

Eco Report



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Executive Summary

The manual for the young entrepreneur

Entrepreneurship in the Creative and Cultural Industries. The four principle concepts and approach

- Entrepreneurship and creativity in contemporary European contexts
- Creative and Cultural Industries
- Industry: internship business and management skills
- Cultural Tourism Arts and Architecture

The approach taken in the project was to focus on the assets and attributes of the young people and was designed to bring these to the foreground, providing opportunity for self-development, empowerment and agency and the creation of new ideas and opportunities for production. The process was designed to foster initiative, innovation and creative thinking driven by cooperative working, teamwork and active engagement.

The experience – real world of business and entrepreneurship

The young participants were enabled to engage with professional companies and agencies in a variety of international contexts, encouraged to travel and experience different cultures and embrace new ideas and ways of working. They were asked to step outside of their comfort zone and to consider their place in the wider national context and the European Community.

The young people were also closely engaged in creative conception, experimentation and exploration, planning, design and implementation. Specific workshops and activities on entrepreneurship were focused on the creation of ideas, design and implementation, planning and marketing.

Activities were designed to develop individuals' capacities for:

- Communication
- Engagement
- Self-confidence
- Creative thought and action
- Social responsibility and ethical behaviour.

During the project the young people experienced a variety of briefings, lectures, workshops and activities in São João da Madeira over a number of months during the project which set the foundation and conceptual base for the overall experiences.

Visits to London, Prague and Scotland for specific selected participants enabled the young people to experience first-hand the benefits of mobility, travel in new surroundings and the challenges of working in new cultural and creative contexts. These internships and visits offered real world opportunities to the young people, broadening and deepening their experiences and knowledge and understanding of the new business and creative contexts within which they worked. By engagement with the four principle concepts the young people were encouraged:

- to travel
- to think more widely about the creative and cultural industries
- to experience diverse and powerful contexts and be exposed to the rich cultural assets, opportunities and challenges across the EC.

The purpose

Across Europe youth unemployment is a major problem for which municipalities, local agencies and local education providers require an urgent answer. The need to prepare our young people who have finished their education and are either looking for a first job or another opportunity to be integrated in the labour market is a major challenge – and the reason for this project: a project that supports young people in understanding different ways to address the challenges of unemployment and the prospect of being unable to have an opportunity for inclusion in society.

The aim and process

This project offered the young people immersion in entrepreneurial skills development, new knowledge and transformational experiences designed to inspire, empower and to contribute directly to their development and progress.

Key to the success of the entrepreneurial action:

- active engagement in creative workshops
- meeting entrepreneurs and discussing aims and activities
- exploring and experimenting with others in group activities to design products and ideas
- engaging in personal and group asset and analysis
- designing and presenting projects
- travelling in Europe
- engaging in internships
- experiencing cultural changes and challenges
- communicating in new languages
- visiting professional companies
- engaging in activities at international conferences
- being self-reliant and helping others
- seeing the world differently

Intended Benefits

The participants achieved:

- increased sense of initiative and entrepreneurship;
- improved levels of skills for employability and new business creation;
- increased competence in foreign languages;
- greater understanding and responsiveness to social, linguistic and cultural diversity;
- increased level of digital competence;
- more active participation in society;
- Improved competences, linked to their professional profiles and therefore;
- increased opportunities for professional and personal success.
- professional experience and gained employment and engaged in creative enterprises

Rationale

São João da Madeira, in the north of Portugal, is a member of the Oporto Metropolitan Area and the International Association of Educating Cities. Município de São João da Madeira, the coordinator of the project, have been since 2005 the coordinators of the "Educational Municipal Project" ("Projeto Educativo Municipal"), a network of institutions, enterprises and schools. The Project-plan includes currently more than 40 activities and programmes. The Municipality made a development plan for the period 2010-2015. One of the priorities is the Education for the Entrepreneurship.

They have been involved in many European and national projects, namely in the field of entrepreneurship, industrial tourism and creative industries. They were responsible for sharing the experience and knowledge in the development of the recent project in industrial tourism and creative industries, as well as improving it with the good practices.



