

MASTERS IN CREATIVE PRACTICE

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# IS YOUR CREATIVITY TIRED OF WAITING FOR PERMISSION?



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HAPPEN!  
iNSTITUTE

MAKE HAPPEN INSTITUTE

# TAKE ACTION!

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Your creative breakthrough isn't waiting in a lecture hall; it's waiting within you.

We understand something powerful: Creativity isn't just about collecting information—it's about mustering the courage to act, to experiment, to leap. Our Masters in Creative Practice won't chain you to textbooks or confine you to rigid instruction. Instead, it hands you the keys to your own creative vision. You bring us your boldest idea, your most daring dream—and we'll guide you toward making it happen, step-by-step, using our pioneering Make Happen Methodology.

Because the world doesn't reward ideas stored neatly in notebooks. It rewards those brave enough to set them free.



# THE DETAILS

**You can start the 12 month programme in January or September.**

You will attend a session of 3.5 hours each week, along with two huddles (short action meetings) of 30 mins.

**You will attend a week-long residential at the beginning of the programme, one in the middle and one towards the end.**

The costs of the residentials are included in the fee.

You earn a full masters degree from the Plymouth Marjon University.

**The programme costs £10,500 pretty typical for a Masters Programme.**

The programme eligible for a government student finance loan. This is paid back in instalments when your income reaches a certain point.



# WHAT MAKES THIS UNIQUE

## IMMERSIVE RESIDENTIAL EUROPEAN DESTINATIONS

Our program features three transformative week-long residential at locations in Europe. The inaugural residential, in Sweden, lays the groundwork for your personal project while fostering community among your peers. Here, you'll delve into the core principles of our Make Happen Methodology to ensure a path to project completion, whilst fuelling your personal and professional development. These immersive weeks are accessible online for those unable to travel.



## TAILORED MENTORSHIP

We believe in specialised guidance for specialised goals, which is why we pair you with a mentor who specialises in your field of interest. This one-on-one relationship provides invaluable insights and support, helping you navigate the unique intricacies of your chosen domain.



## FLEXIBLE LEARNING

Apart from our immersive residential and optional in-person events, the course offers live online delivery. You will engage in weekly productivity huddles—an online meeting to connect with peers and keep each other accountable. Additionally, we offer interactive workshops that dissect the key elements vital for your project's success.

## REFLECT, EVOLVE, SUCCEED.

Our program is built on self discovery; encouraging you not just to *do*, but to think and to evolve. Rather than prescribing a one-size-fits-all approach, we guide you toward making your own discoveries. This nurturing environment enables you to critically assess and refine your creative process, transforming your abstract concepts into marketable content that captivates and engages.

## A COMMUNITY OF VISIONARIES



One of the most rewarding aspects of this program is the invaluable peer support. You'll be part of a dynamic collective of like-minded innovators, all navigating the complexities of birthing something new into the world.



# WHAT YOU WILL DISCOVER...

During this programme you will discover for yourself some key principles that we have seen dramatically increase the likelihood of success for a creative practitioner.

## 1. ACTION OUTWEIGHS INTENTION

The most brilliant idea remains just that—an idea—until you take action. As the Make Happen Manifesto states: "Ideas are the whispers, your action is your roar!" True creative success doesn't come from perfecting concepts internally, but from putting work into the world where it can evolve through interaction. Theory may provide a framework, but as emphasized in the principle "DO, THEREFORE KNOW," real understanding emerges through engagement and experience.

## 2. YOUR AUTHENTICITY IS YOUR ADVANTAGE

In a world of infinite creative possibilities, your unique perspective is irreplaceable. As the manifesto declares: "Your unique perspective is your greatest asset. Use it. Don't dilute your voice to fit in." Success comes not from mimicking others or following prescribed formulas, but from leaning into what makes your work distinctively yours. The most compelling creative work emerges when you embrace authenticity rather than chasing external validation.

## 3. THERE IS NOTHING WITHOUT OTHERS.

Your most powerful creative breakthroughs don't happen in isolation. That creative block you're experiencing? It's often a symptom of being too caught up in your own thinking. The Make Happen approach recognizes that "A hidden project is a dead project." By sharing your work—even in its imperfect state—you allow it to "collide with the world and evolve." Your best ideas likely await in conversations you haven't had and in feedback you've been hesitant to seek.





