



Cultural Project: NEWCOMERS

APPENDICES

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2023

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1. Appendix – PESTLE Analysis

Political:

The political situation in Barcelona towards immigration and expats is generally positive. According to the 2017-2020 Barcelona Municipal Immigration Plan, the city has a strong commitment to diversity and social inclusion, with an aim to embrace immigrants and expats as part of the city's multicultural identity. This is very positive for our concept and fair. In terms of policies, the Barcelona City Council has implemented several initiatives to make the city more welcoming and inclusive to immigrants and expats, and has established itself as a refugee city. Also, the political environment in Barcelona is generally favorable towards the arts.

Economical:

The economy has been hit hard over the last few years. The Covid-19 pandemic has had a major impact on the recent economy, with businesses around the world having to close their doors due to restrictions on movement and social distancing. This has led to job losses and a decrease in consumer spending. Besides that, the Ukraine war has caused significant disruption to the eastern European economy, with exports from Ukraine to other countries falling by around 5% in 2020. The energy prices have had a major effect on the recent economy. As energy prices have risen, businesses have been forced to pass on the cost increases to their customers in order to stay afloat. This has led to higher prices for everyday goods and services, putting a strain on households as wages remain low. Furthermore, the rising cost of energy has reduced investment in energy-saving measures, further increasing energy costs. This has had a negative effect on the economic growth of many countries, as businesses and households have had to divert money away from other resources and areas of spending in order to pay for energy. Finally, inflation has been a major issue in the economy. Inflation has risen significantly due to the Covid-19 pandemic, with prices for everyday goods, such as food and fuel rising.

Social:

Behavioral trends that support our concept are for example DIY (do it yourself). The home improvement retailing market is predicted to grow hugely by 2030 (with a growth rate of over 4 %). These are positive numbers for the workshops the newcomers will provide. Also, according to municipal records, over 29 % of Barcelona's residents were born abroad, this makes up for 183 different nationalities, so there are plenty of different cultures to showcase, and to learn from. Additionally, in 2022, 71 % of organizations had hybrid events in their portfolio. So our workshop part plays on this trend.

Technological:

Barcelona is one of the leading European cities in the field of smart city technology. It is home to the pioneering Barcelona Digital City initiative, which is a citywide project that promotes the development and implementation of digital tools and services to improve the city's efficiency and quality of life. Due to all this technology within this smart city everything is well connected.

The technological situation in Barcelona towards immigration and expats is quite positive: The city has seen an influx of both qualified professionals and venture capital investment, which has created a strong and vibrant tech ecosystem. Barcelona remains an attractive destination for both immigrants and expats looking to start their own business ventures.

Legal:

In terms of legal aspects, all expats living in Barcelona are subject to Spanish law, which requires all foreign nationals to obtain a residence permit if they plan to stay in the country for more than three months. The city also has a range of initiatives in place to promote the integration of immigrants and to combat discrimination against them. These include the Barcelona Council for Immigrant Integration, which works to promote social inclusion.

There are several employment and discrimination laws in Barcelona, such as the Equal Treatment Law (Ley de Igualdad de Trato) which governs discrimination against employees. This law applies to employers with more than 25 employees, and it prohibits discrimination on the basis of gender, sexual orientation, race, nationality, marital status, disability, age, religion, political views, and social or economic status. Other laws that protect employees in Barcelona include the Catalan law on non-discrimination (Ley catalana de no discriminación), which prohibits discrimination on the same grounds, and the Labour Contract Law (Ley de Contrato de Trabajo), which protects employees from unfair dismissal. The Labour Contract Law applies to all employees, regardless of the size of the employer.

Environmental:

It is important to keep environmental considerations in mind. Barcelona has a Mediterranean climate with hot summers and mild winters, so temperature and humidity must be taken into consideration when planning an outdoor fair. Also, Barcelona has strict regulations on waste management, so proper waste management practices must be implemented. Besides that, Barcelona is one of the most polluted cities in the world, so air quality must be taken into consideration.

2. Appendix – SWOT Analysis

Strengths:

- Creates a network for those who might not find one naturally.
- A lot of potential partnerships within the European Union and other private organizations.
- Encourages people to create culture, and not just consume it.
- The fair attracts students, families, locals, and other newcomers.
- The fair holds a social value for the city. It integrates different groups of newcomers.
- Supports the UN Sustainable Development goals nr. 10 “reduced inequality”, nr. 8 “decent work and economic growth”, and nr. 1 “no poverty”.
- The fair is child friendly and helps them to understand other cultures and people. It has educational potential.
- The location Poble Espanyol has a stunning view over the city.
- Gives the newcomers autonomy over their own enterprises.

Weaknesses:

- High competitive market.
- Many other events during the weekends.
- Prices are more expensive than prices of some competitors.
- Relying on funding: A large portion of the income relies on funding.
- First time social entrepreneurs.

Opportunities:

- Barcelona is a city filled with newcomers and expats. It is a cosmopolitan city of many different cultures.
- More and more migrants are coming to Europe, and the need for social cohesion is bigger than ever.
- There is an interest from the EU and Spain to improve its integration.
- After COVID-19, there has been a rise in DIY trends. We offer cultural and creative workshops where people can learn creative skills and use them after in their daily life.
- The Catalan/Spanish government is supporting similar projects in the context of cultural diversity. There is a clear interest.

Threats:

- In times of crisis, it can be hard to get funding for cultural projects.
- With war in Europe, earthquakes in Turkey and Syria, and high inflation prices, it can be difficult to find funding for cultural projects.

- Political ideologies, e.g., nationalism. If people don't see the necessity of bringing newcomers closer to society, they will neither support them nor our project.

3. Appendix – Market Research

Qualitative research among 30 newcomers:

1. Where are you from?

The respondents came from a diverse range of countries. 8 people were from various European countries, 7 from Asia, 5 from Africa, 4 from South America, and 6 from Australia and the Oceania region.

2. How long have you lived in Barcelona?

Among the 30 newcomers, the average length of time living in Barcelona was about 1.5 years, ranging from 3 months to 3 years.

3. Do you practice a skill from your culture?

A majority of the respondents (21 out of 30) reported that they practice a skill from their culture. These skills ranged from traditional dance and music to craft-making, culinary arts, and languages.

4. Do you work professionally with it?

Only 7 out of these 22 individuals reported working professionally with their cultural skills, while the rest considered it a hobby or a way of staying connected with their heritage.

5. Do you work with your skills here in Barcelona?

5 out of the 7 who work professionally with their cultural skills reported using it in their work in Barcelona.

6. Would you be interested in creating workshops to teach others about your cultural skills?

The majority (19 out of 22) of those who practiced a cultural skill expressed interest in teaching others about their skills through workshops.

7. Do you find it difficult to create a network in Barcelona?

The majority of newcomers (24 out of 30) reported that they found it somewhat challenging to create a network in Barcelona, mentioning language barriers and cultural differences as the main obstacles.

8. *Do you feel that it's hard to get in contact with customers here in Barcelona?*

For those who had professional skills or businesses, 15 out of 17 found it challenging to get in contact with potential customers in Barcelona, mentioning a lack of connections and unfamiliarity with local business practices.

9. *Would you want to participate in a fair, where you can show locals and other Newcomers your skills?*

27 out of the 30 respondents expressed interest in participating in such a fair, citing it as a good opportunity to showcase their skills, network, and integrate into the local community.

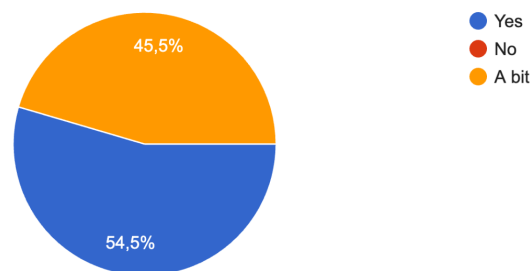
Survey questions:

What country or culture do you come from?

When organizing an event with people from your country/culture, what should organizers keep in mind?

Are there any particular communication styles or techniques that are highly valued in your country/culture?

Is there a difference in communication style between different age groups or genders in your country/culture?



How important is the use of humor in communication in your country/culture? Are there any guidelines for using humor appropriately?

How common is direct communication in your country/culture? Is it considered rude or impolite to be direct?

Are there any specific communication rituals or customs in your country/culture (e.g. bowing, handshakes, exchanging gifts, etc.)?

Are there any particular dos and don'ts when it comes to communication in your country/culture? If so, please specify.

Have you ever experienced a miscommunication or misunderstanding due to cultural differences? If so, can you share what happened and what you learned from the experience?

In your country/culture, is there a difference in communication style between formal and informal situations? Can you describe the differences?

Expert interviews:

The most important advice we gained from the interviews with the experts from the events and creative industry is that our focus should be on the creative journey rather than the end product, but using the product as a marketing strategy. It's crucial to offer our newcomers resources for production and distribution through innovative methods like workshops in varied spaces. Emphasizing integration rather than individual cultures prevents divisions. Highlight the artist, not their cultural background, to stay clear of politics. Utilize technology, like apps, to reach people who are advanced in technology. Focus the attention on people that are already involved in the field rather than the general public, and maintain smaller spaces for stronger community involvement.

4. Appendix – Competitor Analysis

In order to offer the best possible service, a thorough market analysis and a detailed competitor analysis are essential. In terms of competition, we analyzed international events and services similar to *NEWCOMERS*, as well as events in Barcelona. In particular, we looked especially at the important aspects of customer segment, value proposition, income streams, and sustainability. By doing so, we hope to identify key opportunities for growth and differentiation, as well as potential threats to our success.

International competitors

Looking at the international market, we found that some countries, especially in the European market, offer fairs for expats. We particularly became aware of two expat fairs in the Netherlands: [IamExpat Fair](#) in Amsterdam and The Hague, and [Expats Fair for Internationals](#) in Amsterdam.

The twice-yearly IamExpat Fair is aimed at all expats new to the Netherlands, offering them free entry, free workshops and presentations. Under the motto "for

global citizens with global needs," the one-day event serves to network and support the expat community in the Netherlands. With around 70 exhibitors and more than 2,000 visitors, the event is about ten times the size of *NEWCOMERS*. Businesses can book a stand online – thus, the event is mainly made for getting expats interested in different companies and services. This is clearly different from our association.

