CREASUS

Sustainability Business Models for CCSIs

Sustainable Business Models

for cultural and creative industries

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Introduction

The Imperative for Sustainable Business Models in Creative and Cultural Industries

The creative and cultural sectors stand at a critical juncture. While these industries have long been celebrated for their ability to enrich societies, inspire innovation, and preserve cultural heritage, they face mounting pressures that threaten their long-term viability. Declining public funding, shifting audience behaviours, intensifying competition for attention and resources, and the growing urgency of environmental sustainability have converged to create an existential challenge for cultural institutions, creative enterprises, and individual practitioners alike.

Traditional funding models—heavily reliant on public subsidies, philanthropic donations, and ticket sales—are proving increasingly inadequate in the current economic landscape. Cultural organisations that once received more than half their budgets from government sources now find themselves scrambling to diversify revenue streams as public support contracts. The Teatro Real (Opera House) in Madrid exemplifies this transformation: between 2009 and 2015, the institution reduced its dependence on public funding from 53% to just 30% of its budget, while maintaining artistic excellence and becoming a leader in environmental sustainability (we explore this example further in the case studies section below). This dramatic shift was not undertaken by choice, but born of necessity—yet it has revealed pathways to resilience that hold valuable lessons for the broader sector.

Defining Sustainability in Creative Context

For creative and cultural industries, sustainability extends beyond mere financial survival. It encompasses three interconnected dimensions aligned with Environmental, Social, and Governance (ESG) principles:

Environmental sustainability demands that cultural organisations acknowledge and address their ecological footprint. From energy-intensive buildings and touring productions to material consumption in exhibitions and performances, the sector's environmental impact is substantial. Leading institutions are demonstrating that operational efficiency, carbon reduction, and creative excellence are not mutually exclusive but can reinforce one another. ISO certifications, carbon footprint tracking,

and renewable energy transitions are becoming markers of organisational excellence rather than compliance burdens (Climate Heritage Network, 2025).

Social sustainability centres on ensuring equitable access, fostering community engagement, and maintaining the sector's vital role in social cohesion and cultural expression. This encompasses both internal practices—diversity in hiring, fair compensation, workforce development—and external impact through programming that reflects community diversity, promotes inclusion, and provides opportunities for underrepresented voices. Sustainable models must preserve the democratic function of culture while remaining economically viable—a balance that becomes increasingly precarious as organisations pursue commercial revenue.

Governance sustainability requires transparent, accountable decision-making structures that balance stakeholder interests and enable long-term strategic thinking. This involves developing diversified revenue streams that reduce vulnerability to funding volatility while maintaining mission integrity, establishing participatory governance models that engage civil society alongside public and private funders, and implementing robust financial management systems. Effective governance ensures that economic pressures do not compromise artistic vision, public access, or environmental commitments (Deloitte, 2023).

Interested in assessing your organisation in terms of its environmental, social and governance performance? Check out the self-assessment tool on CreaSus Platform here for free!

The Opportunity Within the Challenge

This report examines how creative and cultural organisations are responding to these pressures by developing innovative business models that generate value across all three dimensions of sustainability. Rather than viewing economic constraints as threats to artistic integrity, pioneering institutions are reimagining the relationship between cultural mission and financial viability.

The COVID-19 pandemic accelerated many of these transformations, forcing rapid digital innovation, alternative revenue generation, and fundamental reconsideration of operational models. Organisations that embraced change emerged more resilient, while those clinging to traditional approaches faced existential crises. This divergence underscores a central thesis of this report: sustainability in the creative and cultural sectors is not about preserving the status quo, but about strategic adaptation that honours core missions while embracing new possibilities.

Report Scope and Structure

This report presents three sustainable business model innovations across the creative and cultural spectrum. The analysis draws on examples from multiple geographies and sub-sectors, recognising that context matters profoundly. What works for a national opera house differs from what suits a community arts centre or an independent creative practitioner. Yet common principles and transferable insights emerge across these contexts.

Business Model Examples

A. Theatre Company

Creating a sustainable business model for a theatre company that integrates greening throughout its value chain involves adopting eco-friendly practices, promoting social responsibility, and ensuring long-term financial viability. The aim is to reduce the theatre's environmental impact while creating a compelling, responsible, and profitable cultural offering.

1. Business Overview: Green Theatre Company

Business Type: A professional theatre company that produces and stages live performances with a commitment to environmental sustainability and social responsibility.

2. Sustainable Value Proposition

The core value proposition focuses on creating high-quality, environmentally responsible theatre productions:

- **Eco-friendly Productions:** Create engaging performances using sustainable design, materials, and methods (Theatre Green Book, 2025).
- **Green Theatre Experiences:** Provide audiences with an eco-conscious cultural experience, showcasing performances that highlight sustainability and social justice.
- **Community Engagement:** Engage local communities in eco-friendly theatre practices and advocate for social change through art.

3. Greening the Theatre's Value Chain

Pre-Production

- **Sustainable Set and Prop Design:**
  - **Recycled and Reused Materials:** Source materials for sets and props from second-hand stores, recycling centres, or donated items. Build sets that can be repurposed or recycled after the performance.
  - **Modular Design:** Design sets with modularity in mind, making it easy to reuse pieces across multiple productions to reduce waste.

- **Eco-friendly Paints and Materials:** Use non-toxic, low-VOC (volatile organic compounds) paints, biodegradable materials, and sustainable fabrics for costumes and set designs.

- **Digital Scripts and Planning:**
  - **Paperless Operations:** Transition to digital scripts and production notes, reducing paper waste. Use cloud services to store and share documents.
  - **Remote Collaboration:** Use digital tools for rehearsals, meetings, and collaborative efforts to minimise unnecessary travel.

Did you know?
Making one ton of paper emits over 1.5 tons of CO_2 equivalent, and it takes more than 1.5 cups of water to make just one sheet of paper

Production (Rehearsals and Performance)

- **Energy-Efficient Lighting and Sound:**
  - **LED Lights:** Use energy-efficient LED lighting for the stage and backstage areas. LED lights consume less energy and have a longer lifespan, reducing both energy consumption and waste.
  - **Solar-Powered Equipment:** If possible, use solar-powered lights and sound equipment, or invest in renewable energy sources for the theatre space.
- **Sustainable Costumes and Wardrobe:**
  - **Eco-conscious Fabrics:** Use organic or recycled fabrics for costumes. Collaborate with local designers who focus on sustainable fashion and upcycled materials.
  - **Costume Rentals and Second-hand:** Rent costumes from sustainable costume houses or repurpose existing wardrobe pieces from past productions.
- **Green Catering and Backstage Operations:**
  - **Zero-Waste Backstage:** Minimise food waste by providing backstage catering that focuses on plant-based options, local sourcing, and reusable plates and cutlery. Use reusable water bottles and containers to avoid single-use plastics.
  - **Sustainable Materials for Props:** Use sustainable materials like bamboo or recycled wood for props and set elements.

Post-Production

- **Waste Management:**
  - **Recycling and Composting:** Set up dedicated bins backstage for recycling and composting. Ensure all paper, plastic, and organic waste are properly disposed of in accordance with green practices.
  - **Donating or Reusing Materials:** After each show or season, donate props, costumes, or set pieces to schools, charities, or other theatres to extend their life cycle.
- **Energy Use and Carbon Offsetting:**
  - **Offset Carbon Emissions:** Calculate the carbon footprint of productions (travel, energy use, etc.) and invest in carbon offset programs to compensate for emissions, such as reforestation projects or renewable energy initiatives.
  - **Energy-efficient Venue:** If the theatre has its own venue, retrofit the space with energy-saving technologies, such as LED lighting, efficient heating, and air conditioning systems. Encourage the use of natural lighting during the day.