## 4. GET DISCOMFORTABLE

Comfort is creativity's silent killer. The Make Happen philosophy directly challenges the urge to stay safe with its principle: "The comfort zone is where ideas go to die." Success requires becoming comfortable with discomfort—whether that's fear, uncertainty, or the vulnerability of sharing unfinished work. This "discomfortable" state is where growth happens. Rather than avoiding these feelings, skilled creatives acknowledge them and proceed anyway.

## 6. IT'S NOW!

Creativity happens in the present moment, not someday in the future. The Make Happen philosophy emphasizes that "The future is an illusion, constructed from actions taken today." Many creatives fall into the trap of waiting for perfect conditions, more resources, or some nebulous "right time" to begin. But as the manifesto declares, there is "ONLY NOW."

## 5. THERE IS NO RIGHT WAY

Perhaps the most liberating discovery is that there is no single correct approach to creativity. The Make Happen philosophy emphasizes: "Don't be confined by what is expected. There is just what works." This shift from seeking the "right way" to focusing on effective approaches opens unlimited possibilities. Creative success comes from experimenting, adapting, and discovering your own path forward—even when it challenges traditional norms or expectations.



Success comes from engaging with what you can do today—the small, concrete actions that build momentum and transform abstract possibilities into tangible outcomes. The most successful creatives aren't those with the grandest future plans, but those who consistently take meaningful action in the present.

# WHO IS THIS MASTERS FOR?

## **Career Pivoters**

Those looking to shift direction, using their creativity to drive change, step into new industries, or redefine their professional path.

## **Aspiring Creative Entrepreneurs**

Individuals eager to transform their passion into a viable creative enterprise, gaining the skills and confidence to bring bold ideas to life.

## **Restless Explorers**

Creatives who value flexibility—study online, travel freely, and learn on your own terms without compromising depth or experience.

## **Reflective Practitioners**

Artists, writers, designers, and makers ready to deepen their practice, unlock fresh layers of creativity, and align their craft with their vision.

## **Confident Collaborators**

Those seeking the courage and skills to effectively engage funders, attract clients, build audiences, and collaborate meaningfully.

## **The Unconventional Creative**

Individuals eager to evolve beyond tradition, break free from creative clichés, and confidently carve out their unique niche.

This programme is for anybody seeking to sustain their flourishing through creating something new and engaging including:

- Filmmakers
- Content creators
- Yoga teachers
- Designers
- Painters
- Craftspeople
- Musicians
- Producers
- Inventors
- Writers
- Photographers
- Animators
- Podcasters
- Entrepreneurs
- Coaches and facilitators
- Digital artists
- Performers
- Innovators
- Choreographers
- Architects
- Storytellers
- Chefs

# WORRIED AN MA MIGHT BE TOO ACADEMIC?

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At the Make Happen Institute, we understand that creativity doesn't thrive in the confines of traditional academia. That's why our MA in Creative Practice is anything but conventional. It's crafted for those who wield a paintbrush, a camera, or a script with the same ease as others wield a pen for essays. If you've hesitated to pursue further education fearing a deluge of dissertations and academic drudgery, worry no more.

## **Here's What Makes Us Different:**

**No Dissertations, Only Creation:** Your graduation project isn't about writing thousands of words on what others think about art; it's about making art that speaks for itself. You will be assessed on your creative projects, reflective diaries, and portfolios – the real **meat of your creative practice.**

**Experience Counts:** Our programme is sculpted for those with a rich tapestry of creative skills and experience, not necessarily academic accolades. We believe your portfolio speaks louder than grades or test scores.

**Academia Meets Practice:** For those who delight in the academic realm, there's plenty of room to dive deep into the theory behind creative practices. But here, theory isn't just to be pondered upon; it's to be applied, tested, and sometimes, challenged through your creative work.

**Become a Master of Creative Practice:** Whether you're aiming to hone your skills for your personal creative pursuits or to guide and inspire other creatives, our MA programme is designed to crown you a master of your craft.

# THE THREE PILLARS:

## 3 PHASES OF MA CREATIVE PRACTICE

In the ever-changing tapestry of the creative industries, it's not just about what you know but how you apply it. Each of our 12-week phases is a deep dive into a specific area, tailored to give you the practical skills and knowledge you'll need to sustain a lifetime of creative endeavours. These aren't just courses; they are catalysts for your transformation.