The Expat Fair for Internationals follows a very similar concept: admission is also free and it is about offering expats in Amsterdam perspectives and opportunities in diverse areas such as housing, transportation, families and education. There are about 125 exhibitors, very few offer cultural services. Every program is scheduled for 45 min. The idea is to allow as many businesses as possible to present themselves – so the fair is clearly an event for expats, not by expats. Our competitor analysis shows that there are several similar concepts as *IamExpat* or *Expat Fair for Internationals* around the world. However, we could not find any event that equals *NEWCOMERS*.

In addition, [MADE51](#) came to our attention in the process of our competitor analysis: MADE51 was founded by the UN Refugee Agency (UNHCR); it is not an event, but an online platform that brings refugee-made products to the global market. The organization links refugee artisans with local social enterprises. We don't see them as a direct competitor, as they operate globally and on a much larger scale, but as a potential interesting partner.

Competitors in Barcelona

Since *NEWCOMERS* focuses on Barcelona in its first years, we looked at dozens of events in Barcelona as part of the benchmarking process.

One example is the [International Community Day](#) organized by Barcelona City Council, an annual event for international visitors with many company booths. In October 2023, the community day will celebrate its 10th anniversary – there seems to be a lot of interest in events of this kind. In 2022, the community day featured 60 activities. It is a day full of activities, workshops and conferences, including a trade fair with businesses, organizations and associations that provide services, products and initiatives. 5,416 people were taking part, hailing from 130 countries. Nevertheless, the event is definitely more impersonal than *NEWCOMERS* and has a different, business-orientated approach.

Another competitor is [La Fira de la Solidaritat](#): This annual outdoor fair is not based in Barcelona, but in a small town in Catalonia, called Sant Feliu de Llobregat. It has a long tradition and a social orientation, working together with several NGOs and

social organizations. The program sounds interesting, including concerts, theater performances, and film screenings. However, the fair is very strongly focused on Catalonia and the social media presence is also completely Catalan. This in turn excludes a large part of the newcomers who belong to our target group. Another disadvantage is the distance to the center of Barcelona.

Last but not least, we analyzed the [Palo Alto Market](#) in Barcelona, which takes place once a month for a weekend in Poblenou. The outdoor market focuses on international food stands, an inviting atmosphere and stands of different designers. The market is very popular among locals and tourists, which means that it is often uncomfortably crowded. The ticket price of €5.50 is convincing. We also find it inspiring that people with disabilities and residents don't have to pay anything. Although Palo Alto is definitely a competitor, the concept is still different, as our market does not specialize in food, but in workshops by newcomers.

To better understand our main competitors – Palo Alto, lamExpat and International Community Day – we have compiled their key features in a competitor profile table:

Palo Alto	Location: Sant Marti
Products and/or Services	<p>Product/Service: Outdoor food market with vintage, exhibitions and live music. Two days a month</p> <p>Pricing Comparison: 5,5€ per ticket, free admission for kids under 12, people with disabilities and residents of buildings adjacent.</p>
Background & Overview of Company	<p>Background: The Palo Alto Market is an event that was created by a group of young professionals who work at Fundación Palo Alto, a space with nineteen creative studios inside what used to be an old factory. It is in the garden of the Fundación itself, a lush and beautiful place, hidden in the middle of the Barrio of Sant Marti, that the market takes place.</p> <p>Current Overview: The Palo Alto Market, which happens at least once a month, is a new and trendy kind of street market where you can buy unique design, decoration and clothing items. After you finish shopping, you can grab a bite in one of the various food stands or food trucks, choosing between Italian, organic, gourmet or street food. There are usually interesting exhibits and activities going on during the two days of the market, like 100% Organic Design, an installation presenting furniture made entirely out of bread.</p>
Estimated Market Share	<p>Target Market Served: Locals, expats (all information can be found in english), children (children get in for free, and there are many activities for children to enjoy), students (cheap prices), people interested in culture, music and food.</p> <p>Market share: 50% we share a lot of the same demographics. Expats, locals, people who are interested in cultural activities, but we may have a more mature demographic. The market is for motivated guests who want to learn a new skill and culture and also wants to invest time and money into this.</p> <p>Demographics/psychographics of customers: young people who like to enjoy their weekend with cultural entertainment and meeting new people. students and international students.</p>

General Marketing Strategy	<p>Advertising: Social media, only Instagram. Ads in various culture blogs, like “culture trip”. posters in the city.</p> <p>Community involvement: the people who live in the buildings close to the market, get in for free. A way to include the locals.</p>
Perceived Strengths and Weaknesses	<p>Strengths: Very popular. offers different cultural activities: food, music, performances, exhibitions. located in a very hip and trendy neighborhood.</p> <p>Weaknesses: Too many guests for too little space</p>

Palo Alto

IAM Expat Fair	Location: Amsterdam
Products and/or Services	<p>Product/Service: Free workshops and presentations where industry insiders share their knowledge on how things work in the Netherlands.</p> <p>Pricing Comparison: for free, and the registration is also free.</p>
Background & Overview of Company	<p>Background: The iamExpat Fair is an international one-day event designed to connect and support the expat community in the Netherlands.</p> <p>Current Overview: The 12th edition of iamExpat Fair will be held at Westergas, Amsterdam, on Saturday April 22, 2023.</p>
Estimated Market Share	<p>Target Market Served: Expats from all over the world that want to connect with the local business and way of life in the Netherlands, and also with the expat community in the Netherlands.</p> <p>Market Share: less than 5%, as I AM targets expats in the Netherlands only.</p> <p>Demographics/Psychographics of customers: Global citizens that are looking for local needs. This varies within international students who are doing a semester abroad or their full study and people who move for their job.</p>

<p>General Marketing Strategy</p>	<p>Advertising: The biggest part of their advertising is through their Facebook page, where they upload the new events and post updates about the status of the event and pictures. They also advertise through Instagram, LinkedIn and Twitter.</p> <p>Promotion: The promotion takes place on social media.</p> <p>Community involvement: Little</p>
<p>Perceived Strengths and Weaknesses</p>	<p>Strengths: Free entrance, free workshops. A good opportunity for people who are new in the Netherlands.</p> <p>Weaknesses: very impersonal, because the event is very big. No outstanding concept, as it's a normal fair made by companies for expats. Hard to build a community. Only happening twice a year.</p>

IAM Expat Fair

International Community Day	Location: Maritime Museum Barcelona
Products and/or Services	<p>Product/Service: The International Community Day is organized by the Barcelona City Council, happening in October once per year. It is an event for internationals living in Barcelona with many company booths. This event-fair will bring together companies and organizations offering services, products and initiatives for people who have recently moved to Barcelona to live and work in the city. For example, language schools, real estate agencies, healthcare providers, and legal services can present their services.</p> <p>Pricing Comparison: for free</p>
Background & Overview of Company	<p>Background: Barcelona International Community Day has been organized by Barcelona City Council through its City Promotion Department for the past ten years, establishing itself as the main welcome event.</p> <p>Current Overview: In October 2022, more than 5400 people were taking part.</p>
Estimated Market Share	<p>Target Market: all new expats and internationals in Barcelona</p> <p>Market Share: 65%</p> <p>Demographics/Psychographics of customers: In 2021, in terms of the diversity, 59.1% of those who attended were from abroad and 40.9% were Spanish nationals.</p>
General Marketing Strategy	<p>Advertising: No social media presence. As it's an official event by the Barcelona City Council, there are a lot of advertisements, banners, etc. in the city.</p> <p>Promotion: Featured on several blogs and official websites of the city of Barcelona</p> <p>Community involvement: Low</p>
Perceived Strengths and Weaknesses	<p>Strengths: Well connected, as the Barcelona City Council is the host. Collaborations with interesting companies and brands.</p> <p>Weaknesses: Only once a year. Very big and impersonal.</p>

International Community Day

5. Appendix – Competitive Advantage

Our analysis shows that we stand out positively from the competition not through our price, but through our concept. *NEWCOMERS* is characterized by a differentiation advantage.

Why should customers choose our event instead of, for example, *Palo Alto*, the *International Community Day* or a big international fair like *IamExpat Fair in Amsterdam*?

First and foremost, we are the only fair that is not made for newcomers, but where newcomers take the main role: Because they are not (only) visitors, but the ones who directly show and offer their creative skills from their home countries. Potential visitors who are looking for a personal event where they can come into direct contact with the newcomers, in this case the "providers", and want to get active themselves by trying out various creative workshops are in the right place at *NEWCOMERS*. In contrast to large, impersonal fairs like *IamExpat Fair*, where thousands of visitors scurry around, *NEWCOMERS* offers an intimate atmosphere.

Unlike food market *Palo Alto*, *NEWCOMERS* encourages visitors not just to consume, but to become active themselves and try out potential new hobbies. For this, our concept is ideally suited for curious people of all ages who want to try out new creative techniques and learn more about certain countries.

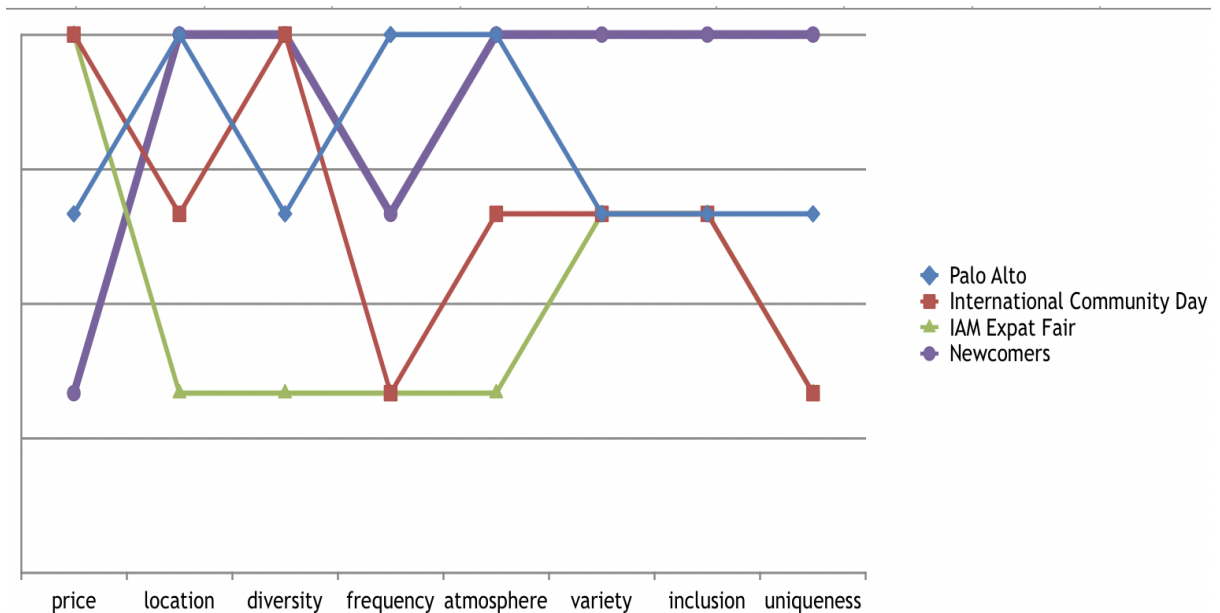
At the same time, *NEWCOMERS* is aimed at an international audience – the first language is English, there will also be Spanish and Catalan translations and several interpreters on site to understand all newcomers. Unlike *La Fira de la Solidaritat*, for example, we do not want to exclude anyone. The whole city of Barcelona is meant to celebrate different cultures. Another advantage of our event is its central location and the attractive venue of Poble Espanyol.