Distribution and Marketing

- **Sustainable Ticketing:**
  - **E-Tickets:** Adopt digital ticketing systems to reduce paper waste and streamline the ticket purchasing process. Ensure that tickets are easily accessible online and can be scanned from smartphones.
  - **Dynamic Pricing:** Implement dynamic pricing to maximise ticket sales and reduce the need for excess inventory.
- **Eco-Conscious Marketing:**
  - **Digital Campaigns:** Focus on digital marketing efforts via social media, email newsletters, and online advertisements to reduce the environmental impact of printed posters and flyers.
  - **Eco-Friendly Print Materials:** For any print materials (programs, posters, etc.), use recycled paper, soy-based inks, and eco-friendly printing methods. Limit printed materials and consider offering digital programs that can be downloaded via QR codes.

Did you know?
According to Ticketmaster, nearly 80% of consumers prefer using digital tickets, and 88% appreciate that digital tickets are more eco-friendly (Ticketmaster Business, 2021)

Audience Engagement and Education

- **Sustainability-Themed Performances:**
  - **Showcase Eco-Friendly Themes:** Produce plays or performances that highlight environmental issues, sustainability, and social justice themes. This can help raise awareness and inspire action within the audience.
  - **Sustainable Production Stories:** Share behind-the-scenes content with audiences, demonstrating the theatre's green initiatives and commitment to sustainability. Show how the production was made sustainably, from set design to energy-efficient lighting.

> **Top Tip!**
> Give people a peak behind the scenes to help them connect to your institution. When people feel part of an organisation, they'll be more enthusiastic about patronising and promoting it!

- **Community Outreach and Education:**
  - **Workshops and Events:** Host educational workshops and events that focus on sustainable theatre practices or address environmental issues. Collaborate with schools, local organisations, or environmental groups to raise awareness.
  - **Public Engagement:** Use the platform to advocate for green causes by incorporating sustainability into the theatre's programming, from environmental plays to hosting sustainability events.

Financial Sustainability

- **Revenue Streams:**
  - **Sponsorships and Partnerships:** Seek out sponsorships from eco-friendly companies, local green businesses, or organisations focused on sustainability. Partner with environmental groups to host green events or festivals.
  - **Grants and Funding:** Apply for grants that support green initiatives in the arts. Many cultural organisations offer funding for projects that align with environmental goals.
  - **Membership or Subscription Models:** Offer memberships or subscription services where regular patrons can receive discounts, exclusive content, or access to behind-the-scenes information about the green efforts of the company.

> **Top Tip!**
> Make sure to check out the **CreaSus Funding Schemes Toolkit** which outlines funding opportunities throughout Europe specifically for CCSI's!

- **Cost Efficiency:**
    - **Energy Savings:** As energy-efficient practices (LED lighting, solar panels, etc.) are implemented, operational costs can decrease, leading to long-term savings.
    - **Reusing Materials:** By reusing and recycling materials for sets, costumes, and props, the company can reduce the need for new purchases and lower production costs.

Sustainable Supply Chain Management

- **Local Sourcing:**
    - **Local Suppliers:** Source materials, props, costumes, and catering from local, sustainable suppliers to reduce transportation emissions and support the local economy.
    - **Fair Trade and Ethical Sourcing:** Ensure that any products sourced, such as costumes, fabrics, or props, are ethically produced and comply with fair trade standards.

Workforce Development and Fair Labor Practices

- **Equitable Employment:**
    - **Living Wage Commitment:** Pay all staff and freelance artists at or above living wage standards, not just minimum wage
    - **Transparent Pay Scales:** Publish salary ranges and criteria to address pay inequity in the arts sector
    - **Benefits for Freelancers:** Extend healthcare, pension contributions, and professional development support to contracted artists
    - **Diversity in Hiring**: Implement blind audition processes and diverse recruitment panels to reduce unconscious bias
- **Skills Development**
    - **Apprenticeship Programs:** Create paid training positions for underrepresented groups in technical theatre, stage management, and production
    - **Career Pathways:** Establish clear progression routes from entry-level to senior positions
    - **Cross-Training Opportunities:** Enable crew members to develop multiple skills, increasing employment security

Top Tip!

Want a toolbox that CCSI organisations and professionals can use, and which consists of wage and fee calculators, model contracts, guidelines, diagrams and manuals?
Visit: https://www.juistisjuist.be/en/tools/

Accessibility and Inclusion

- **Physical Accessibility:**
  - **Universal Design:** Ensure wheelchair access throughout the venue, including backstage tours
  - **Sensory Accommodations:** Offer relaxed performances for neurodivergent audiences, with adjusted lighting and sound levels
  - **Audio Description and Captioning:** Provide live audio description and open captioning for hearing and visually impaired patrons
- **Economic Accessibility:**
  - **Sliding Scale Tickets:** Implement pay-what-you-can performances monthly
  - **Community Ticket Programs:** Partner with social service agencies to distribute free tickets to low-income families, refugees, and vulnerable populations
  - **Youth Access:** Offer heavily subsidised tickets for under-25s and schools in disadvantaged areas
- **Cultural Accessibility:**
  - **Multilingual Programming:** Provide programs and marketing materials in community languages
  - **Diverse Repertoire:** Programme works by playwrights from diverse cultural backgrounds, including local immigrant communities
  - **Community Advisory Board:** Establish a panel of community representatives to guide programming decisions

Community Engagement and Social Impact

- **Participatory Theatre:**
  - **Community Productions**: Co-create performances with local communities, particularly marginalised groups, telling their stories
  - **Theatre in Non-Traditional Spaces:** Bring productions to community centres, hospitals, prisons, and care homes

    - **Intergenerational Projects:** Create programs that bring together young people and seniors
- **Social Justice Advocacy**
    - **Advocacy Through Art:** Use theatre to address pressing social issues including homelessness, mental health, discrimination, and climate justice
    - **Platform for Voices:** Provide stage opportunities for artists from refugee, indigenous, and marginalised communities
    - **Post-Show Dialogues:** Facilitate discussions with social organisations after performances addressing difficult topics
- **Education and Youth Development:**
    - **Schools Outreach:** Deliver drama workshops in schools that lack arts funding, prioritising disadvantaged areas
    - **Youth Theatre Programs:** Run subsidised youth theatre groups focusing on confidence-building and skills development
    - **Mentorship:** Connect young people with professional theatre practitioners

Health and Wellbeing

- **Mental Health Support:**
    - **Counselling Services:** Provide access to mental health support for cast and crew, recognising high stress in performance work
    - **Wellbeing Champions:** Train staff members as mental health first aiders
    - **Safe Working Environment:** Establish clear protocols for addressing harassment, bullying, and discrimination
- **Work-Life Balance:**
    - **Reasonable Hours:** Implement policies limiting consecutive work hours and overnight technical rehearsals
    - **Family-Friendly Policies:** Provide parental leave, childcare support, and flexible scheduling for parents

Local Economic Impact

- **Supply Chain Localisation:**
    - **Local Artisan Partnerships:** Commission sets, props, and costumes from local craftspeople and small businesses
    - **Local Food Sourcing:** Source café and catering from local suppliers, prioritising social enterprises
    - **Community Employment:** Prioritise hiring from the local area, particularly for entry-level positions

4. Key Performance Indicators (KPIs)

To ensure continuous improvement, track the following KPIs:

- **Carbon Footprint Reduction:** Measure and track the total carbon emissions from productions, transportation, energy use, and waste.
- **Waste Diversion Rate:** Track the percentage of waste that is recycled or repurposed after each production.
- **Energy Savings:** Monitor energy consumption and assess the impact of energy-saving initiatives such as LED lighting, solar panels, and more.
- **Audience Engagement:** Measure how audiences are responding to sustainability initiatives, such as attendance at sustainability-themed performances or engagement with green campaigns.
- **Revenue from Green Initiatives:** Track income generated from eco-conscious sponsorships, green ticketing options, and grants focused on sustainability.