Background

S. João da Madeira, named as the city of work, the capital of footwear, is a very industrial area with 3 043 companies. Although this region was considered a model at national level of almost full employment, the level of qualifications was very low.

With the European economic crisis S. João da Madeira has suffered in the offer of jobs as many companies closed so the situation now is very different and the levels of unemployment have been increasing dramatically. In the last years there are more and more young people with a high degree, looking for the first job and with no expectations of employability. Young women have even more difficulties in the integration of the labour market. The lack of qualifications in unemployed young people throws them into dangerous levels of social exclusion.

Therefore youth unemployment is a major problem to the municipality which requires an urgent answer. The need to prepare our youth who have finished their education and are either looking for a first job or another opportunity to be integrated in the labour market as they are unemployed, is the reason of this project: a project that can present to youth different ways to address the threat of not being able to have an opportunity for inclusion in society, offering skills and knowledge to contribute to its development and progress.

On January 23rd 2012 the Industrial Tourism project was implemented in S. João da Madeira. This new project, creating circuits to the Industrial Heritage of São João da Madeira, gave body to a new consistent tourist dimension, based on the traditional industry of São João da Madeira- past and present - and new technological and creative industries that are now also a hallmark of the city. A subsequent new project appeared: "Oliva Creative Factory", a creative hub in an old factory in São João da Madeira, an incubator centre for creative industries.

Tourism, industry/international trade and professional development gave the body to the project offering thematic opportunities to the youngsters to invest in topics related to their town and getting involved in its development, as part of their citizenship obligation.

Different groups of young people from different countries, looking for jobs or being prepared for the labour market were involved in the project and exposed to different ideas and opportunities to be successful in the world of work. There were workshops, short courses, internship opportunities, job shadowing, discussion panels and a lot of reflection. Paths were documented, presented and discussed in a final event with all partners.

The project meant to enhance the commitment of local public authorities and synergetic actions between the local council, the labour market and foreign partners.



Key areas of focus



The national partners were chosen to offer a combination of different areas of work and expertise in the town. The city council being the platform of collaboration, the representatives of the labour market

- the local entrepreneurs club ; a technological centre in the main industry – shoe industry and a language school, Escola Inglesa, supporting the international communication and offering the necessary support in finding relevant international partners. The international partners were chosen to offer a variety of good practices to share in the project and opportunities to place the activities in it: EUDA from Czech Republic and the University of Highlands and Islands from Scotland with their experience in creative and tourism industries; Twin with opportunities to place young people in internship programmes in different areas of work in London.

Benefits

The participants achieved:

- increased sense of initiative and entrepreneurship;
- improved levels of skills for employability and new business creation;
- increased competence in foreign languages;
- greater understanding and responsiveness to social, linguistic and cultural diversity;
- increased level of digital competence;
- more active participation in society;
- improved competences, linked to their professional profiles and therefore;
- increased opportunities for professional and personal success.



Main participants

All participants contributed to the project by

- sharing the objectives and aims of the project;
- adopting the necessary arrangements to implement it;
- producing the final report;
- helping to reach the goals of preparation, dissemination and the effective carrying out of the project

Escola Inglesa, in addition to its participation in European projects, validated by the Portuguese National Agency, has since its foundation organized training in foreign languages, with courses of short, medium and long term duration. With their participation in conferences, study visits, workshops, organized visits to institutions accredited by the regulatory systems of different countries, overseas fairs related to education and European projects, they have the skills and necessary experience to develop international projects and select the right partners for the project. They also ensured effective communication between Portuguese and the foreign partners.

CTCP is a private, non-profit organization, founded in 1986, with more than 450 private companies as members, aiming at supporting the whole Footwear cluster which includes the shoe industry, components, leather goods and small entrepreneurs in the field of design and project engineering. CTCP employs 43 technicians, engineers and senior specialists and works with approximately 30 external consultants/trainers. CTCP is very well located in the entrepreneurial environment with their facilities in S. João da Madeira and Felgueiras, both important footwear industrial areas, that meet a significant part of the 1500 companies and 40000 employees within Portuguese Footwear sector.