### ACTION PROGRAMME

Kickstarted by the POSSIBILITY residential, the ACTION programme is your lab, your playground, your stage. Here, you'll be guided through weekly online seminars designed to convert your initial ideas into substantial projects. Through the development of your own 'Design for Action' process, this phase serves as the fertile soil in which your projects take root and begin to grow.

### ENGAGEMENT PROGRAMME

Your creative work is only as good as the audience it resonates with. ENGAGEMENT is the phase where you fine-tune the ways in which your work interacts with the world. You'll learn the nuances of using story to leverage various techniques to make your projects not just visible but unforgettable. As you steer the bus of your creative journey, expect to gain an increased sense of direction and control.

### SUSTAIN PROGRAMME

The finale of your 12-week trifecta, the SUSTAIN phase, is all about sustainability. It's one thing to create; it's another to create something that lasts. During this phase, you will learn how to build a community around your work—a community willing to invest not just time but also resources in what you do. This phase is also a mirror, helping you face your personal barriers to financial success, break them down, and move beyond them.



## YOUR STORY

Throughout the programme you'll be on your own specific journey, telling your own specific story.

# OUR STUDENTS



## **'THE MAKE HAPPEN COURSE TAUGHT ME TO STAY COMMITTED AND DARING.'**

*Sofia De Matteis*

I'm Sofia, an English-Italian Plant-Based Chef. I develop traditional Italian recipes with a sustainable twist. I teach pasta making classes where hands-on learning, playfulness and connection can lead to a future where plant-based becomes the new traditional.

Before doing the course, I would often avoid any bigger projects that inspired me, because it triggered my fear of commitment. The Make Happen Course has shown me that by setting an intention rather than a very limited idea, I stay committed and daring. A recent result of this is I am now head of a plant based cookery school, working with amazing and influential chefs.

## **'MY ENDEAVOR NO LONGER SEEMS LIKE A PIPE DREAM AND INSTEAD IT'S AN ACTUAL ACHIEVABLE MILESTONE IN MY LIFE.'**

*Jacob Mallinson*

My name is Jacob George, I am an independent music artist from Manchester. I am breaking male stereotypes by opening up about my deepest emotions through my skill of songwriting.

During my year I released my first album... which is a huge success for me... because I've spent 27 years not doing that! My aim is to become a full time music artist and through my music I want to create a safe and engaging community where people have the confidence and freedom to express how they feel.



# RESIDENTIALS

## ACCELERATE YOUR CREATIVE JOURNEY

In the ever-evolving landscape of the creative industry, staying ahead of the curve is not just an option—it's a necessity. Our residentials are specifically designed to immerse you in a rapid learning experience, enabling you to apply new knowledge and skills to your ongoing projects. From the snow-covered tranquility of Sweden to the virtual world, each residential serves as a cornerstone of the MA Creative Practice curriculum. They are the ignition for each phase, providing the energy you'll need for your journey. Let's delve into what each residential has to offer.





## POSSIBILITY RESIDENTIAL

Imagine five transformative days where you move from uncertainty to clarity, from confusion to direction. At the POSSIBILITY residential, you'll focus on defining what you truly desire to achieve. It's a fertile ground for establishing your year-long project and crafting a workable framework. The setting is far removed from daily distractions, a catalyst for you to focus purely on what's possible.

**What am I about?**

**What will I achieve during the year?**



## BEYOND RESIDENTIAL

Building on the work from the first phase, the BEYOND Residential pushes you out of your comfort zone and into the realm of action. It's a plunge into the deeper waters of sharing your creative output, of making your project visible and subject to public interaction. You'll delve into what it means to be "out there," vulnerable yet daring, as you learn to showcase your work in the real world.

**Who is my audience?**

**What makes me unique?**



## SUSTAIN RESIDENTIAL

The final chapter of your residential journey is the SUSTAIN Residential. It's partly a celebration of your year-long endeavour and a reflection on what you've accomplished. Most importantly it is an exploration of the path ahead and how to make what you've learned and experienced sustainable.