Top Tip!
Download and use the UN Greenhouse Gas Emissions Calculator for free!

5. Continuous Improvement and Transparency

- **Annual Sustainability Report:** Publish an annual sustainability report that highlights the company's achievements, challenges, and goals. Share this information with stakeholders, sponsors, and audiences to maintain transparency.
- **Feedback Loops:** Regularly gather feedback from staff, audiences, and other stakeholders about the theatre's sustainability efforts. Use this input to improve processes and practices.

Example: Sustainable Theatre Company

A sustainable theatre company could be one that stages eco-themed productions using only recycled or repurposed sets and costumes. The company:

- Uses energy-efficient lighting and sound systems powered by renewable energy sources.
- Provides digital programs and tickets to reduce paper waste.
- Partners with local green businesses and sponsors to fund productions.
- Hosts community workshops on sustainable theatre-making practices.
- Regularly offsets its carbon emissions from production, transportation, and energy consumption.

Through these sustainable efforts, the company reduces its environmental impact, attracts eco-conscious audiences, and strengthens its brand as a responsible, future-oriented organisation.

In summary, this sustainable theatre business model is designed to reduce the environmental impact of each aspect of the company's operations while also fostering social responsibility. By focusing on sustainable set design, energy-efficient production practices, eco-friendly marketing, and community engagement, the company can contribute to a greener future while still delivering high-quality, impactful performances.

B. Film Production Company

Creating a sustainable business model for a film production company that takes into account the greening of the value chain involves integrating sustainability into every aspect of the business—production, distribution, consumption, and beyond. This model would aim to reduce environmental impact while also ensuring social and economic sustainability.

1. Business Overview: Green Film Production Studio

Business Type: A film production company committed to creating high-quality films with minimal environmental impact. The business integrates sustainable practices throughout the entire value chain, from pre-production to distribution and marketing.

2. Sustainable Value Proposition

The value proposition focuses on delivering environmentally conscious films without compromising on creativity, quality, or entertainment value:

- **Eco-Friendly Film Production:** Use green practices at every stage of production, from set design to transportation, to minimise carbon footprints.
- **Sustainable Content Creation:** Create films that reflect themes of sustainability, social justice, and environmental stewardship, while educating and inspiring audiences.
- **Green Certifications:** Offer films that comply with green production standards (e.g., Green Production Guide, Sustainable Production Certification) to appeal to an eco-conscious market.

3. Green Film Production Process

Greening the production process involves adopting sustainable practices at each stage of the filmmaking process, from pre-production to post-production.

Pre-Production

- **Sustainable Script and Set Design:**
  - **Eco-Themes:** Choose projects that reflect sustainability or social justice issues, such as climate change, resource conservation, or community building.
  - **Set Materials:** Use recycled, reusable, and sustainably sourced materials for set construction and props. Avoid single-use plastics and encourage the use of organic or biodegradable materials where possible.
  - **Virtual Sets:** Use digital effects and virtual sets to reduce the need for physical construction, saving materials and energy.

- **Energy-Efficient Planning:**
  - **Location Selection:** Choose filming locations that minimise travel and transportation emissions. Utilise local resources and hire local talent to reduce carbon footprint.
  - **Transportation:** Opt for electric vehicles, fuel-efficient vehicles, or carpooling for transportation to and from shooting locations.
  - **Remote Collaboration:** Leverage remote communication technologies for meetings and collaboration, reducing the need for travel.

Production

- **Green Energy on Set:**
  - **Renewable Energy:** Use solar, wind, or other renewable energy sources to power film sets and production equipment. Where feasible, invest in solar generators or purchase renewable energy credits to offset energy consumption.
  - **LED Lighting:** Transition to LED and energy-efficient lighting to reduce energy consumption on set.
- **Waste Reduction:**
  - **Recycling and Composting:** Set up recycling and composting stations on set for paper, plastics, and organic waste. Educate the cast and crew on proper disposal methods.
  - **Reusable Materials:** Ensure that materials like costumes, props, and set pieces are either reused, recycled, or donated after production.

- **Sustainable Wardrobe and Makeup:**
  - Use eco-friendly materials and sustainable fabrics for costumes and wardrobe. Partner with eco-conscious fashion brands or create costumes from recycled or upcycled materials.
  - Use non-toxic, cruelty-free, and biodegradable makeup products for actors and crew.

Post-Production

- **Green Data Centres and Cloud Services:**
  - Use energy-efficient data centres or cloud storage providers that operate on renewable energy to store digital files and manage post-production workloads.
- **Digital Effects and Animation:**
  - Minimise the use of energy-intensive physical effects and set pieces by adopting digital effects, which can reduce material waste and energy use.
- **Paperless Operations:**
  - Digitise as much of the post-production process as possible, including scripts, storyboards, and correspondence. Use digital formats to eliminate paper waste in the editing and review stages.

4. Distribution and Marketing

Sustainable distribution channels and eco-friendly marketing tactics are key to reaching audiences while minimising the carbon footprint of the process.

Sustainable Distribution

- **Digital Releases:** Focus on digital streaming platforms for film distribution to reduce the environmental impact of physical DVDs and Blu-rays. Encourage subscribers to watch films via digital platforms, which require fewer resources and energy to distribute than physical media.
- **Eco-Friendly Film Festivals:** Participate in or create film festivals that prioritise sustainability, where films are shown on green energy-powered

screens, and transportation is minimised. Festivals can promote films with environmental themes and eco-friendly production.

- **Carbon Offsetting:** Invest in carbon offset programs to balance out the emissions from travel, production, and distribution. Purchase carbon credits or partner with environmental organisations to fund renewable energy and reforestation projects.

Sustainable Marketing

- **Eco-Conscious Promotional Materials:** Use recycled paper, soy-based inks, and digital formats for marketing collateral such as posters, flyers, and brochures. Focus on digital marketing through social media, which can have a lower environmental footprint.
- **Green Partnerships:** Collaborate with sustainable brands, environmental organisations, and eco-friendly products to promote the film. Cross-promote films with sustainability-focused companies that align with the company's values.
- **Social Media Campaigns:** Utilise social media platforms to spread awareness about the film's sustainability efforts. Engage audiences by discussing the environmental themes of the film and the green practices used during production.

5. Green Financial Strategy

Integrating sustainability into the financial strategy can drive both long-term profitability and brand loyalty while reducing environmental impact.

- **Green Financing:** Seek investors who are passionate about sustainability, such as green venture capitalists or funds dedicated to supporting eco-friendly businesses.
- **Cost Efficiency through Sustainability:** While adopting green practices may require higher upfront costs, over time these practices can lead to savings in energy, waste disposal, and materials. The use of renewable energy and energy-efficient equipment often results in lower operating costs in the long term.
- **Tax Incentives:** Take advantage of government incentives and subsidies for green businesses. Many governments offer tax credits or rebates for adopting sustainable production practices, such as using renewable energy sources or reducing carbon emissions.