The most relevant CTCP's activities are: footwear product and process, Quality control, Marketing and promotion, Research and Development, Health & Safety, Environment, Business Intelligence, Studies and comparative Research.

CTCP has a wide experience in promoting, coordinating and collaborating in innovative projects, at national and international level in the field of Research and Development,



Business Intelligence and Training/ Employment. CTCP also collaborates regularly with its Association in the definition of policies and strategies for Footwear cluster.

In the field of training, CTCP's speciality goes from vocational till non-vocational training and crosses the whole training process from the diagnosis of training needs till the evaluation, being experienced in all types of training from the work based training, classical training and b-learning and focused on training areas such as Quality, Productivity, Organization and Methods, Management, Technical Foreign Languages with vocational orientation to Footwear, HSW, Environment, Footwear technical contents, Personal Development including soft skills, Information and Communication Technologies (ICT), Marketing and others.

CTCP has been participating as coordinator and/or partner in several Transnational projects, in the scope of 6th Framework project, EQUAL initiative, Lifelong Learning Programme with Transfer and Development of Innovation projects and now in the ERASMUS+.

CTCP is also member of many national and international organizations related to the shoe industry, skills and competences, innovation.

Twin Group is an award-winning provider of education travel work experience and employment services both in the UK and internationally, offering clear progression to jobseekers' and international students focused on career success. Their internship programme offered development in personal and a career goals through work experience and in improving existing English language skills in a professional environment enhancing employment opportunities within an increasingly competitive employment market and increasing awareness of international business and practical work experience



Main participants continued

The University of the Highlands and Islands is Scotland's newest University and covers one of the largest geographical areas of the UK. Through a network of Colleges across rural Scotland, the University provides FE and HE courses in Arts, Humanities, Business, Science and Technology to over 10,000 students. Entrepreneurship and Creativity are key features of the work in Creative and Cultural Industries and Mark Sheridan, Reader in Music and Creativity is closely involved in the delivery of teaching, Knowledge Exchange and research in these key areas. The Institution is committed to providing high quality opportunities for young people through intervention, engagement, advice, support and strategic management and leadership in education, creativity and participation in the creative and cultural industries:

- supporting the development of the creative industries, music and cultural activities across education and in public and private bodies

- advising local authorities, Colleges and the Scottish Government.

- International engagement and enrichment.



Mark Sheridan is also founding Director of EURICCA, promoting creative industries in the EC, to improve professional opportunities and creative development for young people in Europe through engagement and entrepreneurial activity. The University works in the creative and cultural arena to effect change and transformation and is closely involved in cultural intervention in Scotland and the UK with work for Creative Scotland, Highlands and Islands Enterprise, Feis Rois, Traditional Music Forum, Live Music Now Scotland and festivals and events across the country.

UHI is committed to providing high quality, intervention through engagement, advice, support and strategic management and leadership in education, creativity and music in the creative and cultural industries:

- supporting the development of the creative industries, music and cultural activities across education and in public and private bodies

- advising local authorities, Universities and Colleges and the Scottish Government.

- Working hard to improve professional opportunities and creative development for musicians in Europe through engagement and entrepreneurial activity

Sheridan Music is a small consultancy with a number of key associates in creative industries, entrepreneurship, management and educational development. They work in the creative and cultural arena to effect change and transformation. They are closely involved in cultural intervention in Scotland and the UK with work for Creative Scotland, East Kent College, The University of the Highlands and Islands, Feis Rois, Traditional Music Forum, Live Music Now Scotland and the University of the Highlands and Islands.



Sheridan Music runs workshops, projects and training events for individuals, organisations and agencies in the cultural and creative industries and in FE and HE. We develop creative responses to challenges for individuals and organisations and implement transformative programmes to develop – creativity, self-awareness, action-oriented responses; skills in communication,

European Development Agency (EUDA) is an EU-wide network of institutions and experts in education, innovation and regional development based in Prague, Czech Republic. EUDA provides state-of-the-art international expertise for public, private, non-profit and academic sectors through educational activities, international transfer of know-how, networking of key stakeholders and through development and implementation of projects on regional, national and transnational level.