Additionally, *NEWCOMERS* supports several Sustainable Development Goals – therefore, we hope for numerous partnerships from international and national organizations, sponsors and foundations. This can definitely turn into a competitive advantage. As a not-for-profit organization, *NEWCOMERS* is not primarily interested in making a profit, but in supporting international newcomers in building networks in the long term. We hope that, over time, a community will develop that will visit our events again and again. At the same time, visitors can expect a different programme each time, as each has a different cultural overarching theme (e.g. Crafts in May and Dance in July).

Value curve

By using the value curve, our competitive advantage also becomes clear: *NEWCOMERS* is ahead in important aspects such as the variety and uniqueness of

the programme. In addition, *NEWCOMERS* is committed to diversity and inclusion, which includes accessibility, free entry for students and people with disabilities, and a wide range of languages. The only point in which our fair cannot keep up with some of its competitors is the entrance fee. Many fairs offer free entry, which is due to the fact that the various companies have to pay high stand fees to offer their services. *NEWCOMERS* does not charge the selected newcomers any stand fees and is based on a social approach. By communicating these factors properly, we are convinced that our target group is willing to pay our fair ticket price.



6. Appendix – One year schedule

1.	<i>Craftsmanship</i>	May 26th 2024
2.	<i>Dance</i>	July 21st 2024
3.	<i>Painting</i>	September 22nd 2024
4.	<i>Textile</i>	November 24th 2024
5.	<i>Cuisine</i>	January 26th 2025
6.	<i>Music</i>	March 23rd 2025

7. Appendix – Newcomers selection process

Step 1: Open Call for newcomers

- Distribute 300 flyers and posters in libraries, supermarkets, cafes, streets, etc., featuring an open call to participate in the fairs.
- Include QR codes on the promotional materials, directing interested individuals to our website where they can learn more about the concept and contact us through the website.
- Reach out to cultural centers, and different companies in Barcelona, seeking their support and assistance in spreading the word.
- Initiate a social media campaign across platforms like Instagram and Google Ads to attract creative newcomers.
- Actively scout the city to identify talented newcomers.

Step 2: Initial Screening

If the number of responses exceeds 30, we will proceed to the second selection step.

- Request the interested individuals to submit pictures of their artistic work for further evaluation.

Step 3: In-person Meetings and Selection

- We will meet with the top 30 candidates to assess their suitability for the fairs.
- From the pool of candidates, we select the final 10 newcomers who will participate in the fairs.

Step 4: Collaborative Planning

- Organize a meeting with the 10 selected newcomers to foster collaboration and inclusion.
- Encourage them to actively participate in the curatorial process, ensuring the fair and platform are shaped not only for newcomers but by newcomers.
- During the meetings, facilitate an exchange of ideas on how they envision their collaboration at the fair and identify the specific support or services they require.
- Foster a sense of community among the newcomers, enabling them to establish strong connections and collaborate with each other.
- By implementing this process, we aim to not only find talented newcomers but also empower them to actively contribute to the fair and foster a supportive creative community among themselves.

8. Appendix – Storytelling on the Website

On our website, we will have two important sections for storytelling:

- The story of *NEWCOMERS* as an organization
- The stories of the different *NEWCOMERS*

The section of the *NEWCOMERS* as an organization will have mission, vision and values, the origin of our idea, who we are as a team and what different backgrounds and expertise we have. It is important for us that people see our vision and understand the need behind it. We will also build credibility by sharing our own personal experiences and thereby create a more personal relationship with the visitors and newcomers.

The section regarding the newcomers and their workshops is where we want each newcomer to write their own personal story. They will write a short version of approx. 400 words about who they are and the skills they have. Then they will write a longer version (no limit) where they have the freedom to tell their own story, their relationship to their cultural practices and what visitors can expect from their workshops. According to their language skills, we help them formulate the texts or write the texts on their behalf. If the visitors are intrigued by the short text, they can click on “read more” and the longer story will appear. The reason for this is that we want every newcomer to be seen as an individual and not just as a representative of a specific culture, and we want to give them the opportunity to tell their own personal story.

9. Appendix – Newsletter

The *NEWCOMERS* newsletter is for those interested in monthly updates about the project, the different international newcomers and their experiences, the next fair and general news about policies regarding newcomers in Spain. It will be published every month and will be available on our website for everyone to read. It will be sent automatically by mail if someone registers for it.

The newsletter will contain a detailed portrait and an interview with a newcomer every month. In it, the newcomer will talk about his or her experience of arriving in Barcelona, what the cultural differences are compared to their home country and how they came to their cultural practice.

The newsletter will also include the next fair programme, additional information and what workshops to expect. It will also contain helpful tips for people who are new to the city.

10. Appendix – Sponsorships

<i>Sponsorships</i>			
<i>Estrella Damm</i>	Estrella Damm is a well-known beer brand, particularly in the Spanish and European markets. Estrella Damm has a history of successful event sponsorships, particularly in the music and arts industries.	starting September 2023	No direct money, but enough beer for the events.
<i>TechSoup Spain</i>	TechSoup Spain's target audience is non-profits and social organizations, which makes it a great fit.	starting September 2023	No direct money, but microphones, headsets and live translation software, cloud services, speakers.
<i>Aperol</i>	Aperol is a well-known brand with a strong reputation for quality and taste. Aperol's target audience is typically young, urban, and socially engaged.	starting September 2023	No direct money, but beverages.
<i>Cinzano</i>	Cinzano offers a range of products including vermouth, sparkling wine, and spirits. The sponsor can provide customizable branding materials such as banners, posters, and other promotional items.	starting September 2023	No direct money, but vermouth and banners.
<i>Vichy Catalan</i>	Vichy Catalan produces high-quality mineral water that is well-known for its unique taste and beneficial properties.	starting September 2023	No direct money, but mineral water for the team and visitors.
<i>Fritz Kola</i>	Fritz Kola's target audience	starting	No direct

	is typically younger people who value authenticity, creativity, and unique experiences. They have experience in sponsoring a range of events, from small gatherings to large-scale festivals.	September 2023	money, but different soft drinks.
<i>Segura Viudas</i>	Segura Viudas produces high-quality cava and wines that are well-known in Spain.	starting September 2023	No direct money, but cava and wine.

11. Appendix – Operational Plan

Operational Needs

Item	Specifications	Value (€)	Type	Justification
<i>General expenses</i>				
Location hire	Part of Poble Espanyol venue (Sants/Montjuic)	€3500 x 6 = €21000	Expense	Key part of the fair. Rented bi-monthly.
Domain	Website domain	€50	Asset	Serves many periods. Annual fee.
Website development	Newcomers platform; Full Content Management system	€3000	Asset	Serves many periods.
Website maintenance	Already included in Web Cost for Year 1	€2950	Expense	Serves Year 1. Later years to be paid.
Instagram and Google Ads	Social Ads to draw attention	€3000	Expense	Investment for marketing

	to our fairs			purposes.
Items for the fair				
Speakers and Microphones	Alto TS series	Included in location rent	Expense	Rented/ Not owned.
Vehicle	Jeep Renegade	€0 + gas = €70,00	Expense	Borrowed from friends/ Not owned.
Toilets	Dixi Portable Toilet	Included in location rent	Expense	Rented/ Not owned.
Toilet paper	Toilet paper and disinfectants	Included in location rent	Expense	Rented/ Not owned.
Trashcans	Trashcans, rubbish bags and recycling bags	Included in location rent	Expense	Rented/ Not owned.
Lighting	Stage light	Included in location rent	Expense	Rented/ Not owned.
Stands/booths	Wooden booths with tables included	€6000	Asset	Rented.
Beamer	Pankaji WiFi Beamer	€79,00	Asset	Serves many periods.
Headsets	Logilink Deluxe Headsets for newcomers who need volume support	€6,00 x 10 = €60	Asset	Serves many periods.
Decoration	Fair decoration which can be adapted and reused	€1500	Running Cost	Serves many periods.
Bar equipment	Shakers, cups, knives, etc.	Included in location rent	Expense	Rented.
Drinks	Part of the	€1.800	Expense	Sponsored.

	drinks are sponsored by Estrella Damm, Aperol, Cinzano, fritz Kola			
Food Trucks	Outsourced from private businesses	€0	/	Not owned.
Tables and chairs	Beer tables (x20)	€6000	Expense	Rented
Workshop materials and art supplies	Materials and supplies needed for realizing the workshops.	€10.000	Expense	Investment. Part of
WiFi and charging stations	WiFi for visitors	Included in location rent	/	Not owned.
Staff				
Security	Staff by Poble Espanyol	Included in location rent	Expense	Not owned.
Volunteers	Hired on project basis, helping with tasks as visitor guidance	€0	/	Not owned.
Translators	Volunteers	0€	/	Not owned.
Cleaning and maintenance	Staff by Poble Espanyol	Included in location rent	Expense	Not owned.
Bar staff	Staff by Poble Espanyol	Included in location rent	Expense	Not owned.
Technicians	Staff by Poble Espanyol	Included in location rent	Expense	Not owned.
Photographer	Freelance photographer for event photos	€500	Expense	Not owned.