6. Consumer Engagement and Education

Sustainability in the film industry can be promoted through consumer education and engaging audiences who are interested in eco-conscious entertainment.

- **Educational Content:** Share behind-the-scenes content that highlights the sustainable practices employed during the film production. Document how the film was made sustainably, and use this as a marketing tool to attract environmentally conscious audiences.
- **Fan Engagement:** Host virtual or in-person screenings with a focus on sustainability. Partner with environmental organisations for discussions, panel talks, or Q&A sessions on the environmental themes of the film and the sustainable filmmaking process.
- **Crowd-Sourced Sustainability Initiatives:** Engage the audience in sustainability initiatives, such as hosting campaigns to fund a green film production, or offer viewers ways to support environmental causes through their ticket purchases (e.g., donating a portion of ticket revenue to reforestation or clean energy projects).

7. Continuous Improvement and Transparency

Ensuring that the company remains on track with its sustainability goals and continues to improve is crucial for long-term success.

- **Impact Auditing:** Conduct regular environmental audits to measure the carbon footprint of each film produced. Use this data to set goals for future productions and track progress.
- **Transparency:** Be open about the company's sustainability initiatives and goals. Provide regular updates on the progress made in greening the value chain, from production to marketing and distribution. Share the environmental impact of each film and any areas for improvement.
- **Stakeholder Feedback:** Engage with stakeholders—including crew, cast, viewers, and environmental experts—to gather feedback on the sustainability efforts and find new ways to improve.

8. Social Responsibility

Diversity and Inclusion: Incorporate sustainability not only in environmental aspects but also in social responsibility. Promote diversity and inclusivity in hiring practices, both behind the camera and in front of the camera.

- **Fair Labor Throughout the Chain:**
  - Union Standards: Ensure all crew members are paid union rates with appropriate overtime compensation
  - No Exploitation: Prohibit unpaid internships; all learning positions must be compensated
  - Safe Working Conditions: Enforce strict safety protocols, with dedicated safety officers on set
  - Reasonable Working Hours: Implement maximum working hours per day (12-14 hour cap) with mandated rest periods
- **On-Set Culture:**
  - Anti-Harassment Policies: Establish zero-tolerance policies with anonymous reporting mechanisms and trained advocates
  - Intimacy Coordinators: Employ intimacy coordinators for any romantic or physically vulnerable scenes
  - Inclusive Language: Train all crew in inclusive language and behaviour
- **Authentic Representation:**
  - Diverse Stories: Actively develop projects centring around underrepresented communities and perspectives
  - Authentic Voices: Ensure people from the communities being depicted are involved in writing, directing, and producing
  - Avoid Stereotypes: Implement script review processes to identify and eliminate harmful stereotypes
  - Disability Representation: Cast disabled actors in disabled roles and create non-disabled roles for disabled actors
- **Crew Diversity:**
  - Diversity Targets: Set and publish diversity goals for crew composition across all departments
  - Diverse Department Heads: Actively recruit women and people of colour for leadership positions (directors, cinematographers, producers)

- Mentorship Programs: Create pathways for underrepresented groups to enter technical and creative roles

Community Engagement: Engage with local communities during production, offering opportunities for local talent and businesses to participate in the project. Support local environmental or cultural initiatives through donations or partnerships.

- **Location Benefits:**
  - Local Hiring: Commit to hiring a percentage of crew and extras from filming locations
  - Local Economic Investment: Use local businesses for catering, accommodation, transportation, and services
  - Community Liaison: Employ community liaison officers to address local concerns and maximise positive impact
  - Legacy Projects: Leave behind community benefits like improved public spaces or donated equipment to schools

- **Educational Opportunities:**
  - On-Set Learning: Provide shadowing and training opportunities for film students from the local area
  - School Programs: Offer film education workshops in local schools during production
  - Skills Transfer: Provide training to local crew members in specialised technical skills

- **Inclusive Distribution:**
  - Accessible Formats: Ensure all releases include subtitles, closed captions, and audio description from day one
  - Multiple Language Options: Provide dubbing or subtitles in languages spoken by significant minority communities
  - Platform Accessibility: Work with streaming platforms to ensure accessible player controls

Did you know?
The film industry is highly polluting, with an average tentpole production producing 2,840 tons of carbon dioxide (Shelbourn, 2025).

In summary, a sustainable film production business model focuses on minimising environmental impact, integrating sustainable practices in every step of the production and distribution process, and engaging with both audiences and stakeholders on the importance of sustainability. By doing so, the business can thrive economically while contributing positively to the planet and society.

Example: Columbia Pictures - The Amazing Spider-Man 2 (2014)

Columbia Pictures (Sony) made *The Amazing Spider-Man 2* their most sustainable tentpole production to date, integrating both environmental and social elements (Girkout, 2014).

Environmental Achievements:

- Saved 193,000 disposable plastic water bottles by switching to reusable containers and water jugs
- Achieved 52% waste diversion rate from landfills through comprehensive recycling and reuse
- Secured 49.7 tons of materials for donation or reuse on future productions
- Purchased Gold Standard carbon offsets to make the entire production and publicity tour carbon-neutral
- Saved over $400,000 in production costs through sustainable practices

Social Impact:

- Donated 5,862 meals to local homeless shelters in New York
- Helped restore East River Park (a filming location damaged by Hurricane Sandy) through tree planting and rehabilitation
- Hired an Eco Supervisor (Emellie O'Brien from Earth Angel) who engaged crew through education rather than enforcement
- Created social media engagement (@EcoSpidey on Twitter) to raise public awareness about sustainable filmmaking

Key Success Factor: The production demonstrated that sustainability and profitability align—what's good for the planet proved good for the bottom line, with environmental measures generating significant cost savings while reducing environmental impact and benefiting local communities.

C. Museum

1. Business Overview: Green Heritage Museum

Business Type: A cultural institution that collects, preserves, and exhibits artifacts, art, and historical objects while championing environmental sustainability and social responsibility in all operations.

2. Sustainable Value Proposition

The core value proposition centres on preserving cultural heritage while protecting natural heritage (Mcghie, 2019):

- Eco-conscious Curation: Present exhibitions and collections using sustainable conservation, display, and interpretation methods that minimise environmental impact.
- Carbon-Neutral Visitor Experience: Provide visitors with an educational, inspiring museum experience that demonstrates environmental stewardship and climate responsibility.
- Community Knowledge Hub: Serve as a community centre for environmental education, cultural preservation, and sustainability advocacy through programming and partnerships.

3. Greening the Museum's Value Chain

Collection Management and Conservation

Sustainable Conservation Practices:

- **Green Conservation Materials:** Use non-toxic, low-VOC conservation materials, adhesives, and cleaning agents. Replace traditional chemical treatments with biodegradable, environmentally safe alternatives that protect both artifacts and conservators.
- **Energy-Efficient Storage:** Implement climate-controlled storage facilities with smart HVAC systems that optimise temperature and humidity while minimising energy consumption. Use passive climate control methods where appropriate, such as thermal mass and natural ventilation.

- **Digital Preservation:** Digitise collections to reduce handling of original artifacts, decreasing wear and the need for energy-intensive preservation interventions. Create virtual collections accessible online to reduce the need for physical touring exhibitions.

