



Societal Impact of Social Sciences,  
Humanities & Arts Conference  
2- 4 November, Stockholm

## Parallel Session (K.14)

# Entrepreneurship and Social Innovation



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# Entrepreneurship and Social Innovation

Larissa Best

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A network diagram with red and black nodes and lines, representing connections or relationships, is visible in the top left corner of the slide.

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# Entrepreneurship and Social Innovation

Oliver Cox

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# Entrepreneurship and Social Innovation

AESIS Conference, Stockholm (03/11/22)

Dr Oliver Cox (Head of Academic Partnerships, V&A).

V&A



# Introduction

For over 170 years, the V&A's mission has been to promote art and design for all, building a peerless collection to showcase human creativity and ingenuity, and to inspire the designers and makers of today and tomorrow.

As well as building back our operations after the shock of COVID-19, and keeping the South Kensington museum vibrant and contemporary, **a generational transformation of access to the rich potential of our collection and its meanings will be the defining ambition of our new 3-year strategy.** The clearest physical manifestation of that ambition will be the V&A's evolution into a museum group, and our expansion into east London. The transformation of the Museum of Childhood into Young V&A and the creation of V&A East Storehouse & Museum, represent a timely reassertion of our founding purpose, providing creative opportunity for a broader audience, supplemented by the greater digital reach and ambition of Explore the Collections and an expanded role for the V&A Research Institute.

**At the same time our institution will need to change,** in response to a range of factors; the ongoing impacts of COVID-19 and Brexit; the need and opportunity to review and redesign our ambitions, processes and policies across a number of areas as we expand; the imperative to embed an anti-racist and inclusive culture across the V&A; our commitment to ambitious sustainability goals as our contribution to tackling the climate emergency. Our new values will guide how we want to behave and be viewed as an institution, what it means to work at the V&A, and what our audience and partners can expect from us.

# Our mission, vision & values

## Our mission

To champion design and creativity in all its forms, for everyone

## Our vision

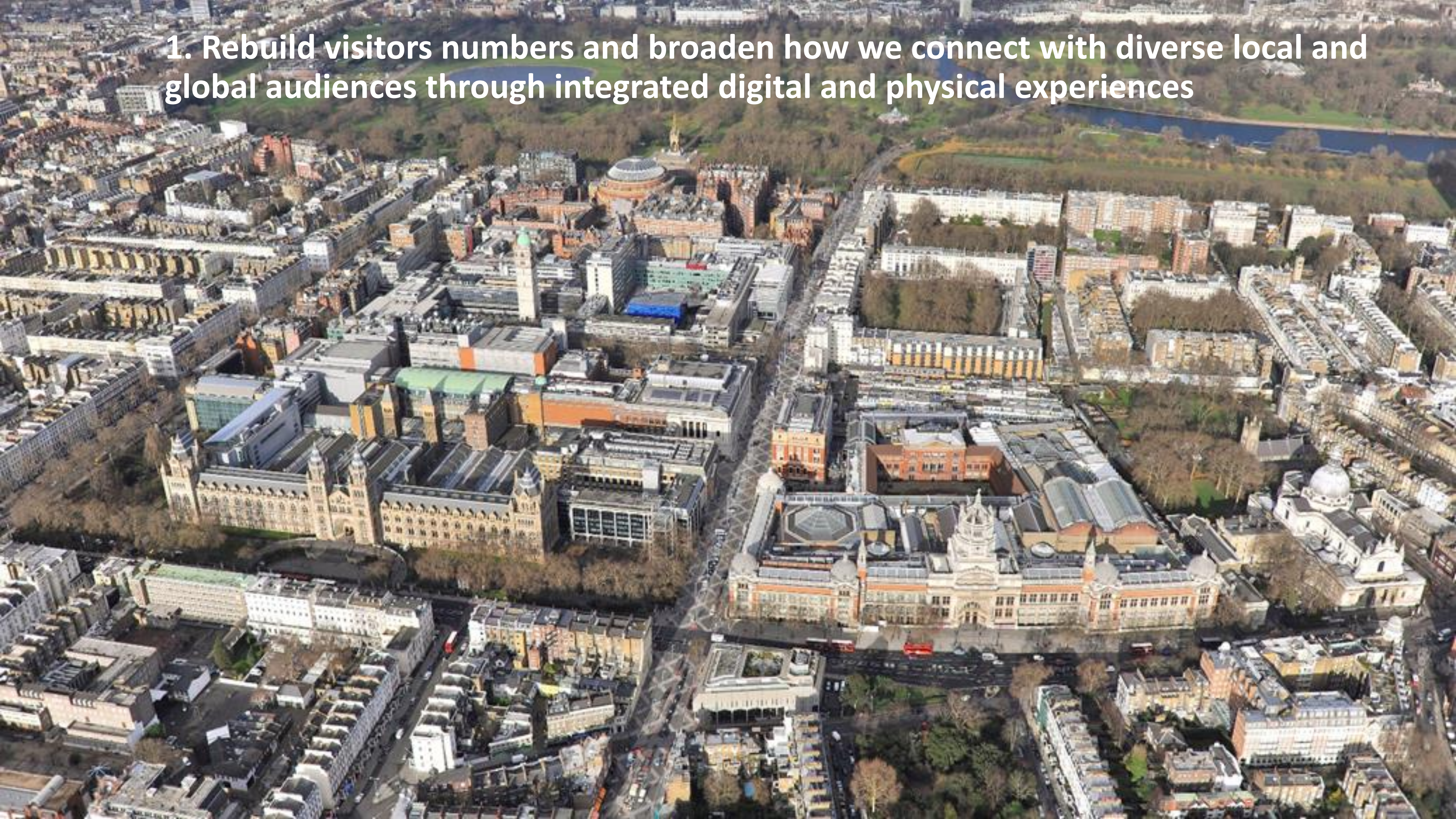
To take the V&A's mission to new audiences of all ages and backgrounds, online and in person, redefining the role of the V&A as a 21st century museum