Since 2008, EUDA has created an extensive international network of partner organisations that includes a wide variety of institutions and enterprises from all over the European Union, the EEA and other countries. EUDA network ranges across sectors and includes entities from the public as well as private sectors. EUDA aims at providing its network with know-how, international education programmes, partner search support, project development and project administration services. It has established many strong and lasting partnerships in the framework of European projects.

EUDA has a long and successful track record in mobility of students and employees, internship/placement schemes and on cooperation between educational institutions and enterprises.



EUDA is a co-ordinator of an Erasmus work placements consortium with 2 top Prague's universities (Charles University in Prague and the University of Finance and Administration) since 2012. The Consortium has already successfully organized several selection rounds in both involved universities.

EUDA has significant experience with international placements, including relevant experience with Leonardo da Vinci programme. In the end of 2013 and the beginning of 2014, ERA acted as an intermediary organisation in two Leonardo da Vinci mobility projects

– VISIT and GoTour. A total of 30 Italian trainees were matched with host organisations in Prague and EUDA is responsible for handling the logistics of the project in Prague and monitoring the progress of each individual placement.

EUDA also runs its own internship programme for students.

EUDA has also managed and coordinated several large-scale projects funded by the European Union and has the necessary experience, skills, expertise and most importantly staff to successfully implement this project.



Overviews

Entrepreneurship, Internship, Business Skills, Creativity, Tourism, Engagement are all features of the programme.

March 2016: the project was launched in a cultural event where the local youth were specially invited to participate. The whole project was explained, the objectives made clear and young people with the profile to make part of the project (no job and with a high degree) invited to participate by designing a project in the different areas that are going to be worked on this project : innovative tourism; creative industries; international trade and entrepreneurial experiences.

The best projects were selected to be presented to the community in an event organized for the purpose.

All the participants eligible to be part of the group could be involved in the project. The criteria for selection: the quality of the projects, CV and the profile of candidates

November 2016: the projects were presented to the community in a seminar by their authors .

UHI gave the first Entrepreneurship and the World of 'Me and Co' Workshop.

There were visits organized to Centro Tecnológico and the world of industry to share good practices.

The partners met to prepare further activities and the quality assurance plan.

March 2017: Centro Tecnológico gave a workshop in the area of web designing , ERA in the fields of young unemployment and self-employment and UHI gave the second Entrepreneurship and the World of 'Me and Co' Workshop.

From November 2016 to October 2017 Centro Tecnológico de Calçado de Portugal presented workshops in the area of entrepreneurship/ Internationalization/ social media/ web designing and there were visits organized to the world of industry to share good practices.

October 2017: final event

Closure of the project with presentation of the results to the community and testimonies of all intervenients : participants and partners