Sustainable Acquisition Policies:

- **Ethical Sourcing:** Establish strict acquisition policies that prioritise ethically sourced objects, refuse items obtained through environmentally destructive means, and verify provenance to avoid supporting illicit trade.
- **Deaccessioning for Sustainability:** Thoughtfully deaccession redundant items, donating them to smaller institutions, schools, or communities rather than storing them indefinitely, reducing long-term storage energy costs.

Exhibition Design and Installation

Eco-Friendly Exhibition Infrastructure:

- **Modular Display Systems:** Design and invest in modular, reusable exhibition furniture, display cases, and wall systems that can be reconfigured for different exhibitions, eliminating single-use construction.
- **Sustainable Materials:** Use FSC-certified wood, recycled metals, bamboo, and reclaimed materials for exhibition construction. Source display fabrics from organic or recycled textiles.
- **Low-Impact Graphics:** Print exhibition graphics on recycled or sustainably sourced materials using soy-based or vegetable inks. Implement digital displays and projection mapping to replace printed panels where feasible.

Energy-Efficient Lighting:

- **LED and Fiber Optic Lighting:** Install LED lighting throughout galleries with precise control systems that provide optimal illumination for artifacts while drastically reducing energy consumption and heat output (which also benefits conservation).
- **Natural Light Integration:** Design galleries and renovation projects to maximise natural daylight where conservation requirements permit, using UV-filtering glass and automated blinds.
- **Smart Lighting Controls:** Implement motion sensors and daylight harvesting systems that automatically adjust artificial lighting based on occupancy and available natural light.

Building Operations and Facilities

Energy Management:

- **Renewable Energy:** Install solar panels on roofs and suitable surfaces if feasible or purchase renewable energy credits. Work toward net-zero energy consumption through efficiency measures and on-site generation.

Did you know?
Pictured to the right are the Vatican Museums where a photovoltaic glass roof was installed in 2024 with a nominal power of 135 kWp, producing an estimated 164 MWh of energy annually
(Musei Vaticani, 2024)

- **Building Envelope Improvements:** Retrofit older museum buildings with improved insulation, weather sealing, and energy-efficient windows to reduce heating and cooling demands while maintaining conservation-grade climate control.
- **Smart Building Systems:** Implement building management systems that optimise HVAC, lighting, and other systems based on occupancy patterns, weather conditions, and exhibition requirements.

Water Conservation:

- **Low-Flow Fixtures:** Install low-flow toilets, faucets, and water fountains throughout the facility.
- **Rainwater Harvesting:** Collect rainwater for landscape irrigation, toilet flushing, and non-potable uses.
- **Xeriscaping:** Design museum grounds with native, drought-resistant plants that require minimal irrigation and maintenance.

Waste Reduction and Management:

- Comprehensive Recycling: Establish clearly marked recycling stations throughout public and staff areas for paper, plastic, glass, metal, and specialised materials (Finch, 2022).
- **Composting Program:** Compost organic waste from café operations, landscaping, and events.

- **Construction Waste Diversion:** During renovations or exhibition installations, divert at least 75% of construction waste from landfills through recycling and salvage.
- **Circular Economy Approach:** Partner with other institutions to share exhibition materials, packing supplies, and equipment rather than each museum purchasing new items.

Visitor Services and Amenities

Sustainable Food Service:

- **Green Café/Restaurant:** Operate museum dining facilities with locally sourced, seasonal, plant-forward menus. Eliminate single-use plastics and use compostable service ware for takeaway items.
- **Water Stations:** Provide free water bottle refill stations throughout the museum to discourage bottled water purchases.
- **Local Partnerships:** Partner with local, sustainable food vendors and caterers for special events and programs.

Museum Shop:

- **Curated Sustainable Products:** Stock the museum shop with ethically produced, locally made, fair-trade, and environmentally friendly merchandise. Prioritise artisan goods that support local communities.
- **Educational Products:** Sell books, toys, and gifts that promote environmental awareness and sustainability alongside traditional museum merchandise.
- **Minimal Packaging:** Reduce packaging waste by offering reusable shopping bags and eliminating unnecessary product packaging.

Transportation and Access

Encouraging Sustainable Transportation:

- **Public Transit Partnerships:** Offer discounted admission for visitors arriving by public transportation. Partner with transit authorities to promote the museum as a destination.
- **Bicycle Infrastructure:** Provide secure, weather-protected bicycle parking and partnership with bike-share programs.
- **Electric Vehicle Support:** Install EV charging stations in the museum parking area.
- **Carbon Offset Programs:** For traveling exhibitions or staff travel, calculate carbon footprints and invest in verified offset programs.

Accessible Design:

- **Universal Design Principles:** Ensure all sustainability initiatives support rather than hinder accessibility for visitors with disabilities.

Digital Engagement and Virtual Programming

Reducing Physical Footprint:

- **Virtual Exhibitions:** Create high-quality online exhibitions and virtual tours that allow global audiences to experience collections without traveling (Ashelford, 2015).
- **Digital Publications:** Transition exhibition catalogues, annual reports, and educational materials to digital-first formats with print-on-demand options.
- **Streaming Programs:** Offer lectures, workshops, and performances via live streaming and archived video to reduce the need for repeated in-person attendance.

Paperless Operations:

- **Digital Ticketing:** Implement mobile ticketing with QR codes, eliminating paper tickets entirely.
- **Electronic Membership Cards:** Provide digital membership cards accessible through mobile apps.
- **Cloud-Based Systems:** Use cloud storage and collaboration tools to minimise paper use in administrative operations.

Marketing and Communications

Sustainable Marketing Practices:

- **Digital-First Strategy:** Focus marketing efforts on social media, email campaigns, website content, and digital advertising to minimise print materials.
- **Eco-Friendly Print Materials:** When print is necessary, use recycled paper, soy-based inks, and carbon-neutral printing services. Limit print runs and use variable data printing to reduce waste.
- **Green Messaging:** Integrate sustainability messaging into all marketing communications, highlighting the museum's environmental initiatives and climate leadership.
- **Community Storytelling:** Share behind-the-scenes content about sustainability efforts through blog posts, social media, and video content to educate and inspire audiences.

4. Educational Programming and Community Engagement

Sustainability-Focused Exhibitions:

- **Climate and Environment Themes:** Develop exhibitions that explore environmental history, climate change, sustainability solutions, and the intersection of culture and nature.

- **Transparent Operations:** Create exhibitions or gallery spaces that showcase the museum's own sustainability practices, making the building itself a teaching tool.

Public Programs:

- **Workshops and Lectures:** Host programs on topics like sustainable living, environmental conservation, climate science, and cultural approaches to sustainability.
- **School Partnerships:** Develop curriculum-aligned programs that bring students to the museum (or bring museum educators to schools) focusing on environmental education and sustainability.
- **Community Events:** Organise repair cafés, swap meets, sustainability fairs, and other events that promote circular economy principles and community engagement.

Advocacy and Leadership:

- **Industry Leadership:** Participate in museum associations and sustainability networks to share best practices and advocate for sector-wide environmental standards.
- **Public Commitment:** Sign onto initiatives like the Climate Heritage Network, Gallery Climate Coalition, or regional sustainability pledges.

