrepreneurs, the Decision Matrix is useful for managing complex issues, helping to compare alternatives and choose the best path forward based on logical criteria rather than emotions or assumptions.

Growth mindset and emotional resilience

By regularly practicing self-management techniques, entrepreneurs can balance creativity with productivity, ensuring that they stay motivated, organized, and aligned with their core values. Integrating emotional development into their professional lives allows cultural workers to better manage stress, foster deeper connections, and enhance their overall effectiveness. The emotional skills are just as crucial as technical and creative abilities for thriving in today's dynamic, unpredictable environment, and they require consistent attention and practice to truly impact one's professional growth and personal fulfillment. Therefore it is important to include in our trainings methods that are tackling emotional development needs.. Here are 7 adaptable methods.

"Letter to Future Self" for Self-Awareness and Vision

Method:

- Participants write a letter to their future selves, describing where they see themselves in 5 or 10 years. They focus on their achievements, how they overcame challenges, and how they stayed true to their values. The letters are sealed and opened at a future session or kept by the participants as a personal reminder of their goals.

Why It Works:

- This exercise connects participants to their future aspirations while reinforcing their belief in their ability to achieve them. It helps clarify long-term goals while staying aligned with core values.

Tip:

- Encourage participants to write as if they've already achieved their goals, emphasizing a growth mindset and their belief in their future success.

"Yes, And…" Sessions for Collaboration (Growth Mindset)

Method:

- Borrowed from improv, the "Yes, And…" exercise encourages participants to build on each other's ideas without negating them. In small groups, participants suggest ideas for a cultural project, and each new suggestion must start with "Yes, and…" to foster a positive, growth-oriented brainstorming session.

Why It Works:

- This encourages a growth mindset by promoting open-mindedness, positivity, and collaboration. It helps participants see the value in continuous improvement rather than dismissing ideas prematurely.

Tip:

- Push participants to build on even the most unexpected ideas. It reinforces creativity and resourcefulness in solving problems.

Belief Systems Mapping (Inner Awareness)

Method:

- Participants draw a "map" of their core beliefs related to life, work, and creativity. They start by identifying key beliefs that shape their worldview (e.g., "Success comes from hard work," or "Creativity thrives in freedom"). The next step is to challenge each belief—participants ask themselves, "Is this belief empowering or limiting?" They can adjust their maps as they explore new perspectives.

Why It Works:

- This helps participants become aware of the beliefs guiding their actions, allowing them to reinforce empowering beliefs and challenge limiting ones.

Tip:

- Include a group discussion where participants share one belief they realized was limiting and how they plan to transform it.

Growth mindset and emotional resilience

Gratitude Journaling (Emotional Resilience)

Method:
- Participants spend 5-10 minutes each day writing down things they are grateful for in both their personal and professional lives. This exercise can be done at the beginning or end of the day.

Why It Works:
- Gratitude journaling helps shift focus away from stress and setbacks, reinforcing a positive outlook and helping participants maintain emotional balance.

Tip:
- Encourage participants to be specific in their entries, reflecting on both big and small moments that bring them gratitude.

Cognitive Behavioral Techniques (CBT) for Resilience

Method:
- Teach participants basic CBT techniques, such as identifying and challenging negative thought patterns (e.g., "I'm not good enough") and replacing them with more realistic, constructive thoughts (e.g., "This is hard, but I can learn from it").

Why It Works:
- CBT helps participants change how they react to setbacks by shifting their thinking, which boosts emotional resilience.

Tip:
- Encourage participants to keep a log of their negative thoughts and practice reframing them daily.

Failure Celebration Activity (Growth Mindset)

Method:
- Participants are encouraged to bring a story about a professional or personal failure. Instead of viewing it negatively, they are guided to "celebrate" what they learned from it by sharing it in a supportive group. They then work together to identify how this failure helped them grow.

Why It Works:
- This normalizes failure as part of the learning process and reinforces a growth mindset by transforming setbacks into opportunities for learning and reflection.

Tip:
- Add a fun, lighthearted element like "Failure Badges" to celebrate participants' courage in sharing their stories.

Creative Storytelling Pairs (Networking & Growth Mindset)

Method:
- Participants pair up and share a challenge they are currently facing. Instead of offering solutions, the listener is tasked with re-telling the story in a way that frames the challenge as a future success story. This creative exercise helps both persons reframe problems as opportunities for growth.

Why It Works:
- The exercise promotes a growth mindset by helping participants reframe challenges and realize that their current obstacles can become part of their success journey.

Tip:
- Encourage storytelling with vivid, positive details, helping the speaker envision their growth.

Other specitifications

To make the training more applicable, have participants work on real-world challenges they are currently facing. The exercises should directly relate to their professional goals or upcoming networking opportunities.

The ability to learn from mistakes and continuously improve is more important than striving for perfection. This helps participants overcome fear of failure and remain motivated even when they encounter challenges.

Pre-Training Assessment Ideas:
- Self-Evaluation of Networking & Self-Management Skills: Use a questionnaire to assess participants' initial understanding and confidence in these areas. Questions could include:
  - How confident are you in your networking abilities? (Scale: 1–5)
  - How effective are you in managing your time and priorities?
  - What are your biggest challenges in building professional relationships?
- Useful Resources:
  - Google Forms: Create and share self-evaluation forms for easy collection of responses.
  - Typeform: A more interactive alternative to gather assessments with appealing designs.

Post-Training Assessment Ideas:
- Application of Learning: After the training, a similar survey can be distributed, with questions focused on how participants will apply what they've learned.
  - How will you improve your networking strategy based on what you've learned?
  - What new self-management strategies will you incorporate into your daily routine?
- Resources:
  - Kirkpatrick's Four Levels of Evaluation: A widely used method to measure the effectiveness of training, including participant reactions, learning outcomes, behavior changes, and results.

Providing participants with additional resources allows them to continue learning after the training is complete.
- Networking Tools:
  - LinkedIn Learning: Courses on professional networking, personal branding, and career development.
  - Eventbrite: Platform to discover relevant networking events.
- Self-Management Tools:
  - Trello: A visual tool for organizing tasks and projects.
  - Todoist: Task management app to organize and prioritize tasks.
- General Resources:
  - Harvard Business Review on Networking: Articles and insights on effective networking strategies.
  - Mind Tools: Self-Management: Resources on goal setting, time management, and personal productivity.

End the course with a clear and motivating conclusion to reinforce the importance of networking and self-management.
Ideas for Closing the Training:
- Vision for the Future: Encourage participants to reflect on how the skills they've learned will impact their career. Use the "Letter to Future Self" exercise (as mentioned in the methodology) to make it personal.
- Celebrate Learning: Host a "Celebration of Learning" session where participants can share their progress and insights.

A one-time workshop may expose participants to new strategies but is unlikely to produce meaningful change in practice. Enduring change comes from ongoing engagement with programs that leverage peer learning and sustained support as educators seek to strengthen their work.

Encourage participants to diversify their networks by seeking out new contacts outside of their immediate circles and industries, to spark innovation and cross-disciplinary collaboration.