Cultural managers	Three part-time cultural managers	€19.900	expense	
Videographer	Freelance videographer for aftermovie	€1200	Expense	Not owned.
<i>After the fair</i>				
Newsletter	Using the tool Mailchimp	€18,00 x 12 = €216,00	Asset	Important to keep contact and inform about further fairs.
<i>Entertainment</i>				
Musicians and Performers	From the newcomers community	€0	/	No expenses, they get paid by donations.
<i>Equipment</i>				
3 Laptops	MacBook Air (2020), M1, 8 GB	€3,324	Asset	Investment serving more than 1 period.
3 iPhones	iPhone 12	€2400	Asset	Investment serving more than 1 period.
<i>Merchandise</i>				
T-shirts	€4,00 producing cost, produced by Tee-Tee Barcelona	€650	Asset	Investment.
Tote bags	€4 producing cost, produced by Tee-Tee Barcelona	€650	Asset	Investment.
<i>Marketing and advertising</i>				
Banners	Gràfic centre	€500	Expense	Investment for

	Barcelona			marketing purposes.
Posters	Gràfic centre Barcelona (size A2)	€400 (shipping included)	Expense	Investment for marketing purposes.
Stickers	Online sticker shop Pressing	€400	Expense	Investment for marketing purposes.
Insurance				
Liability insurance	Events insurance in Spain.	€3000	Expense	Serves many periods.

12. Appendix – Action Plan

	Action description	Responsible	Start and end date	Required resources	Potential blockers	Outcome
1	Creating the Newcomers community					
1.2	Outsource graphic designer to design flyers.	Eva Kern	02/01/2024-10/01/2024	200€ for a freelance graphic designer.	Potentially higher costs if need to work with graphic designer longer	Flyers and posters with a design that correlate to our brand image.
1.3	Print and hang flyers/posters in libraries, cafes, and streets	Eva Kern	01/02/2024-31/03/2024	390€ for printing flyers and posters in Barcelona.	Not allowed to hang prints in public.	Visibility in the public sphere, so newcomers will know how to contact us.
1.4	Open call ads on Instagram & Facebook.	Eva Kern	01/02/2024-31/03/2024	300€ for Instagram and facebook ads.	The ads don't reach enough people.	Visibility on social media, where newcomers can't contact us directly through the adds

1.5	Select 10 newcomers.	Eva Kern, Josephine Roepel & Emma Garberg	01/04/2024-15/04/2024	One week for the selection process.	Not enough applications, or not suitable applications.	The newcomers will be selected by their relevance for the theme of the fair, their own personal engagement and willingness to teach.
1.6	Host first meeting with the selected newcomers for them to brainstorm ideas and share expectations	Eva Kern, Josephine Roepel & Emma Garberg	15/04/2024-22/04/2024	50€ for snacks and drinks at the meeting.	The newcomers don't get along and cannot agree on a common theme.	The newcomers will meet each other and discuss how they can create a common activity at the fair. Their meeting will be the beginning of a networking community.
1.7	Establish contact with OCC, Internations and other potential partners who are interested in the newcomer's community.	Emma Garberg	01/09/2023-31/03/2024	0€	Unable to establish communication with relevant partners.	Partners like OCC and Internations will be a part of the newcomers community where they will provide consultancy and networks for the newcomers.
2	Creating the online platform					
2.1	Outsource website developer	Josephine Roepel	01/12/2023-28/02/2024	1.800€ for website developers.	Website design doesn't fit with brand image and values.	Create a website with information about the organization and who we are. The newcomers who are interested in the open call can go directly to the website and read more.

2.2	Storytelling and portraits on the website.	Josephine Roepel	01/05/2024-20/05/2024	1000€ for maintenance of the website.		After the newcomers have been selected, they will get their own "page" with information about their skills and story.
3	Finance and fundraising					
3.1	Budget	Emma Garberg	01/05/2023-01/06/2023	Eventually outsource accountant	Our budget is not realistic and will not be approved for either bank loan or grants.	Create a budget, so we have an overview of the amount of money we will need to fundraise and apply for to cover set up costs.
3.3	Apply for grants to cover our set-up costs	Emma Garberg	01/09/2023-01/05/2024	8 months to research and apply for grants	Not getting enough grants	Get enough funding to cover our set-up costs
3.4	Find suitable partners and sponsors	Emma Garberg	01/09/2023-01/05/2024	8 months to research and contact partners and sponsors	Not finding partners and sponsors who want to collaborate.	Partners that will bring consultancy resources for the newcomers, and sponsors who will sponsor beverages at the fair.
4	Sell 200 tickets for the fair					
4.1	Social media marketing	Josephine Roepel	15/04/2024-24/05/2024	3000€	The social media ads don't reach enough people who are interested in such an event.	Create awareness of the fair for visitors; locals and other newcomers. Strong focus on Instagram ads.
4.2	Promotion by partners	Josephine Roepel	15/04/2024 - 24/05/2024	0€	Partners don't want to promote the fair.	Partners and sponsors will promote the fair on their own social media accounts.
4.3	Flyers and posters	Josephine Roepel	15/04/2024 - 24/05/2024	1.350€	Not allowed to hang prints in public.	Visibility in the public sphere, creates awareness of the fair.

5	Food & beverages for the fair					
5.1	3 Food trucks per event	Eva Kern	15/04/2024-24/50/2024	Food trucks pay us 200€ to sell food at the fair, and they keep all the profit they make.	Food trucks are not interested in selling their food at the fair.	Food trucks owned by Newcomers will bring another aspect of culture to the fair and their business will be a part of the newcomer's community.
5.2	Beverages covered by sponsors	Eva Kern	01/09/2023-01/05/2024	Sponsors like Aperol Spritz, Estrella Damm & Fritz kola will sponsor most of our beverages for the fair.	We get less than 75% covered.	We will find suitable sponsors who are willing to cover our drinks expenses. In return we will promote their brand and give them visibility on different flyers and banners.

13. Appendix – Benchmarking plan

The fair		
<i>Benchmarks</i>		<i>Indicators of achievement</i>
High number of attendance	It's important that the fair attracts people, as we want to build a community where people learn about new cultures and dismantle stereotypes about said cultures.	We want to have 200 visitors at each fair, which results in 1200 visitors the first year. Then we want 30% of the visitors to be returning guests.
Engagement from visitors	Our fair is meant to create a social environment, where people can interact with each other.	The level of engagement will be measured by the amount of interaction and conversation among the visitors and newcomers. This data will be collected through feedback interviews and questionnaires.
Positive feedback from newcomers and visitors	It's important to collect feedback from our attendees, to understand their experience and satisfaction with the fair. This will happen through surveys, interviews and questionnaires.	Our goal is to receive feedback from at least 30% of the visitors at every fair, and it is our expectation that all newcomers provide feedback since we will be collaborating closely.
Time and planning	The fair should be planned and executed on time to avoid any delays or disruptions that may negatively affect the experience.	All workshops and music performances are conducted according to the scheduled time.
Safety	Safety is a top priority at the fair. This includes access to water, first aid provisions, fire safety and security.	We have adequate security measures in place in the event of an accident.
Finance		

<i>Benchmarks</i>		<i>Indicators of achievement</i>
Increase retained earnings annually	We want to increase our direct income year for year, so eventually the fair will be self-sufficient.	By year 4 we can reinvest 10% of profit in the organization.
Reliable sponsors and grants	It is necessary for us to have sponsorships and grants that we can rely on supporting us annually.	We want at least 2 sponsors for our beverages and 5 grants to cover our set-up costs.
Market share	Our objective is to penetrate the market and capture a portion of our competitors' market share.	We want 15% of the market shares of our target market in Barcelona.
Visibility		
<i>Benchmarks</i>		<i>Indicators of achievement</i>
Social media	We want to have a strong social media presence	1000 followers on each social media channel (Instagram, Facebook and LinkedIn). We want to reach 15.000 through our channels. Mostly Instagram. 5 collaborations with influencers.
General media	We want the general media to promote and mention the fair.	20 mentions in external media, such as magazines, TV & radio.
Website	We want to have a high number of visitors on our website, as well as subscribers to our newsletter that will be published on the website.	70% of tickets to the fair are bought through the website. 300 subscribers to our newsletter.

14. Appendix – Marketing Goals

Increase awareness: One of the primary goals of our marketing is to increase awareness of the newcomers community, and the fair. Our focus is on reaching out to both newcomers and locals in Barcelona who are interested in arts and culture. This will be achieved through social media, targeted online ads, flyers, and posters in strategic locations around the city.

Driving attendance: Achieved through promotion and leveraging partnerships with local organizations and influencers who will spread the word.

Increase revenue from booth sales: We intend to provide booths for each newcomer artist to sell their artwork and distribute information about their art form. We want to increase revenue from booth sales by promoting the event to potential buyers.

Build a strong brand identity: We aim to build a strong brand identity for *NEWCOMERS* that reflects our mission and values. For this, we will use branding activities such as creating a logo, developing a website, and creating a consistent visual and verbal identity across all marketing channels.

Foster partnerships with creative companies and NGOs: Another marketing objective is to foster partnerships with selected organizations.

15. Appendix – Social Media Posts (Examples)

Social Media Post 1:

🌍 Join us in building a more inclusive Barcelona! At NEWCOMERS, we envision a world where newcomers are welcomed and integrated. 🤝 Let's celebrate diverse cultures and create a thriving community together. 🎉 #NewcomersBCN #InclusiveEurope #CelebrateDiversity

Social Media Post 2:

🎨 Art connects people from all walks of life! At NEWCOMERS, we're showcasing the incredible diversity of art forms from around the world. 🌍 Join us in May 2024 during European Diversity Month and experience the vibrant cultural scene in Barcelona. ✨ #NewcomersBCN #ArtConnects #CulturalDiversity

Social Media Post 3:

🌟 Calling all newcomers, professionals, and locals! Let's meet, create, and learn from each other at NEWCOMERS. 🤝 Our fair brings together artists and creatives from diverse cultural backgrounds to dismantle stereotypes. Join us and build

bridges of understanding. 🌈 #NewcomersBCN #CulturalExchange
#CommunityBuilding

Social Media Post 4:

🌐 At NEWCOMERS, we're all about networking and career prospects through cultural and artistic activities. 🗺️ Join us to connect with like-minded individuals, seize job opportunities, and explore cultural education in a vibrant and inclusive environment. 🌍 #NewcomersBCN #Networking #CareerProspects

Social Media Post 5:

📣 Be part of something extraordinary! NEWCOMERS is not just an event, it's a movement towards greater integration and understanding. 🤝 Together, let's create a thriving community that embraces diversity and fosters international dialogue. Join us in Barcelona! ✨ #NewcomersBCN #EmbraceDiversity
#InternationalDialogue

All social media posts will be accompanied by engaging visuals showcasing cultural diversity, vibrant artwork, and the spirit of community. We will use the hashtag #NewcomersBCN and incorporate our values of diversity, empathy, collaboration, cultural exchange, community, education, and social impact in our messaging.