5. Financial Sustainability

Diversified Revenue Streams:

- **Green Memberships:** Offer tiered membership programs with sustainability benefits (carbon offset included, discounts at sustainable partner businesses, exclusive access to environmental programs).
- **Corporate Sponsorships:** Seek partnerships with companies committed to sustainability and ESG principles. Develop sponsorship packages that align with corporate environmental goals.
- **Foundation Grants:** Apply for grants from foundations focused on environmental sustainability, climate action, and cultural preservation. Many funders now prioritise organisations demonstrating environmental responsibility.
- **Earned Revenue:** Generate income through venue rentals for sustainable events, green facility tours, and consulting services for other institutions pursuing sustainability.

Cost Savings Through Efficiency:

- **Operational Savings:** Energy efficiency measures, water conservation, and waste reduction create significant long-term cost savings that can be reinvested in programs and collections.

- **Reduced Material Costs:** Reusing exhibition materials, digitising publications, and implementing circular economy practices reduce ongoing material expenses.
- **Risk Management:** Proactive climate adaptation and sustainability measures reduce long-term risks from climate change impacts and increasing energy costs.

6. Sustainable Supply Chain Management

Responsible Procurement:

- **Green Purchasing Policy:** Establish comprehensive guidelines requiring sustainable, ethical sourcing for all museum purchases from office supplies to exhibition materials.
- **Local Sourcing Priority:** Prioritise local vendors and suppliers to reduce transportation emissions and support the regional economy.
- **Supplier Engagement:** Work with suppliers to improve their sustainability practices, requesting environmental certifications and transparent supply chain information.

Ethical Standards:

- **Fair Labour Practices:** Ensure all suppliers meet fair labour standards and provide safe working conditions.
- **Conflict-Free Materials:** Verify that materials and products, particularly for museum shop merchandise, are free from conflict minerals and exploitative practices.

7. Key Performance Indicators (KPIs)

Track and report progress using measurable indicators:

- **Carbon Footprint:** Measure total greenhouse gas emissions across all operations (Scope 1, 2, and 3), targeting year-over-year reductions toward net-zero.
- **Energy Consumption:** Track energy use per square foot and per visitor, monitoring the impact of efficiency improvements and renewable energy adoption.
- **Water Usage:** Monitor water consumption and track reductions from conservation measures.
- **Waste Diversion Rate:** Measure percentage of waste diverted from landfills through recycling, composting, and reuse programs.

Top Tip!
'If you don't measure it, you can't improve it!'

- **Sustainable Procurement:** Track percentage of purchases meeting sustainability criteria. Check the procurement guide from Julie's Bicycle here (Julie's Bicycle, 2014).
- **Visitor Engagement:** Monitor attendance at sustainability-themed programs, survey visitor awareness of environmental initiatives, and measure digital engagement with sustainability content.
- **Collection Care Efficiency:** Measure energy per artifact in storage, conservation treatment efficiency, and digitisation progress.
- **Community Impact:** Track partnerships with environmental organisations, participants in educational programs, and community members reached through outreach.
- **Financial Performance:** Monitor revenue from sustainability-focused initiatives and cost savings from efficiency measures.

Key Social KPIs for Museums

- Visitor demographics vs. community demographics (measuring who isn't being reached)
- Free and subsidised admission utilisation rates
- Staff diversity at all levels, including leadership
- Percentage of collections co-interpreted with origin communities
- Languages offered in programming and materials
- Accessibility features utilised and visitor satisfaction
- Number of community partnerships and collaborative projects
- Local economic impact through procurement and employment
- Youth program participation from target communities
- Employee satisfaction and retention rates across all position types

8. Governance and Transparency

Organisational Commitment:

- **Board Engagement:** Ensure board members champion sustainability, integrate environmental considerations into governance decisions, and provide oversight of climate goals.
- **Staff Sustainability Team:** Establish a cross-departmental green team empowered to implement initiatives, identify opportunities, and engage all staff in sustainability efforts.
- **Sustainability Policy:** Develop and adopt a comprehensive environmental policy that guides decision-making across all departments.

Reporting and Accountability:

- **Annual Sustainability Report:** Publish transparent reports detailing environmental performance, progress toward goals, challenges encountered, and future commitments. Use frameworks like GRI or B Impact Assessment.
- **Third-Party Certification:** Pursue certifications such as LEED for buildings, Green Seal for operations, or B Corporation status to demonstrate verified commitment.
- **Stakeholder Engagement:** Regularly solicit feedback from staff, visitors, members, and community partners about sustainability priorities and initiatives.

Workforce Equity and Development

Diverse Leadership:

- **Representation Goals:** Set targets for staff diversity at all levels, particularly in curatorial and leadership positions
- **Transparent Hiring:** Publish job descriptions widely, eliminate unnecessary degree requirements that exclude qualified candidates
- **Career Ladders:** Create pathways from security guard, visitor services, and facilities roles into curatorial and administrative positions

Skills and Professional Development:

- **Training Investment:** Provide ongoing professional development for all staff levels
- **Apprenticeships:** Create paid museum apprenticeships for young people from underserved communities
- **Career Mentorship:** Pair early-career staff with senior professionals for guidance

9. Continuous Improvement and Innovation

Adaptive Management:

- **Regular Assessment:** Conduct annual sustainability audits to identify new opportunities for improvement and assess progress against goals.
- **Pilot Programs:** Test innovative sustainability solutions on a small scale before full implementation, learning from both successes and failures.
- **Industry Collaboration:** Participate in museum networks and sustainability coalitions to share knowledge, benchmark performance, and learn from peer institutions.

Long-Term Planning:

- **Climate Resilience:** Develop comprehensive plans to protect collections and facilities from climate change impacts (flooding, extreme weather, temperature shifts).
- **Net-zero Roadmap:** Create a detailed pathway to achieve net-zero carbon emissions by a target date (e.g., 2030 or 2040) with interim milestones.

Example: Sustainable Museum in Practice

A sustainable heritage museum focused on regional history could implement this model by:

- Converting a historic building to net-zero energy through solar panels, geothermal heating/cooling, and comprehensive efficiency upgrades while respecting architectural integrity.
- Designing exhibitions using modular systems built from reclaimed barn wood and recycled metals from regional sources, with LED lighting controlled by occupancy sensors.
- Operating a café featuring seasonal menus from local farms, composting all organic waste, and using only reusable or compostable service ware.
- Digitising 90% of the collection to reduce climate-controlled storage needs and make archives accessible globally.
- Partnering with environmental organisations to present exhibitions on regional climate impacts, sustainable agriculture heritage, and Indigenous environmental knowledge.
- Offering free admission to visitors arriving by bicycle or public transit.
- Publishing quarterly sustainability reports showing 60% carbon reduction since baseline year and 85% waste diversion rate.
- Hosting monthly sustainability workshops covering topics from home energy efficiency to native plant gardening, attended by over 2,000 community members annually.

Through these integrated efforts, the museum reduces its environmental impact dramatically, attracts environmentally conscious visitors and supporters, strengthens community connections, and positions itself as a leader in cultural sector sustainability—proving that preserving the past and protecting the future are complementary missions.

This sustainable museum business model demonstrates that cultural institutions can lead by example, showing how heritage preservation and environmental stewardship reinforce rather than contradict each other. By embedding sustainability throughout operations, from collection care to community engagement, museums can reduce their ecological footprint while enhancing their relevance, resilience, and positive impact on society.

Case Study: Teatro Real, Madrid

Teatro Real, Spain's leading opera house located opposite the Royal Palace in Madrid, it is considered the top institution of the performing and musical arts in the country and one of the most prestigious opera houses in Europe. It has transformed itself from a heavily subsidised cultural institution into a financially sustainable organisation that operates with only 30% public funding. It has undertaken a comprehensive program to become a nearly zero-energy building (Teatro Real, 2015).