The Approach

At the core of the project were four principle concepts –

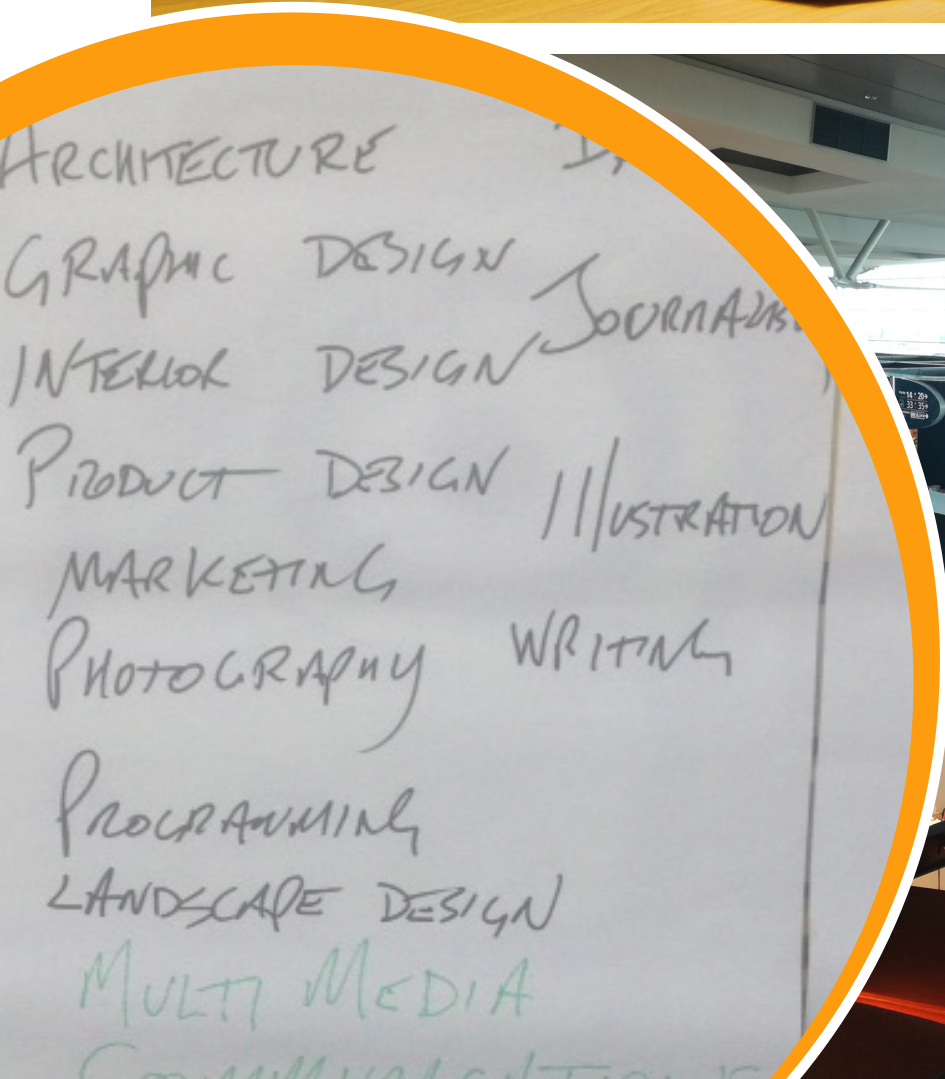
- Entrepreneurship and creativity in contemporary European contexts
- Creative and Cultural Industries
- Industry: internship business and management skills
- Cultural Tourism Arts and Architecture

The approach taken in the project was to focus on the assets and attributes of the young people and was designed to bring these to the foreground, providing opportunity for self-development, empowerment and agency and the creation of new ideas and opportunities for production.

The process overall was designed to foster initiative, innovation and creative thinking and driven by cooperative working, teamwork and active engagement. These young participants were enabled to engage with professional companies and agencies in a variety of international contexts, encouraged to travel and experience different cultures and embrace new ideas and ways of working. They were asked to step outside of their comfort zone and to consider their place in the wider national context and the European Community.

The young people were also closely engaged in creative conception, experimentation and exploration, planning, design and implementation. Specific workshops and activities on entrepreneurship were focused on the creation of ideas, design and implementation, planning and marketing. Activities were designed to develop individuals' capacities for communication, engagement, self-confidence, creative thought and action, social responsibility and ethical behaviour.





Case studies

Scotland visit - Summary

The visit took place from June 5th to June 10th 2017. The young people and colleagues from São João da Madeira arrived in Edinburgh on Monday and were driven north via the Highlands of Scotland to capture something of the landscape, the environment and the elements and essence which makes Scottish Culture- and to set the scene for the experiences and activities in Inverness. Over three days the team were offered briefings on Scottish Culture and Creative Scotland and on the 'Time to Shine' project. Highland Youth Arts Hub was the focus for one presentation and discussion and enabled the participants to see how young people were placed at the heart of the national strategy.

Discussions also took place with the Dean of Arts, Humanities Arts and Business on the role of UHI in Scotland and the rural context of Creative and Cultural Industries and Tourism.

Urquhart Castle

The young people visited one of the most iconic tourism centres in the Highlands - Loch Ness - home of Nessie - and Urquhart Castle/. They saw first-hand how heritage and culture combine to create new tourist attractions and the activity in the creative industries.

Visit XPO North Festival

The focus for the rest of the week was participation in the highlands largest and most successful creative industries event - with participants from the global creative stage - film, design, music, media, textiles, crafts and new digital exploitation.