16. Appendix – Marketing Mix

Marketing Mix

Product:

- NEWCOMERS organization, consisting of a community/network platform and bi-monthly fair.
- Creative workshops and art distribution platform for independent artists.
- The community/network platform features various resources such as local job listings, housing, and social events.
- The bi-monthly fair will showcase a diverse range of vendors. Additionally, there will be live music and interactive experiences.
- The creative workshops will cater to different skill levels and interests. The visitors will have access to high-quality materials and equipment.

Price:

- The community/network platform will be free to join for newcomers.
- The bi-monthly fair will have a fixed fee to cover costs (18€ for adults, children under 12 years are free).

- Workshop prices will be set by individual artists.
- The community/network platform will remain free to join and use for newcomers.
- The admission fee has options for discounted tickets for students and seniors.

Place:

- The community/network platform will be accessible online on our website, allowing newcomers to join from anywhere in the world.
- The bi-monthly fair will take place in Poble Espanyol.
- The workshops will take place at various venues and locations in Barcelona, depending on the individual artist's preferences and availability.

Promotion:

- *Social media marketing:* we will create and maintain social media pages to promote the community/network platform and upcoming fairs/workshops, such as targeted Facebook and Instagram ads, to reach potential newcomers and visitors.
- *Email marketing:* we will send out regular newsletters and updates to our email subscribers
- *Partnerships* with local arts organizations, universities, and NGO.
- *Local media coverage:* Through website articles, press releases and a possible radio spot.

17. Appendix – Communication Strategy

Communication objectives

Through a combination of online and offline channels, our communication strategy aims to build awareness, generate interest, and ultimately drive attendance at the fair. With a focus on clear messaging and engaging content, we aim to create a strong brand identity and establish *NEWCOMERS* as a must-visit cultural event in Barcelona.

Our objectives are as follows:

- Raise awareness about cultural diversity and the creative needs of different newcomers in Barcelona.
- Provide support to newcomers who are new in the city.
- Gain public attention and visibility, especially in Barcelona, but also in the rest of Catalunya, in Spain and other countries.
- Establish our brand, both online and offline.

- Promote the bi-monthly fair through website, social media, marketing, and press.
- Reach future sponsors, partners, and investors.
- Reach different customer segments.
- Create a lasting and dedicated community on social media.
- Expand to other European cities after being known and successful in Barcelona.

Key messages

We aim to spread the following messages:

- Within Barcelona there are around 180 different nationalities.
- Barcelona is a cosmopolitan and culturally diverse city.
- *NEWCOMERS* supports legal newcomers from around the world, who are new in Barcelona. All newcomers have papers and documents.
- The *NEWCOMERS* fair features different creative and skilled newcomers who showcase their cultural workshops and products.
- *NEWCOMERS* celebrates cultural diversity.
- The concept behind *NEWCOMERS* is new in Barcelona.
- *NEWCOMERS* is both a bi-monthly fair in Poble Espanyol and a supporting platform for newcomers.

Internal communication

- For internal communication between us as Cultural Managers, we will use the Microsoft Teams platform as it allows chat, calls, video calls, sharing documents and tasks. Additionally, we will use a Whatsapp group and *NEWCOMERS* mail accounts.
- For the communication with the newcomers we will use the online platform *Trello*, which is a platform that creates an overview of tasks and to-dos. It is free and accessible to everyone. In addition, we will create a WhatsApp group for the newcomers and us, so they can always get in touch with us if they have any questions and at the same time we can get in quick contact with them. This is especially important for us, since we want to create a community feeling with our newcomers.

18. Annex – Communication Timetable and Actions

Month	Communication Activities and Actions
<i>January 2024</i>	<ul style="list-style-type: none"> ● Finalize branding elements, including our visual identity. ● Develop a comprehensive marketing plan and strategy. ● Set goals and objectives for each marketing activity. Building social media profiles on Facebook, Instagram, TikTok, and LinkedIn. ● Create engaging content for our social media platforms, where we will showcase artists' work and where we promote the upcoming fair. ● Research and identify potential influencers.
<i>February 2024</i>	<ul style="list-style-type: none"> ● Design eye-catching flyers and posters that will reflect our brand identity. <i>You can find an example of a flyer in appendix 30.</i> ● Identify strategic locations in Barcelona (galleries, cafés, community centers, etc.) to place out flyers and posters. ● Develop online advertising campaigns, including targeted ads on our social media platforms and Google Ads. ● Work on our website. ● Explore collaborations with local organizations, businesses, and NGOs to establish partnerships and mutual promotion opportunities, and get in contact with them.

March 2024

- Launch our social media campaign across all platforms.
- Create and schedule engaging content that showcases our artists' work, introduce the fair's mission and values.
- Distribute the designed flyers and posters in strategic locations, considering high foot traffic areas, art galleries, and cultural centers.
- Monitor and optimize online advertising campaigns based on performance metrics and target audience feedback.
- Launch our website with a user-friendly interface, informative content, and clear calls-to-action for ticket purchases and artist booth applications.
- Organize community engagement events, such as meetups and workshops, to promote connections and build relationships with newcomers, professionals, and locals interested in arts, culture, and different backgrounds.
- Establish partnerships with local organizations, businesses, and NGOs, offering joint promotions, special partner packages, co-hosted events, and cross-promotion opportunities.
- Publish blog content on our website, leveraging search engine optimization (SEO) techniques to attract organic traffic and increase visibility.
- Follow up with media outlets, magazines, (local) newspapers, journalists, and bloggers to secure good media coverage, interviews, and feature articles about the fair and our mission.

<p><i>April 2024</i></p>	<ul style="list-style-type: none"> ● Continue social media engagement, including responding to comments on our profile, messages, and inquiries. ● Boost social media promotions and advertising efforts by using targeted ads and sponsored posts. ● Collaborate with local organizations, businesses, and creative companies in the form of joint marketing efforts, cross-promotions, and co-hosted events to use each other's networks and expand reach. ● Publish blog content on a regular basis, featuring interviews with newcomers, behind-the-scenes stories, and educational articles about different cultural practices and art forms that are represented at the fair. ● Communicate with media outlets, journalists, and bloggers who have shown interest in covering the fair, and provide them with further information. ● Track ticket sales and revenue, adjusting promotional techniques and benefits (such as early bird discounts, limited-time offers, and exclusive workshops) to increase attendance.
<p><i>May 2024 (first fair)</i></p>	<ul style="list-style-type: none"> ● Continue promoting the fair on social media, highlighting the artists, and workshops happening during the fair. ● Launch a countdown campaign for the fair on all our digital social media platforms. ● Distribute a final press release and media kits to journalists and influencers covering the event. ● Finalize partnerships and confirm roles and contributions of each partner/sponsor during the fair. ● Manage logistics for the fair including booth setups, scheduling, security, and health and safety measures. ● Host the first <i>NEWCOMERS</i> fair, emphasizing on real-time social media coverage and engagement. ● Gather feedback from attendees, partners, and artists at the fair for improvement.

<p><i>June 2024</i></p>	<ul style="list-style-type: none"> ● Internal review and discussing improvements. ● Thank guests, partners, and artists for their participation by sharing highlights from the event on social media and the website. ● Contact attendees to ask for comments and suggestions for future fairs. ● Evaluate the fair's performance in terms of goals and objectives, as well as financial performance. ● Share the success of the fair with the press and media. ● Begin planning for the July fair, taking into account the lessons learned and feedback from the first fair in May.
<p><i>July (second fair)</i></p>	<ul style="list-style-type: none"> ● Begin promoting the second fair in the first week of July, relying on the first fair's success. ● Confirm the second fair's logistics, artist participation, and schedule. ● Launch a second fair countdown campaign, focusing on extra features or adjustments based on feedback from the first fair. ● Real-time social media coverage and community interaction. ● Gather feedback at the second fair with the goal of continuous improvement.

19. Appendix – Press Strategy

Main Aims

As we collaborate with public institutions like *Ajuntament de Barcelona*, a good relationship with the press is very important to us. The press can help us enormously to become well known in a short time. Moreover, online and print articles in





different magazines and newspapers address a large target group, which is ideal as *NEWCOMERS* is aimed at all citizens of Barcelona.









In doing so, we want to achieve the following:

- Achieve maximum visibility, prestige and publicity in Catalonia, and in particular in the Barcelona region, with a minimum of expenditure.
- Write appealing and newsworthy press releases.
- Involvement of the local and international press.
- Be mentioned in cultural calendars and event tips in newspapers and magazines.

Media relations

As the event will take place in Barcelona for the first years, our focus is on media in Barcelona. As *NEWCOMERS* is expected to expand to other European cities after a few years, we also want to reach selected international media early on. We want to reach the international press especially after one year when the concept has gained traction and success in Barcelona.

	Press in Barcelona		International press	
Main newspapers and magazines (selection)	La Vanguardia		Tagesspiegel (Germany)	
	El Mundo		De Telegraaf (Netherlands)	
	El País		Corriere della Sera (Italy)	
	Ara		Correio da Manhã (Portugal)	
	ABC		Het Laatste Nieuws (Belgium)	
	El Periódico de Catalunya		Kathimerini (Greece)	

	El Punt Avui		Berlingske (Denmark)	
Specialized in culture (selection)	TimeOut		Tip Berlin (Germany)	
	El Cultural		Culturs Magazine	
	BCN Més		Cultural Times	

Press releases

We believe that *NEWCOMERS* does not necessarily need a press conference. Instead, we publish several press releases:

- Six months before the first event to introduce the general project plan and also to connect the project externally with important partners like *Unesco* and *Ajuntament de Barcelona*(November 2023).
- Ten days before the event as a teaser and announcement (May 2024).
- One day after the event as a wrap-up, naming the highlights, quotes and personal impressions from newcomers and visitors (May 2024).
- Six months after the first event as an interim result and review of the successes to date (January 2025).