In recent years, the theatre has integrated sustainability into its operations, demonstrating that the performing arts can contribute to environmental and social responsibility without compromising artistic excellence.

Revenue Diversification Strategy

Six Core Revenue Streams:

- Box Office - Ticket sales and performances
- Corporate Sponsorship - 100+ businesses, 400+ individual donors
- Digital Platform - My Opera Player (300+ titles, award-winning)
- Tourism - Guided tours, venue hire, special events
- Merchandising - Brand partnerships and commercial products
- International Partnerships - Global networks and collaborations

Result: Sustainable operations without reliance on government funding
Key Achievement: Financial Independence

- 70% self-generated revenue (only 30% public funding)
- Dramatic shift from 53% public funding in 2009 to 30% in 2015
- €62 million reduction in public subsidies absorbed without debt
- Lowest public funding dependency of any opera house in continental Europe

Energy Efficiency

The Teatro Real has invested in modern lighting systems, including LED technology, to reduce electricity consumption while enhancing stage productions. Complete replacement of over 11,000 lamps with LED technology (2019–2020), saving over 40% in lighting consumption (Teatro Real, 2025).

The building also optimises its heating and cooling systems, lowering its carbon footprint in line with the city's environmental objectives. The new system covers all the heating, cooling and domestic hot water needs of the installation.

It is comprised of three technologies:

- Water-cooled chillers, with screw compressors and speed regulators.
- Air-cooled reversible heat pumps, with scroll compressors and a high seasonal energy efficiency.
- Air-cooled non-reversible heat pump, with scroll compressors and a high water production temperature (Carrier, 2023).

Teatro Real installed its modern HVAC (Heating, Ventilation, and Air Conditioning) systems in 2023.

Waste management, Recycling & Educational Programs

Another important initiative concerns**.** Stage sets and costumes are often reused or repurposed for new productions, minimising unnecessary waste. The theatre also encourages suppliers and collaborators to follow sustainable practices, extending its environmental impact beyond its walls.

Environmental Sustainability Framework

Certifications & Standards:

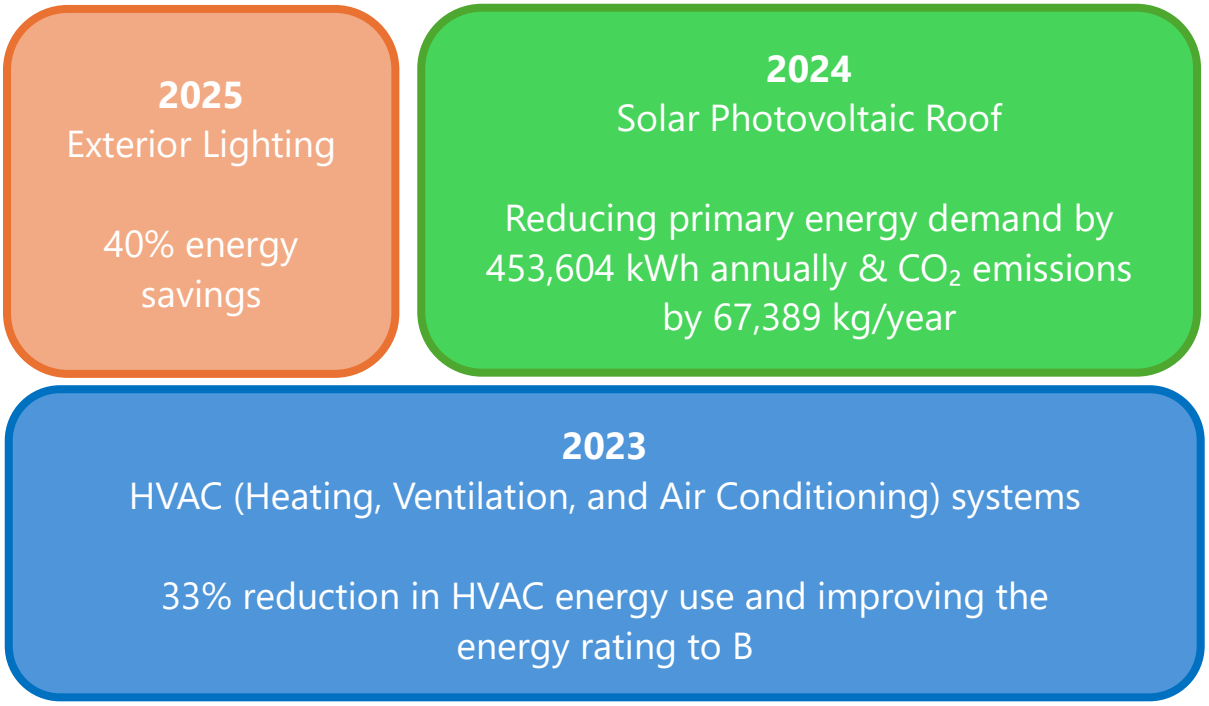
- ISO 14001:2015 - Environmental Management
- ISO 50001:2018 - Energy Management
- First building registered on Spain's Energy Savings Certificate

Key Initiatives:

- 100% renewable energy (ACCIONA partnership)
- Goal: Most sustainable theatre in Spain, targeting zero consumption
- LED lighting, smart sensors, modern UPS systems
- Regular carbon footprint monitoring (2019-2022 published records)
- FEDORA member (47 theatres, 17 countries) aligned with EU carbon neutrality by 2050

Beyond the technical aspects, the Teatro Real plays a key role in raising awareness. Through educational programs and collaborations, it highlights the importance of sustainability to younger generations and audiences who may not otherwise connect culture with environmental issues.

The Teatro Real's approach demonstrates that cultural institutions can act as agents of change. By integrating sustainability into its artistic mission, the theatre shows that tradition and innovation can coexist in harmony with respect for the planet.



Teatro Real's commitment to education:

The LOVA project is an educational methodology developed by Teatro Real that uses opera creation as a comprehensive learning tool. The project transforms classrooms into opera companies where students take on all the roles necessary to create and perform an opera (LOVA, 2025).
The project has experienced remarkable expansion from its pilot phase:
2007: Started with 3 schools, 70 students, 1,350 spectators
2024: Expanded to 850+ companies, 24,000+ students, 240,000+ spectators.
This project aligns with Teatro Real's broader educational mission and social responsibility initiatives mentioned above. It demonstrates how major cultural institutions can extend their impact beyond their physical venues into communities and schools.