Edinburgh

The last few days were spent enjoying and exploring Edinburgh - the 'festival city' built around heritage and cultural developments - and the creative industries where in August every year the 'world comes to play'.

Prague

'We could think about our inner self and we went through a process of analysing what we want to do and how to start'

Summary of the Prague workshop

The mobility of 6 participants to Prague took place between the 19th and 26th of February 2017.

The programme enabled young learners to get hands-on experience with innovative concepts in tourism, culture and art scene in several of the most progressive institutions currently opened in Prague.

In total 5 one day workshops were organized and brought participants to various environments and entrepreneurial experience.

The most valuable outcome is significantly improved capacity of learners to grasp modern technologies, understand and use new concepts and utilize them for their own personal and professional development.



Discussions & Conclusions

Capacities of an entrepreneur

- Rule breaking
- Flexibility
- Tenacity
- Vision
- Tenacity
- Belief and excitement
- Self-belief
- Passion
- Tolerance of ambiguity



Skills of the entrepreneur

- Interpersonal skills
- Initiate new ideas
- Planning
- Marketing skills
- Leadership skills
- Management skills
- Communication skills development

Entrepreneurial activity

These activities engaged the young people in developing insights and understanding in the following key processes:

- **Conception:** energising and envisioning new ideas from existing and emerging knowledge skills and attributes.
- **Initiate New Ideas:** Entrepreneurs have the ability to create new ideas, drive innovation to bring the creative ideas alive and design products, services, IP, artefacts that can be marketed and monetised.
- **Ability to Plan:** Entrepreneurs must be able to develop strategies and business plans to meet goals in a variety of areas, including, marketing, production, finance, sales and personnel.
- **Communication Skills:** Entrepreneurs should be able to explain, discuss, sell and market their creative ideas goods or service.
- **Marketing Skills:** Good marketing skills, which result in people wanting to buy creative ideas, goods or services, are critical to entrepreneurial success.
- **Interpersonal Skills:** The ability to establish and maintain positive relationships with customers and clients, business people, legal agencies, banks and accountants, among others, is crucial to success.
- **Basic Management Skills:** Even if entrepreneurs hire others to deal with the ordinary tasks of the business, entrepreneurs need to know whether their company has the correct resources.
- **Leadership Skills:** The entrepreneur requires the ability to develop a vision for the company and to inspire others.

Entrepreneurial Traits

The young people were exposed to the following traits of the entrepreneur – and were encouraged to reflect on these challenges and attributes.

Tenacity

Selling ideas and starting a business is an ultramarathon. Entrepreneurs have to be able to live with uncertainty and push through a barrier of obstacles for years on end/

Passion

It's commonly assumed that successful entrepreneurs are driven by money. But most refer to passion as their driver for their creativity and by the opportunity to solve a problem

Tolerance of ambiguity

Entrepreneurs see things from many perspectives and understand that there is more than one solution to a problem or more than one answer to a question. They also acknowledge that risk-taking and the ability to withstand the fear of uncertainty and potential failure are keys to success!

Vision

One of the defining traits of entrepreneurship is the ability to spot an opportunity and imagine something where others haven't. Entrepreneurs have a curiosity and a desire to create questions as well as answers.

Self-belief and rule-breaking

Belief in oneself and self-confidence are key entrepreneurial traits. The creative individual challenges the norm and is unconventional – pushing back against perceived wisdom and practice.

Flexibility

Being flexible and agile, responsive and willing to change directions – gives the entrepreneur the edge on ability to move fast and cut losses: and to see opportunities!

And the cautionary tale

Entrepreneurs experience failure, loss and isolation when things go wrong – so they must be resilient and have the ability to see the big picture and the wider context of what they are trying to achieve. They also need to retain certain qualities which support their resilience and the traits above:

- Humanity
- Humility
- Honesty
- Humor

Forward Planning

The young people were engaged in a series of workshops that were designed to encourage scenario planning and personal development planning. The content of these activities was centred around exploration and reflection and presentation.