Example Press release

First expat fair "Newcomers" launches in Barcelona

BARCELONA, May 28, 2024 – A brand new event concept was launched last weekend in Barcelona-Sants: The first edition of the pop-up fair *Newcomers* took place on Sunday, May 26th, 2024, at the legendary Poble Espanyol location. With 200 tickets sold, the event was sold out after just a few hours. *Newcomers* is the first fair to focus on people who are new to Barcelona, including expats and migrants: they can offer their creative skills from their home country through workshops.

The various workshops and program elements are thus not offered *for*, but *by* newcomers. This concept is so far unique in Europe. It's about connecting them with both locals and other newcomers, supporting them financially and helping them get a foothold in the city.

The selected newcomers do not have to pay booth fees and can promote their workshops and products for free.

The outdoor event featured 10 talented newcomers from different countries – including Puerto Rico, Jamaica, and Japan. The overarching topic of the event was „Craftsmanship“. In addition to several input presentations by the newcomers to educate visitors about different cultures, issues, and creative practices of their home countries, attendees were able to try out a series of workshops, including "Woodworking," „Japanese pottery" and „Crafts from the African Yorùbá tribe." Additionally, the event featured live music from Korea, Peruvian cocktails, and food trucks serving Caribbean dishes such as jambalaya, coconut rice, and sweet fried plantains.

Founders Josephine Roepel, Emma Garberg, and Eva Kern moved to Barcelona themselves in 2022. "The idea originally came about as a university project as part of our master's degree, and we quickly realized the need was huge," says Josephine Roepel. The event takes place every two months in Barcelona, showcasing newcomers from different regions. Once the fair takes root in Barcelona, the concept could be transferred to other European cities, the founders say. Various partners, including Ajuntament Barcelona, La Caixa Foundation, and the European Union, support the *Newcomers* organization.

"We are hugely excited about the success of the first event. Such a pop-up fair is, of course, associated with many risks. That's why we are all the more pleased with the high number of visitors, the inspiring atmosphere, and, above all, the positive feedback from our newcomers," says Emma Garberg, co-founder and event manager of *Newcomers*. "We're excited for all that's to come."

The next event occurs on July 21st, 2024. Tickets can be purchased exclusively through the website www.newcomers-barcelona.com. The next edition will cover the topic of dance.

About Newcomers

Founded in 2022, *Newcomers* is a non-profit organization based in Barcelona. Its goal is to provide a platform for people new to Barcelona, support them in their professional journey, and offer them networking opportunities. Every two months, newcomers can show their creative skills from their home country through workshops.

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Press pictures

[\[Download\]](#)

Timeline (Website & Press)

Timeline for Website			
Audience	Deliverable	Timeline	Description
Website	Contact website developer	Oktober 2023	We will begin contacting different website developers and see which one fits our project the best.
	Design website	November 2023	We will work closely with a grafic designer, to make sure the website represent our values.
	Buy domain	November 2023	We will need to buy the domain name for www.newcomersbcn.com
	Launch website.	December 2023.	We will launch our website 6 months before our first fair, so all relevant stakeholders have the oppertunity to get to know us and our proejct.
Newsletter	Interview newcomers	January 2024	Each newsletter will include an interview with a different newcomer. We want to tell their story from their own perspective.
	Create a mailing list	January 2024	We want to reach as many people as possible, but espacially potential partners and visitors. We will start early with creating our mailing list. When our visitors buy tickets for the newcommer fair, they will be offered to subscribe to our newsletter to get 10% of the price.
Press release	1st press release.	November 2023	The first press release will be three months before the launch of the website. We want to show our partners (including European Union and UNESCO) the process of the project and create buzz around the proejct.
	2nd press release	May 2024	The second press release will be out two weeks before the first fair in Barcelona. This is a reminder for all relevant stakeholders about the project, and to create extra buzz right before the first fair.
	3rd press release	May 2024	Our third press release will come out the day after the fair as a wrap up of higlights from the day.
	4th press release.	January 2025	At the end of the first year the fourth press release will be published. This will include higlightst from the whole year, reflections and evaluations of the previous year, and goals for the next year.
Posters & flyers	Hire freelance designer	January 2024	Find a graphic designer that understands our vision and the message we want to communicate.
	Distrebutte oline and offline.	March - December 2024	Posters will be distributed on walls and lam posts in the city of Barcelona. Flyers will be distributed in local cafes, bars, libraries, cultural centers, etc.

20. Appendix – Social Media Strategy

Social Media Channels

The social media channels we will use are:

- Instagram
- Facebook
- LinkedIn
- TikTok

The communication in the social networks will be in English in order to address the broadest possible audience interested in workshops and other cultures.

Social Media Goals

- Increase awareness about *NEWCOMERS*.
- Increase attendance at the event through social media (“you also can directly book a ticket via Instagram”, etc.).
- Encourage the international newcomers to showcase their creative skills on social media.
- Showcase the cultural heritage of the different newcomers.
- Increase engagement with the target audience by responding to comments and messages in a timely manner.
- Encourage visitors to become repeat customers by showing the variety of vendors and workshops offered at each fair.
- Increase sponsor and partner interest in supporting future events by showing the success and impact of past events on our channels.

Social Media Content

Pre Event Promotion:

- Social media post announcing the date, time, and location of the upcoming fair.
- Event trailer.
- Introduce the different newcomers, their skills and stories on Instagram and Facebook. We will put this in the “story highlights”.

During Event Promotion:

- Live updates/ a live stream and several IG and FB stories during the fair on all social media channels.
- Highlight newcomers, their products, and their cultural heritage.
- Event-specific hashtags, such as *#NewcomersBCN*.
- Videos of the live music performances, music and food booths, and crowd reactions.

Post-Event Promotion:

- Images and videos from the fair to recap the event.
- Highlight *NEWCOMERS'* success and showcase positive feedback from attendees.
- Encourage attendees to share their experiences and photos on social media with event-specific hashtags.
- Details about the next fair and its overall artistic topic.

Behind the scenes:

- Share images and videos of the event preparation process to give followers an inside look at what goes into planning a fair.
- Highlight newcomers and their stories to create a personal connection with followers and encourage attendance at the event.
- Share information about the cultural heritage/ personal stories of the newcomers.

User-Generated Content:

- Photos from past visitors to encourage other people to join the fair.
- Encourage attendees to share their experiences on social media using hashtags like #NewcomersBCN to create a sense of community.
- FAQ sessions with the followers.
- Host a social media contest where attendees can win prizes by sharing their experiences and photos from the event.

Post-Event Follow-Up:

- "Thank you" post/story on our social media channels.
- Share photos from the newcomers and performers.
- Share information about upcoming events and encourage attendees to stay connected with the fair on social media.

Social Media timeline

- 2 months before the event: set up the accounts and start promoting the upcoming pop-up fair on social media.
- 1 month before the event: share more information about the newcomers and their workshops.
- 1 week before the event: share final details and encourage attendees to join.
- Day of the event (26th May 2024): Share live updates on all social media channels.
- 1 day after the event: share photos and videos from the event and encourage attendees to share their experiences on social media.
- 1 week after the event: recap the success of the event and highlight feedback from visitors.
- 1 month after the event: start promoting the next pop-up fair.
- Ongoing: Share behind-the-scenes content, user-generated content, and post-event follow-up content to keep followers engaged and excited for future events.

21. Appendix – Legal Entity

We have decided to register *NEWCOMERS* as an association so that:

- It will have its own legal personality and thus be able to develop its activities, enter into contracts, open a bank account in its name, own the assets necessary to achieve its purpose and receive public and private funding. This can strengthen the credibility and trust of the stakeholders.
- Registration of the association limits the liability of the promoter and members acting on behalf of the organization.
- Registered associations often have access to a wider range of fundraising opportunities, including grants, donations and sponsorship.

To legally register *NEWCOMERS* as an association in Barcelona, we need to take several steps, including registering online with the General Registry of Law and Legal Entities.

The following documents must be attached to the application:

- The Memorandum of Association (dated and signed by all founding members).
- Document with photocopies of the identity cards, passports or residence permits of all founding members.
- The Statutes (dated and signed by all founding members or at least by the President and the Secretary).
- Receipt of payment of the relevant fees.

We will bring in a lawyer from Barcelona who will ensure compliance with the applicable regulations and help us register with the relevant authorities.

Our board of directors, consisting of the co-founders Emma Lindhardt Garberg, Eva Kern, and Josephine Roepel, has ultimate responsibility for the financial management of the company. However, since *NEWCOMERS* is a non-profit association, the directors do not receive any dividends or profits from the organization. Instead, any surpluses are reinvested back into the reserves of the business to support its mission and activities. We as co-founders have the same ownership.

22. Appendix – Human Resources Management

Management Team and Staff

Although the co-founders have similar values and all want to promote cultural diversity out of shared ideals, they are at the same time different in their personality types and skills: According to the personality test "*16Personalities*", Eva Kern is a "Defender", Emma Lindhardt Garberg a "Campaigner" and Josephine Roepel a "Protagonist". What does that mean?

As a „Defender“, Eva Kern likes to stand up for others and work hard. This personality type is usually efficient and responsible, giving careful attention to practical details in their daily lives. She has a degree in Social and Business Communication from the Berlin University of the Arts and has worked as a journalist for various newspapers, as a project manager for cultural projects and as a senior editor and conceptionist for various advertising and creative agencies. At the same time, she has plenty of experience abroad and has expressed her passion for culture and cultural diversity on various continents. She also regularly organizes exhibitions, both in Berlin and Barcelona.

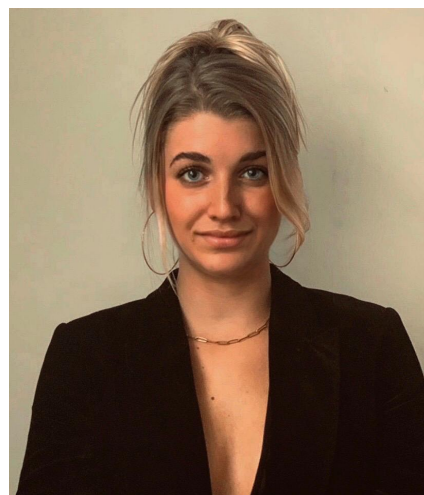


As a „Campaigner“, Emma Lindhardt Garberg is creative, idealistic and good at dealing with unexpected challenges. Campaigners tend to embrace big ideas and actions that reflect their sense of hope and goodwill towards others. She studied performance design in Copenhagen where she learned to develop and manage events, festivals, exhibitions and conferences. Furthermore she studied the theory and practice of performance, light and sound design. Children and vulnerable people are particularly close to her heart. She has worked under the UNLEASH project created by the UN which enables young people to create solutions, become

leaders, and drive networks to help reach the Sustainable Development Goals (SDGs). In 2022, she worked at a leisure club for young people where they can live out their creative ideas such as, podcasts, music, film, painting and design. Here she organized smaller events and trips for the members of the club.