Key Lessons for Cultural Institutions

- Financial Independence - Gradual transition from public funding requires strategic planning and diversified revenue
- Sustainability as Brand Value - Environmental certifications attract conscious sponsors and enhance reputation
- Digital Expansion - Online platforms create new revenue streams beyond physical attendance
- Quality + Discipline - Artistic excellence and financial rigor can successfully coexist

Business Model Canvas

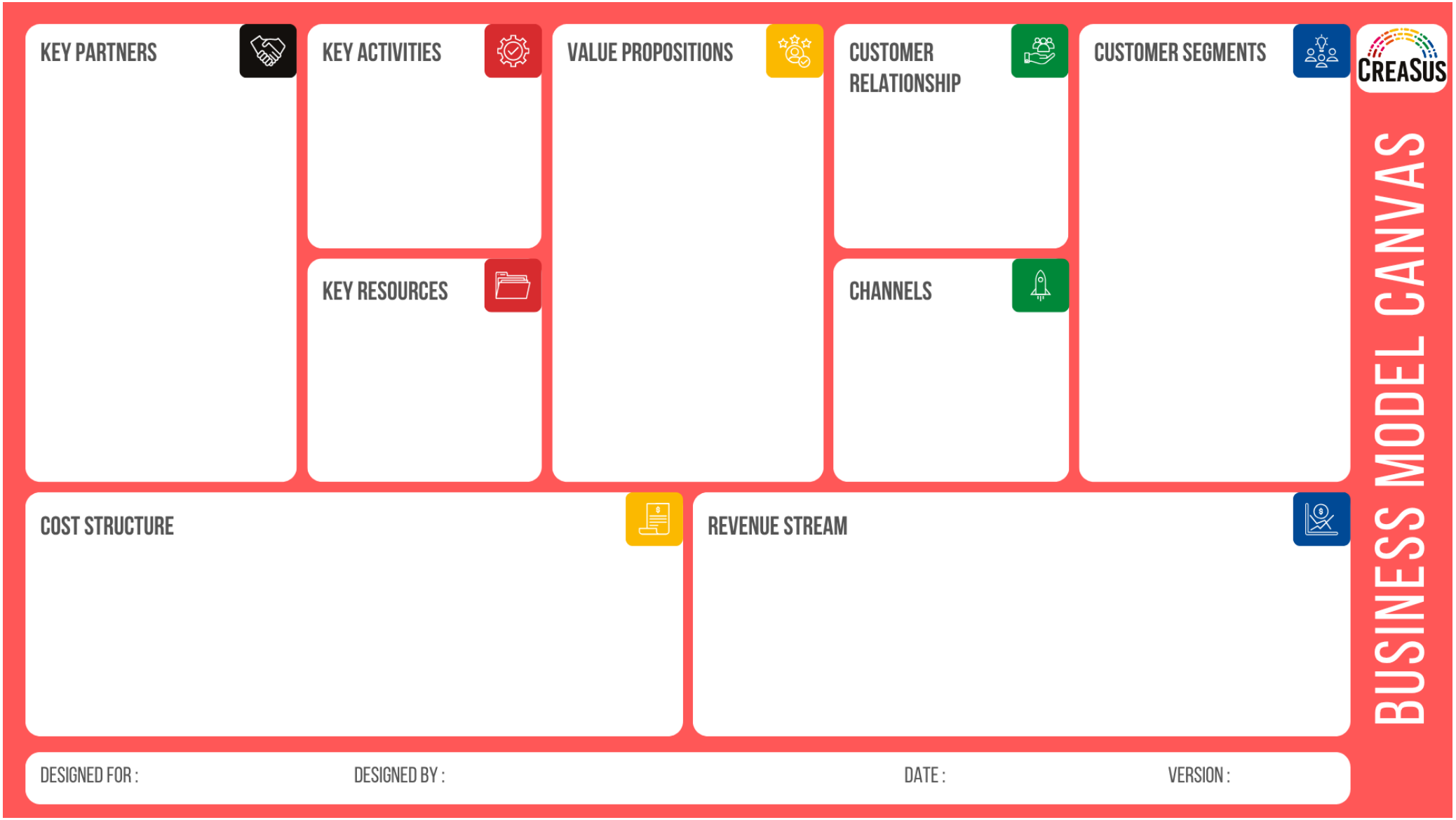
The Business Model Canvas is a strategic management tool that maps out an organisation's business model on a single page using nine interconnected building blocks. Created by Alexander Osterwalder and Yves Pigneur, it's essentially a visual template that helps you see how all the pieces of your business fit together (Osterwalder, 2010).

The nine building blocks:

Customer Segments - Who are you creating value for? Your different audience groups or customer types. For a theatre, this might be subscribers, occasional visitors, corporate clients, schools.
Value Propositions - What value do you deliver to each customer segment? What problems are you solving? For an opera house, this could be world-class opera performances, cultural prestige, educational experiences, unique venue hire opportunities.
Channels - How do you reach your customers and deliver your value proposition? Box office, website, social media, tourism partnerships, subscription services.
Customer Relationships - What type of relationship does each customer segment expect? Personal assistance, self-service, automated services, community building. Think membership programs versus one-off ticket buyers.
Revenue Streams - How does money flow in? Ticket sales, memberships, grants, sponsorships, merchandise, venue hire, digital streaming, educational programs.
Key Resources - What assets are essential to make your model work? For cultural organisations: the venue itself, artistic talent, collections, brand reputation, intellectual property, technical equipment.
Key Activities - The most important things you must do to make the model work. Programming performances, audience development, fundraising, conservation, education delivery.
Key Partnerships - Who are your essential partners and suppliers? Arts councils, funding bodies, production companies, educational institutions, tourism boards, technology providers.
Cost Structure - What are the major costs? Artist fees, staff costs, venue maintenance, marketing, administration, technical production.

Rather than a dense written business plan, the Canvas lets you see the whole business model at a glance. Why not give it a go? We have created a blank template for you below and also an example of a BMC for a film producer on the following page!

Business Model Canvas Template



Example – A Film Producer

KEY PARTNERS

- Eco-conscious production vendors
- Green-certified studios
- Environmental NGOs & consultants
- Sustainable materials suppliers (costume, set design)
- Carbon offset organisations
- Local communities
- Ethical investor networks

KEY ACTIVITIES

- Script development
- Sustainable budgeting & planning
- Carbon-neutral production
- Waste reduction & recycling on set
- Green transportation & logistics

KEY RESOURCES

- Green production team
- Sustainable tech & practices
- Eco-certified suppliers
- Renewable energy sources
- IP rights to eco-themed stories
- Carbon accounting tools
- Partnerships with environmental orgs

VALUE PROPOSITIONS

- Eco-conscious storytelling
- Carbon-neutral or low-impact productions
- Alignment with ESG goals of investors and platforms
- Innovative & responsible production practices
- Transparent environmental impact reporting
- Appeal to eco-conscious audiences and sponsors

CUSTOMER RELATIONSHIP

- Transparent sustainability reports
- Strategic alliances with green brands
- Co-branding with eco-certifiers
- Community engagement & education
- Active audience engagement via social & events

CHANNELS

- Green film festivals (e.g., Climate Story Lab)
- Social media campaigns emphasising eco-values
- Collaborations with sustainability influencers
- Environmental film showcases

CUSTOMER SEGMENTS

- Streaming platforms focused on ESG content
- Eco-conscious distributors and networks
- Film festivals with sustainability criteria
- Green investors / ethical funds
- Social enterprises
- Environmentally aware audiences

COST STRUCTURE

- Green consulting & certifications
- Renewable energy costs
- Ethical sourcing and labor
- Recycling & waste management systems
- Environmental audits & reporting
- Marketing & advocacy
- Compliance with sustainable film standards

REVENUE STREAM

- Licensing to eco-focused platforms
- ESG-aligned brand sponsorships
- Government grants & environmental subsidies
- Ticket/VOD sales with green messaging
- Crowdfunding from eco-conscious backers
- Partnerships with NGOs or foundations
- Sustainability awards/prizes

CREASUS

BUSINESS MODEL CANVAS

DESIGNED FOR : A FILM PRODUCER **DESIGNED BY :** ALISON MCGONAGLE **DATE :** 6TH JULY 2025 **VERSION :** 1.0

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