- Be all you can be - plan your future.
- Personal development planning – where, when and how?
- Exploring self; reflecting; collage creation; visioning.
- Participants created a vision for future development in a personalised, hands-on creative workshop.

Key Questions and tasks on the journey-

1. Where have I been?
2. Where am I now? Skills, knowledge, experience ... assets.
3. Where do I want to get to?
4. What skills, knowledge, understanding, and assets do I need to develop to get there?
5. How will I acquire these?
6. How will I measure success – role change, personal satisfaction?

Entrepreneurship and the CREATIVE INDUSTRIES

A jobless market:

Making a living in the Creative Industries.

The creative industries involve activities which originate ideas of expressive value which are then commercialised. They comprise the arts and cultural sector along with professional services such as advertising, architecture and software (DCMS, 2001). For at least a decade, the creative industries have been seen as a strong part of the UK and EC economy, and celebrated as a success story on account of their size and contribution to economic growth, their being a source of jobs, and graduate jobs in particular, and also because they are generators of exports and spill-over effects.

A Work Foundation report in the UJ (2007) highlighted the creative industries as "one of the more dynamic components in the knowledge economy" and "an important source of jobs and wealth creation". As such, they are seen as a "national asset" in many countries worldwidemarking a new paradigm shift in the structure of advanced economies. However, the creative industries can also be profiled in rather different – and much less favourable – terms. The main units of economic action in the creative industries are limited duration projects rather than firms (Grabher, 2002).

Employment is therefore dominated by temporary and part-time jobs and much of the labour force's available work involves self-employed freelance labour performing as 'Me & Co.' (Bridges, 1995; 1997), in order to sell themselves in the market place. Music, film, theatre and magazine publishing are examples of industries dominated by contingent employment and the associated insecurity that it creates (Leadbeater and Oakley, 1999; Blair, et al, 2001; Ekinsmyth, 2002; Haunschild, 2003; Bennett, 2007).

Graduates from creative disciplines are more likely than graduates in other disciplines to become self-employed, start their own businesses or be working on a freelance basis, with 42% undertaking some form of self-employment after graduation (NESTA, 2007).

Many working in the cultural arena need to develop understanding an awareness of heritage historical contexts and socio-economic factors impacting on contemporary creative phenomenon such as traditional music and arts. (Sheridan, MacDonald & Byrne, 2011)

These factors create an environment in which employment insecurity is pervasive, where the worker

has little power to influence the terms and conditions of their work and a culture of compliance and self-exploitation is encouraged, notably by the need to work long hours at the expense of home life (Page & Littrel, 2002).

Individuals must also take responsibility for maintaining and developing their skills as well as for arranging their own health insurance, pension, legal, tax and other 'expert' systems. Consequently, they must also take the initiative in seeking out new work when their existing project ends (Crookes, 2008). They are required to network to become known, to maintain and foster these contacts and develop their personal resources, costs that they have to bear almost entirely themselves (Baum & Oliver, 1991; Baker & Nelson, 2005).

With a clear absence of defined career paths, the majority of culture workers are unable to support themselves primarily through their creative work, and have to devote substantial time to other work for financial security (Montgomery and Robinson, 2003; Bennett, 2007; Menger 1999).

This ECO project provided an impetus for exploration and experimentation and mobility. Building on self-confidence, new skills and entrepreneurial attributes the young people were encouraged to be creative, take risks, work in collaboration and experience new and challenging scenarios. The success of any entrepreneurial course or strategic development must embrace action, experience-led learning, skills development and new knowledge generation through active involvement, through internships and innovative and transformational experiences, workshops and challenging tasks.

Above all the experiences must be inspirational and exciting – and feed the existing aspirations, skills and personal assets and expertise which the young people have: releasing potential, developing drive, focus and momentum, and a desire for success.

Extract from an unpublished report-

MAKING A LIVING IN THE MUSIC INDUSTRY: THE EXPERIENCE OF RECENT MUSIC GRADUATES (2010)

Colin Mason, Julie McFarlane and Mark Sheridan. Hunter Centre for Entrepreneurship' University of Strathclyde. Glasgow, Scotland.

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