As a "Protagonist", Josephine Roepel is extroverted, social and passionate about making the world a better place. She studied Leisure and Event Management in Rotterdam and has work experience in the cultural field. She worked for big festivals such as WOO HAH! and Pow Wow, in the nightlife scene and also worked as an editor and producer for Warner Bros. International Television Production. Currently, she works as a freelance copywriter for different companies and products.



Evolution of the workforce over the next five years (2024-2029)

Year 1 (2024):

In the first year, the core team, consisting of the three co-founders, will focus on building and refining the organizational structure and processes of *NEWCOMERS*, establishing partnerships, and planning the first few fairs. Depending on the workload, the team may need to hire a part-time administrative assistant to help with basic office tasks and event logistics. Additionally, we will hire an external designer (for the flyers, posters etc.), a web developer, and a photographer (for professional photo and video material at the events).

Positions in year 1:

- **Communication and Programme Manager:** Responsible for press, social media, website texts, communication measures, and the organization of the fairs. (Eva Kern)
- **Finance and Operations Manager:** Responsible for the financial management of the organization, including budgeting, forecasting, and accounting. (Emma Lindhardt Garberg)
- **Sales and Marketing Manager:** Responsible for marketing campaigns and strategies, managing sponsorships and partners. (Josephine Roepel)
- **Designer:** Responsible for creating visual content for marketing materials and exhibitions. (Outsourced to external designers as needed)
- **Photographer:** Responsible for press photos and the photographic content. (Hired on a project basis as needed)
- **Videographer:** Shoots video material at the fairs and creates teaser videos and aftermovies. (Hired on a project basis as needed)
- **Web Developer:** Develops the *NEWCOMERS* website. (Hired on a project basis as needed)
- **Volunteer Coordinator:** Recruits, trains, and manages volunteers. (Hired on a project basis)
- **Volunteers:** Assist with various tasks such as event set-up and visitor guidance.
- **Translators:** Provide language support for newcomers and visitors at the events. (Hired on a project basis)

Year 2 (2025):

As *NEWCOMERS* grows, we will need to hire a part-time administrative assistant to handle day-to-day tasks such as scheduling, bookkeeping, and general office management. Additionally, the team may look to hire the web developer permanently to maintain and improve the organization's website.

Year 3 (2026):

By year three, *NEWCOMERS* should have a solid reputation in Barcelona. Thus, we may need to hire a full-time event coordinator to manage the increasing number of events and workshops. Depending on the size and complexity of the events, the team may also need to hire additional staff such as event assistants or coordinators.

Year 4 (2027):

NEWCOMERS will begin to expand to other European cities, starting with Berlin and Rotterdam. To support this expansion, we will hire a part-time project manager to oversee the logistics of launching events in new locations. We will also recruit a team of bilingual volunteers in each city to assist with translation and event coordination.

Thus, our organization will need to begin recruiting and training additional staff in year 3. Specifically, we will need to hire a project manager with experience in international expansion, as well as a team of marketing and communication professionals who can help attract new newcomers and visitors.

Year 5 (2028):

With events now taking place in multiple cities, *NEWCOMERS* will hire a full-time operations manager to oversee day-to-day operations across all locations. We will also bring on additional part-time staff as needed, such as event coordinators, translators, and graphic designers, to support ongoing operations and future expansion plans. In addition, the Executive Board will work to establish partnerships with local organizations.

As *NEWCOMERS* grows and expands, it will be necessary to continue adapting our human resources plan to meet changing needs. To attract and retain top talent, *NEWCOMERS* will focus on creating a positive work environment that values diversity, inclusion, and growth opportunities. By building a strong team and engaging volunteers, we can expand our impact over time.

23. Appendix – Job Descriptions

Communications & Programme Director

- Developing communication strategies
- Determine the guiding conceptual framework
- Responsible for the organization of the fair (in collaboration with external event managers)
- Managing the different communication platforms like the social media channels and the newsletter

- Managing press relations
- Creating social media content
- Planning and directing PR programs designed to create and maintain a favorable public image of *NEWCOMERS*

Marketing & Sales Director

- Developing and implementing the marketing and sales strategy for the fair, including identifying target audiences, developing marketing campaigns and materials, and coordinating sales efforts
- Setting strategic targets
- Analyzing data and creating surveys to continuously improve *NEWCOMERS*
- Analyzing feedback of the visitors and the different newcomers
- Building and maintaining customer and partner relationships
- Managing sponsorships and partnerships
- Creating and executing marketing campaigns

Finance & Operations Director

- Managing the financial and operational aspects of *NEWCOMERS*, including budgeting and financial reporting, logistics and planning
- Risk management
- Financial operations
Developing and implementing systems and processes to ensure the fair operates smoothly and efficiently
- Planning all the different resources, including human resources
- Strategic financial decision making

Volunteers

- Assisting with the setup and teardown of the fair
- Setting up the venue in Poble Espanyol and helping with organizational tasks
- Greeting, guiding and directing the visitors
- Providing language translation services
- Assisting with the promotion of the fair on social media
- Helping with logistics such as parking and transportation
- Providing general support, as needed

24. Appendix – Risk Assessment Plan

Risk category	Risk Description	Probability	Impact	Prevention/Remedy
Operational risks <i>Interruptions</i>	Booths or equipment could be unstable or dangerous; Tripping hazards can cause injuries to visitors	Medium	High	Regular safety checks, enforcing safety rules, displaying safety rules around the fair
<i>Staffing</i>	Not having enough or unreliable staff could cause confusion or delays	Medium	Medium	Hire enough staff or volunteers, assign clear responsibilities, clear briefings ensure effective communication
<i>Delivery problems</i>	Vendors or equipment might not show up on time	Low	High	Set deadlines, have backup options, order items early
<i>Legal Risks</i>	Not following regulations or getting permits could result in penalties	Low	High	Research regulations, get legal help if needed, ensure compliance with rules
Financial risks <i>Low Attendance</i>	Not enough people attend the fair and general low attention	Medium	High	Conduct thorough market research, promote the fair extensively and put a focus on our marketing and social media strategy, use both online and offline marketing, reduce the

				used space of the venue
<i>Overestimating Revenue</i>	Expecting to make more money than actually earned	Low	High	Be not too optimistic or unrealistic creating the budget, attractive merchandise and food stands
<i>Cost Overruns</i>	Unexpected costs could arise, causing financial strain	Medium	High	Have backup funding, focus on find various partners and sponsors, find sufficient funds and grants
<i>Cancellation or Postponement</i>	Spontaneous cancellation or postponement of <i>NEWCOMERS</i> due to several reasons could result in financial loss and ticket cancellations	Low	High	Have a contingency plan, inform everyone well in advance through social media and personal mail, provide understandable reasoning
Environmental risks <i>Extreme Weather</i>	Bad weather could lead to cancellation or delay	Low	Medium	Our location at Poble Espanyol has a water-proof roof, the weather in Barcelona is normally good
<i>Noise Complaints</i>	Noise complaints could result in legal or financial penalties	Low	Medium	Conduct sound checks, have a plan for noise reduction, follow local noise rules, speak to Poble Espanyol about their experiences
<i>Waste Management</i>	Improper waste handling and dirty location	Medium	Medium	Set up many waste stations for waste separation, educate

				people at the fair and on social media, put signs
<i>Resource Shortages</i>	Running out of food and drinks, water, or electricity could disrupt our fair	Low	Medium /High	Have sufficient backup supplies, do regular checks
<i>Damage to the site</i>	Damage of the venue/lended equipment could result in unexpected expenses	Low	High	Do regular inspections before and after each fair, speak to Poble Espanyol about possible risks of damage, contractual safeguarding

25. Appendix – Budget

Year 2024

		2024	
Revenues			
Self-finance			
Copyrights			2.000€
*Ticket sales			21.600€
*Merchandise			3.000€
Royalties fees			2.000€
Self-generated			
Private corporate social responsibility			25.200€
Volunteers			9.000€
Net surplus			64.600€
Public finance			
AECID			25.000€
Ajuntament Barcelona			20.000€
Other			
*Equipment, catering and furniture			0€
Total			109.600€
Projection assumptions			
<i>*Ticket price is 18 €, we expect 1.200 visitors the first year</i>			
<i>*Equipment, catering and furniture will be donated</i>			
<i>*Merchandise: We expect to sell 300 merch items in 2024</i>			
Expenditure			
Start up expenditures			
Registration			50€
Domain & web maintance			6.000€
Operating expenditures			
*Raw materials			10.000€
Rent			21.000€
*Audio visual equipment			12.000€
*Furniture			12.000€
*Merchandising			1.300€
Selling general & administrative expenditures			
*Staff			21.600€
Marketing			3.000€
Catering			1.200€
*Prints			1.350€
Bar			1.800€
Volunteers			9.000€
Others			
Insurance			3.000€
Contingency			3.100€
Net surplus/ deficit		-41.800€ without public finance	
		3.200€ with public finance = 2,8% in retained earnings	
Projection assumptions			
*Raw materials	2 fair where its 20€ pr visitors, 2 fairs where its 5€ pr person, 2 fairs where its 0€ per person in raw materials.		
	Example of fair without costs of raw materials is the dance fair, and an example of high costs of raw materials would craftsmandship, like clay, paint, textile etc.		
*Merchandise	cost of raw material for tote bags and T-shirt 4€ pr t-shirt and 4€ pr tote bags + transportation.		
*Staff	Part-time salaries fo cultural managers		
*Prints	Agenda, name tag, roll ups		
*Furnitre	Seats, tables, high tables, stage		
*Audio visual	Speakers, microphones.		