**How will I stay motivated?**

**Who are my tribe?**

**How do I sustain connection?**



# IS IT TIME TO MAKE A DECLARATION?

Declarations aren't mere statements; they're sparks that ignite action, clarity, and purpose. When you boldly declare who you are, what you stand for, and the future you're committed to, you draw a line between intention and reality. At the heart of the Make Happen Masters lies our own declaration—a manifesto that embodies the core of our method. It isn't just words on paper; it's a compass for creators, a provocation, and a promise we make to ourselves and each other. On the facing page is that manifesto: an invitation to step boldly into action and become someone who makes happen.

*Now, it's your turn:  
craft your own  
declaration, make it  
bold enough to scare  
you just a little, then  
share it with friends  
and followers to set  
your momentum in  
motion.*



# MAKE HAPPEN MANIFESTO

## **BE AUTHENTIC:**

Your unique perspective is your greatest asset. Use it. Don't dilute your voice to fit in.

## **THERE'S NO RIGHT WAY:**

Don't be confined by what is expected. There is just what works.

## **VOLUME UP!:**

Ideas are the whispers, your action is your roar!

## **SHOW YOUR WORK:**

A hidden project is a dead project. Put your work out there. Let it collide with the world and evolve.

## **CHALLENGE THE NORMS:**

Tradition is just peer pressure from dead people. Question it. Make the old ways defend their existence.

## **DO, THEREFORE KNOW:**

Theory is the shadow; action is the substance. You understand best when you engage fully.

## **DIALOGUE:**

Monologues are for egos. Real impact comes from back-and-forths, from resonance, from challenging and being challenged.

## **BE BOLD, NOT CERTIFIED:**

Awards collect dust; audacity breaks barriers. Credentials don't change the world; courage does.

## **GET DISCOMFORTABLE:**

The comfort zone is where ideas go to die. Get out there, mess up, learn, and grow.

## **IT'S NOW:**

The future is an illusion, constructed from actions taken today.

## **STATUS IN VULNERABILITY:**

In our presence you gain your status through your modesty and vulnerability, not thorough power, wealth or celebrity.

# OUR STUDENTS

Make Happen has given me a structure and discipline, I was kinda awash before this and was just throwing stuff at the wall with no idea what would stick or even what sticking looked like.

Since starting the programme I have had several articles published, including in the largest magazine in my industry (INKED). I ran a highly successful London exhibition showcasing tattoo artists from 4 continents. I have delivered workshops to students in several art colleges, after school clubs and universities. I also have a Tattoo History exhibition in 2025, that will run for 3 months and has been fully funded by the National Lottery Heritage fund. Without sounding cheesy, this course has literally changed my life and has allowed me to succeed with something that brings me joy.



**'COMING OUT OF THE WEEK IN SWEDEN, I WAS EXTREMELY MOTIVATED TO GET STUCK INTO MY ENDEAVOUR.'**

*Tommy Adcock*

My endeavour is to start up a content creation company that focuses on producing video content for music artists. The things the company makes range from music videos, to behind-the-scenes, to performance videos. The artists can use this content to gain more fans by sharing it on their online platforms. It's called Drop The Mic Productions and initially will help get a spotlight on the music of hip-hop artists in Bristol.

# MODULES

## **//Final Project**

What is the dream? What is possible?

## **//Practice & Process**

How do you work? What are you up to?

## **//Action Research/Evolution**

How will you evolve?

## **//Engagement**

How do you engage with others?

## **//Community**

How will you build your tribe?



# MAJOR PROJECT

## QUESTIONS WE'LL EXPLORE

How can I sustain creative momentum across a major project?

How do I produce work that genuinely captivates my audience?

## WHAT YOU'LL EXPLORE

In this module, you'll embark on an immersive, year-long creative exploration. You'll produce a significant project or a collection of artistic works, designed to demonstrate your unique creative vision, technical mastery, and professional insight. Emphasis will be placed on sustaining inspiration, refining your process, and crafting content that deeply resonates with your audience. Collaboration and community-building will enhance your ability to create memorable, impactful work.

## YOU'LL DEVELOP

A robust, personalised creative workflow from initial inspiration to final realisation.

Techniques to forge powerful connections with your intended audience.

Clear insights into your creative motivations and how best to leverage them.

Advanced skills in leadership, both in self-directed contexts and collaborative environments.

Proficiency in project management, team dynamics, and critical self-reflection.

Strategies to maintain innovation and momentum throughout an extensive creative process.