## Our values

**Equity** (equity by design), **Creativity** (creativity unbound), **Collaboration** (the art of collaboration), **Sustainability** (perform sustainably), **Generosity** (expression of generosity)



**1. Rebuild visitors numbers and broaden how we connect with diverse local and global audiences through integrated digital and physical experiences**





# 1. **Rebuild** visitors numbers and broaden how we **connect** with **diverse** local and global audiences through integrated digital and physical experiences

- Establish **V&A East** and **Young V&A** with distinct propositions that connect with and serve new audiences
- Develop a vibrant exhibitions and **public programme** spanning all V&A sites, to rebuild visitor numbers and attract more diverse audiences
- Transform our **digital estate** and take an audience-centred approach to digital products, content and social media, to deliver a deeper engagement with our priority audiences
- Implement a V&A-wide **brand strategy** to build a strong, central Masterbrand, with supporting visual identities across the wider V&A family of sites
- Foreground and interrogate the V&A Collections in the context of **contemporary debates** about colonial legacies, race and 'Global Britain.'



## 2. Transform access to our collection as assets, and broaden their creative relevance and social impact

public





## 2. Transform **access** to our collection as public assets, and broaden their **creative relevance** and **social impact**

- Revolutionise access to our collection through the **V&A East Storehouse**, both as a museum experience, and a local, national and international collections hub
- Develop connections and partnerships which position the V&A collection as a source of inspiration and a resource for makers and the **creative industries**
- Foster the development of new **knowledge** through our higher education collaborations, and by enhancing access to our integrated research resources including the NAL and Archives
- Transform online access through **Explore the Collection** - integrated with the experience at V&A East - and improve access to collections information through investment in collections management systems
- Progress gallery and display projects which **broaden the Collections** from Euro-centric predominance, and update interpretation to reflect new scholarship and changing public interest



**3. Inspire creative confidence in all our audiences and champion the skills needed to drive the future of the creative economy**





### 3. Inspire **creative confidence** in all our audiences and champion the **skills** needed to drive the future of the **creative economy**

- Establish **Young V&A** as a national child-centred museum driving forward Gen A's creative confidence and design skills
- Support school leaders in making art and design an attractive and engaging subject through a bold **national learning programme**, both online and on site in V&A Innovate and Design Lab Nation
- Continue to deepen the relationship with **V&A Dundee** as an integral member of the V&A family, supporting its ambitions to champion design from Scotland and to catalyse creative energy as Scotland's design museum
- Expand and diversify our connections with **Higher Education** students through the formalisation of new programme partnerships with our East Bank partners
- Build up the **V&A Wedgwood Collection** as a cultural destination and experience, art and design schools hub for Stoke-on-Trent, and decorative arts research base serving the Midlands



## 4. Become a more effective, sustainable and inclusive organisation





## 4. Become a more effective, **sustainable** and **inclusive** organisation

- Develop and implement new ways of working through the **V&A Redesign** programme, building capability and capacity to operate as a collaborative, creative and efficient family of sites
- Promote an **inclusive** and **anti-racist culture**, as we work to diversify our people, practice, programmes and governance to better reflect and respond to the public we serve
- Modernise our **technology** and IT infrastructure and grow a digitally fluent workforce to enable better communications and management of information
- Implement the new **sustainability** strategy working steadily towards our 2035 net zero emissions target
- Further develop new **curatorial practice** to ensure our collections, publications and programming connect with changing public expectations of the 21st century museum



## 5. Build financial resilience to underpin our strategic objectives





## 5. Build **financial resilience** to underpin our strategic objectives

- Deliver an integrated, multi-site **exhibitions** programme, that is financially successful, strengthens the V&A brand, **grows audiences** and sustains a **membership** base of 100,000
- Take an integrated cross-site approach to **fundraising**, securing funds through major gifts and new kinds of brand partnerships, delivering a high quality experience for members and donors across the portfolio
- Build back and sustain **commercial** growth across retail, through the development of multisite shops and establishment of a profitable eCommerce operation, and develop an attractive cross-site venue hire offer
- Secure and support the delivery of two major new **international** commercial partnerships as part of the new international framework, and strengthen our fundraising strategy and presence in the Americas
- Increase participation and profitability by expanding the **V&A Academy** programmes and on-line learning capacity



# Our 5 strategic objectives

1. **Rebuild** visitors numbers and broaden how we **connect** with **diverse** local and global audiences through integrated digital and physical experiences
2. Transform **access** to our collection as public assets, and broaden their **creative relevance** and **social impact**
3. Inspire **creative confidence** in all our audiences and champion the **skills** needed to drive the future of the **creative economy**
4. Become a more effective, **sustainable** and **inclusive** organisation
5. Build **financial resilience** to underpin our strategic objectives







A network diagram with red and black nodes and connecting lines, set against a light red background.

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## Entrepreneurship and Social Innovation

Zehra Waheed

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# Entrepreneurship and Social Innovation

## Panel discussion and Q&A

*Larissa Best (Chair)*

*Oliver Cox*

*Zehra Waheed*