	2025		
Revenues			
Self-finance			
Copyrights			3.000€
*Ticket sales			32.400€
*Merchandise			4.500€
Royalties fees			3.000€
Self-generated			
Private corporate social responsibility			25.200€
*Retained earnings			3.068€
Volunteers			9.000€
Net surplus			80.168€
Public finance			
AECID			15.000€
Ajuntament Barcelona			20.000€
Other			
*Equipment, catering and furniture			0€
Total			115.168€
Projection assumptions			
<i>*Ticket price is 18€, we expect 1.800 visitors in 2025</i>			
<i>*Equipment, catering and furniture will be donated</i>			
<i>*Merchandise, we expect to sell 450 merch items in 2024</i>			
<i>Retained earnings from 2024, 2,8%</i>			
Expenditure			
Start up expenditures			
Registration			0€
Domain & web maintance			5.000€
Operating expenditures			
*Raw materials			15.000€
Rent			21.000€
*Audio visual equipment			12.000€
*Furniture			12.000€
*Merchandising			1.800€
Selling general & administrative expenditures			
*Staff			21.600€
Marketing			3.000€
Catering			1.200€
*Prints			1.350€
Bar			1.800€
Volunteers			9.000€
Others			
Insurance			3.000€
Contingency			3.232€
Net surplus/ deficit			
			-30.814€ without public finance
			4.186€ with public finance = 3,7% in retained earnings

		2026		
Revenues				
Self-finance				
Copyrights				4.000€
*Ticket sales				43.200€
Merchandise				6.000€
Royalties fees				4.000€
Self-generated				
Private corporate social responsibility				25.200€
*Retained earnings				4.186€
Volunteers				9.000€
Net surplus				95.686€
Public finance				
AECID				15.000€
Ajuntament Barcelona				15.000€
Other				
**Equipment, catering and furniture				0€
Total				125.686€
*Ticket price is 18€, we expect 2.400 visitors in 2026				
**Equipment, catering and furniture will be donated from				
*Merchandise, we expect to sell 600 merch items in 2024				

Expenditure				
Start up expenditures				
Registration				0€
Domain & web maintance				5.000€
Operating expenditures				
*Raw materials				20.000€
Rent				21.000€
*Audio visual equipment				12.000€
*Furniture				12.000€
*Merchandising				2.400€
Selling general & administrative expenditures				
*Staff				21.600€
Marketing				3.000€
Catering				1.200€
*Prints				1.350€
Bar				1.800€
Volunteers				9.000€
Others				
Insurance				3.000€
Contingency				3.400€
Net surplus/ deficit		-21.064 without public financing		
		8.936€ with public funding = 7,6% retained earnings		

26. Annex – Funding plan

Funder	Why	Application deadline	Possible sum
<i>Grants</i>			
Erasmus for Young Entrepreneurs	Supports young entrepreneurs with a business under 3 years old based in Europe.	ongoing	5.000 €
Departamento de Cultura – <i>Oficina de Apoyo a la Iniciativa Cultura</i>	Support companies that work with visual arts in Catalunya	16 March 2023	10.000 €
<i>Foundations</i>			
The Charles Stewart Mott Foundation – <i>Civil Society program</i>	The Mott Foundation supports non-profit-organizations that work to strengthen communities and promote education and cultural diversity, focusing on supporting immigrants and refugees.	ongoing	2.000 €
<i>Public und European funding</i>			
Ajuntament de Barcelona (Barcelona City Council) – <i>Call for grant and subsidy applications for district and city projects, activities and services</i>	Partnering with the Ajuntament de Barcelona can help us to reinforce our message and give our event greater credibility and authority. This can be beneficial for building relationships with other local businesses, organizations, and stakeholders.	XXX	1.000 €
Generalitat de Catalunya, <i>Departament de Cultura – Oficina de</i>	Partnering with the Generalitat de Catalunya can help to increase our visibility at a regional level.	January 2023	2.000 €

<i>Support a la Iniciativa Cultural (OSIC)</i>	Partnering with them demonstrates that <i>Newcomers</i> align with the government's cultural objectives and priorities for Catalonia.		
Catalan Institute Ramon Llull – <i>Grant for the translation and/or adaptation of dramatic texts, librettos, choral repertoire and scenic productions</i>	As a public institution, the ICRL has a mandate to promote Catalan language and culture internationally, and to foster relationships with other cultures and languages. They offer translation grants that we could use for Catalan translations of our newcomers.	16th March 2023	Up to 4.500 €
European Social Fund (ESF+ in Spain): <i>Programme Balears ERDF 2021-2027</i>	As a funding body of the European Union, the ESF has a mandate to promote social inclusion and reduce disparities across member states.	ongoing	1.500 €
Creative Europe – <i>European Cooperation projects Small Scale</i>	Creative Europe is the European Commission's programme for providing support to the culture and audiovisual sectors. One of its objectives is to enhance the capacity of the European cultural sectors to nurture talents.	9th March 2023	approximately 10.000 €
Team Europe Initiative	TEI is a practical illustration of how EU priorities are turned into concrete results.	31st January 2024	5.000€
Spanish Agency for International Development Cooperation (AECID)	AECID is the central organization that manages Spanish Cooperation, dedicated to the fight against poverty and to sustainable human development.	31st January 2024	5.000€

27. Annex – Network of Venues and Locations in Barcelona

Crafts

- Ceramic studio, Kanay
- 137° Ceramic Art Studio

Dance studios

- Dance esCool
- Dance studio, Slam Dancing Barcelona

Paint studios/atelier

- Atelier, Einigriv atelier
- Alejandro Miras | Atelier

Design/Textile studios

- Rehka Jacob, DESIGN STUDIO
- 2Nicole Ferrari Studio - Textile & Graphic Design

Music Studios

- Idea Sonora
- Here Comes The Sound Barcelona

Event locations

- Corretger5
- Smaller venues of Poble Espanyol

28. Appendix – Possible partners for the booths

International Schools

- Colegio Akua
- European International School of Barcelona
- International School of Catalunya

Lawyers

- BLACELLS GROUP
- AGM Abogados
- Immigration Spain

Language schools

- Camino Barcelona Spanish Language school

- Spanish - Spanish School in Barcelona
- Universitat de Barcelona Language Services

NGOs

- InterNations
- MADE51
- Open Cultural Center Spain

29. Appendix – Mock-ups Merchandise

Poster mock-up



Hoodie mock-up



T-shirt mock-up



Tote bag mock-up



Limited edition: Pride Month hoodie mock-up



30. Appendix – Flyer Example (Front and Back)



31. Appendix – Fair timetable (Topic: Craftsmanship)

7am - 10am:

Set-up and preparation in Poble Espanyol with staff and new arrivals.

Arrive at the fairground and set up stands, banners, signs, stage and audio-visual equipment. Make sure all equipment, materials and decorations are in place.

10am - 11am

Opening to visitors.

The fair opens and visitors spend the first hour orienting themselves and getting to know the site.

11am - 1pm

Welcome speech.

We shortly present the theme of Craftsmanship and the various workshops that will be offered throughout the day. Visitors explore various exhibitions, stalls and activities. Newcomers will offer presentations, interactive experiences or hands-on workshops.

1pm - 2pm

Live performances, cultural performances or entertainment programmes.

Music, dance or other artistic performances related to the theme of the fair - all presented by a newcomer. During the concert, the newcomers can relax and take a break for lunch.

2 pm - 4pm

Continued exhibitions and activities.

Continue the exhibitions, stalls and activities for visitors to explore. Offer additional sessions or workshops. Have a game or activity that encourages networking and interaction between participants.

4pm - 5pm

Last hour of the fair.

“Thank you” speech from the event organizers. Exchanging network opportunities. Closing of the fair.

5pm - 6pm

Wrap-up.

Directly after the fair, there will be a debriefing session with the newcomers to receive their feedback.

32. Appendix - Influencers

Influencer	Instagram account
Sara Postcard	@Sarapostcard
Dulceida	@dulceida
Nilo Jeda	@nilojeda
Ame Safaee	@amersafaee
Monica Sors	@monicasors
Paula Gonu Fails	@paulagonufails
Samuel Delgado	@imsamueldelgado
Pol Badia	@pol_badia

We chose these influencers because they are based in Spain or in Barcelona. This decision allows us to get closer to the citizens of Barcelona, establishing a stronger connection and ensuring that we are on their radar. By collaborating with local influencers, we can tap into their understanding of the Spanish audience and create content that resonates with them. The influencers that are based in Barcelona specifically, allows us to showcase our fair in a culturally relevant context, connecting with the vibrant and cosmopolitan spirit of the city and its trendsetting residents.

Besides these influencers, we would also like to hear and share stories of creatives that give their advice on working abroad to our newcomers, and collaborate with them. We want to do this to connect with our newcomers more, and make them feel more attracted towards us as well.

We would like to work with the following creatives:

Adam Tickle (Stockholm): Adam moved from London to Sweden in search of a better work-life balance. He found that Sweden is welcoming to international talent, with a focus on well-being and lifestyle. The work culture in Sweden allows for longer vacations and promotes employee loyalty and happiness.

Shantell Martin (Japan to NYC): Shantell started her career in London but found limited opportunities. She then moved to Japan and built a successful career as a VJ. When she relocated to New York, she had to start her career from scratch, but eventually gained recognition through hard work and perseverance.

Dan Keeffe (Vietnam): Dan visited Vietnam and ended up getting a job at an agency there. He highlights the excitement and growth of the branding industry in Vietnam, as well as the opportunity to experience a new culture and broaden his horizons.

Josh Nathanson (Barcelona): Josh left London to experience a different culture, learn a new language, and gain a new perspective. He found that in Barcelona, face-to-face communication is essential, and many job opportunities arise through word of mouth.

Joel Antoine-Wilkinson (Berlin): Joel contacted studios in Berlin for an internship opportunity, and it led to his first job outside of London. He appreciates the strong graphic design scene and the sense of community among designers in Berlin.

Chloe Yeoman (Sydney): Chloe moved to Sydney for its beaches, good weather, and similar work culture to London. She successfully transitioned from editorial and magazine design to advertising and found plenty of opportunities in the Australian market.

Charlene Man (Hong Kong): Charlene returned to her birthplace of Hong Kong to explore new opportunities. She found that while the creative industry is small, there are many chances to network and build connections. Hong Kong's fast pace taught her to work efficiently and independently.

Rob Peart (Singapore): Rob worked in Singapore, a tech-oriented country with a diverse population. He appreciated the opportunity to collaborate with people from various backgrounds and cultures, which challenged his assumptions and broadened his perspective.

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