## HOW YOU'LL LEARN

Your experience will blend practical workshops, dynamic seminars, one-to-one mentorship, structured peer critiques, real-world fieldwork, focused digital sessions, independent exploration, and collaborative group projects.

## BY THE END OF THIS MODULE, YOU WILL:

- Deliver original, ambitious creative works that exhibit both technical excellence and imaginative depth.
- Expertly select and deploy advanced production techniques to create boundary-pushing content within your chosen field.
- Effectively communicate and distribute your work across multiple platforms to engage audiences meaningfully, foster dialogue, and nurture community around your creativity.
- Critically reflect on your creative practice to ensure your work remains purposeful, ethically sound, and consistently innovative.

# PRACTICE AND PROCESS

## QUESTIONS WE'LL EXPLORE

- What does my creative practice look like?
- How do I clearly define what I want?

## WHAT YOU'LL EXPLORE

In this module, you'll experiment with various creative and production methods, focusing on testing ideas, drafting, and prototyping. You'll build your own unique approach to creativity, keeping collaboration and practicality at the heart of your process. Through reflection and leadership, you'll learn the importance of engaging audiences to create content that truly resonates.

## YOU'LL DEVELOP

- Effective techniques for drafting and prototyping creative ideas.
- Strong collaboration and communication skills within a creative team.
- Your own clear and effective methodology for content creation.
- The ability to experiment across different creative genres and formats.
- Skills in self-reflection, self-management, and creative leadership.
- A keen analytical understanding of industry case studies and best practices.

## HOW YOU'LL LEARN

Your experience will include practical workshops, interactive seminars, tutorials, peer reviews, fieldwork, webinars, digital learning sessions, independent study, and group collaborations.

## BY THE END OF THIS MODULE, YOU WILL:

- Expertly select and integrate creative and production methods suited to specific tasks, mastering essential drafting and prototyping skills.
- Critically analyse and refine your creative process, effectively collaborating and demonstrating leadership in your chosen discipline.
- Deeply understand how different genres and formats impact audience engagement, critically evaluating your work's effectiveness.
- Reflect thoughtfully on your creative output, assessing its impact, relevance, and the role collaboration plays in enhancing your creative results.

# ACTION RESEARCH /EVOLUTION

## WHAT YOU'LL EXPLORE

In this module, you'll explore action research and design thinking methodologies and discover how they can enhance your creative work. You'll learn to identify important questions, design practical research projects, and use feedback to continuously evolve your practice.

You'll develop:

- Clear understanding of action research and design thinking principles.
- Skills to formulate meaningful research questions tailored to your creative practice.
- Practical experience in designing and implementing action research and design thinking projects.
- The habit of prototyping ideas and sharing your progress early.
- Reflective skills to evaluate and improve your creative practice effectively.

## HOW YOU'LL LEARN

Your learning will include interactive seminars, focused tutorials, practical workshops, digital learning, independent study, group discussions, and peer reviews.

## BY THE END OF THIS MODULE, YOU WILL:

- Critically analyse action research and design thinking methodologies, understanding their relevance and application in creative fields.
- Clearly articulate and apply principles of research to enrich your creativity and encourage diverse participation.
- Implement effective action research and design-thinking projects, demonstrating your mastery of these methodologies.
- Reflect deeply on your projects, evaluating their impact on your creative practice and their contribution to accessibility within creative arts.

# ENGAGEMENT

## QUESTIONS WE'LL EXPLORE

- Who is my audience?
- How do I reach and connect with them?

## WHAT YOU'LL EXPLORE

In this module, you'll uncover what it takes to truly engage your audience, whether they're clients, customers, or followers. You'll dive into various engagement techniques, explore demographic preferences, and learn how visual, auditory, and creative choices keep your audience hooked.

You'll develop:

- Understanding of branding, storytelling, and messaging that resonates.
- Appreciation for technical elements that enhance clarity and connection.
- Skills to test your ideas with an audience and incorporate feedback.
- Insight into creative strategies that maintain lasting engagement.

## HOW YOU'LL LEARN

Your journey will involve seminars, practical workshops, peer group studies, webinars, digital learning, independent and self-directed study.

## BY THE END OF THIS MODULE, YOU WILL:

- Confidently articulate key elements that captivate audiences across different formats.
- Critically analyse audience testing methods, applying feedback effectively to refine your creative projects.
- Thoughtfully choose principles like pacing, rhythm, quality, and structure to create engaging experiences.
- Understand deeply how your creative choices influence audience interest, and maintain effectively their engagement.

# COMMUNITY

## QUESTIONS WE'LL EXPLORE

Who are my tribe?

How do I build, inspire, and lead them?

## WHAT YOU'LL EXPLORE

In this module, you'll delve into the art and science of creative collaboration and community-building. You'll discover how powerful communities form around creativity, why leadership within these tribes matters, and how creative projects can directly meet community needs, enhancing the lives they touch.

You'll develop:

- An insightful understanding of collaboration dynamics and leadership principles.
- Practical skills for cultivating vibrant, creative communities.
- Awareness of how creativity serves social impact and addresses real-world challenges.
- Techniques to meaningfully engage communities and stakeholders in your projects.
- Inspiration from case studies showcasing impactful, community-driven creativity.

## HOW YOU'LL LEARN

Your journey will include seminars, tutorials, collaborative workshops, webinars, digital learning experiences, peer reviews, independent exploration, self-directed activities, fieldwork, and hands-on practice.

## BY THE END OF THIS MODULE, YOU WILL:

- Clearly demonstrate advanced knowledge of collaboration, leadership, and community-building within creative contexts.
- Apply sophisticated strategies to create and nurture thriving communities around your creative projects.
- Critically evaluate how creative initiatives can meet genuine community needs and improve quality of life.
- Effectively communicate and collaborate with diverse stakeholders, ensuring your creativity deeply resonates and makes meaningful social impact.

# EXAMPLES OF MAJOR PROJECTS

This list is not exhaustive. You will work with your tutor to establish what is going to work best for you.

## Writing

*Book or E-Book:* A short book that covers a topic deeply and is published for a specific audience.

*Journalistic Series:* A sequence of in-depth articles that are published online or in print, focusing on a current issue or phenomenon.

## Film and Media

*Feature-Length Documentary:* A film that delves into a specific issue, accompanied by a director's statement or an accompanying article that engages with viewers.

*Podcast Series:* A series of podcast episodes with accompanying transcripts that delve into a topic, perhaps featuring interviews with experts or affected individuals.

## Visual Arts

*Public Art Installation:* An art installation in a public space, accompanied by a digital or physical booklet explaining the artwork and audience reactions.

*Virtual Gallery:* A curated, interactive online art exhibition, with descriptive and analytical text and visitor engagement features.

## Music

*Music Album:* An original music album perhaps followed by a mini-tour, documented and accompanied by promotional and reflective materials.

*Interactive Musical Experience:* A web-based interactive music project that allows user input, accompanied by a detailed explanation and user testimonials.

## Mixed Media

*Transmedia Storytelling:* A story told across multiple platforms (e.g., a web series, a novel, a podcast), with audience engagement on social media.

## Performance

A set of live performances captured on video, with accompanying essays and audience testimonials.

## **Social Projects**

*Community Workshop Series:* Organise and run a series of workshops on a particular skill or topic, documenting the process and gathering participant feedback.

*Social Media Campaign:* A long-term social media campaign aimed at raising awareness or advocating for a cause, with periodic updates and a final summary report.

## **Technological**

*Open Source Project:* Initiate or contribute significantly to an open-source software project, with detailed documentation and community interaction.

*Internet of Thing Project:* Implement an Internet of Things solution for a community or organisation, with a comprehensive project report and user feedback.

## **Educational**

*Online Course:* Design and launch an online course on a subject of expertise, complete with student engagement and feedback.

*Educational YouTube Series:* A sequence of educational videos on a subject, complete with viewer engagement through comments and supplementary materials.

## **Business/Entrepreneurial**

*Startup Venture:* Launch a small startup or social enterprise, complete with a detailed business plan, and customer engagement reports.

*Crowdfunding Campaign:* A crowdfunding campaign for a creative or entrepreneurial project, with updates and a final report summarising the experience and lessons learned.

## **Digital**

*Web Portal:* An informational website or digital platform that provides comprehensive coverage of a topic or issue, includes community engagement features like forums.

*Mobile App:* An app designed to solve a problem or enhance user experience in a particular domain, accompanied by a comprehensive user guide and promotional strategy.

**Each of these project ideas is intended to not only be substantial in content but also to engage directly with an audience, clients, or other external parties, fulfilling the requirement to interact with the world.**